

BRITE

Transit Development Plan

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Chapter 1

Overview of Public Transportation in the Region

Introduction

A transit development plan (TDP) is a multi-year planning document that is intended to provide direction for a transit system and its community partners. The planning process identifies transit needs, develops potential improvements to meet the needs, prioritizes these potential improvements, and identifies the resources needed to implement the chosen improvements.

The planning process for a TDP is typically guided by transit program staff, with input from an advisory committee made up of transit program stakeholders and community partners. Public and rider input is also sought during the process to ensure the plan reflects the needs of the community.

In Virginia, the Virginia Department of Rail and Public Transportation (DRPT) requires that each local transit program complete a TDP once every six years. DRPT uses the information compiled within the TDPs for programming, planning, and budget activities. DRPT provides financial resources so that local transit programs can access consultant assistance to complete the plans. Once finalized, the Blue Ridge Intercity Transit Express (BRITE) Transit TDP will provide a basis for inclusion of BRITE's operating and capital program in the commonwealth's Six Year Improvement Plan (SYIP) and Statewide Transportation Improvement Program (STIP). The TDP planning process follows a set of requirements and a report format outlined by DRPT. The current planning horizon for TDPs in Virginia is ten years.

This BRITE TDP was prepared for a portion of the Central Shenandoah Planning District Commission's (CSPDC) region, including Augusta County, the Cities of Staunton and Waynesboro, and a portion of Rockingham County. The CSPDC is a political subdivision of the Commonwealth of Virginia, chartered in 1969 through the Regional Cooperation Act. Member jurisdictions include: the Counties of Augusta, Bath, Highland, Rockbridge, and Rockingham, and the Cities of Buena Vista, Harrisonburg, Lexington, Staunton, and Waynesboro and eleven towns.

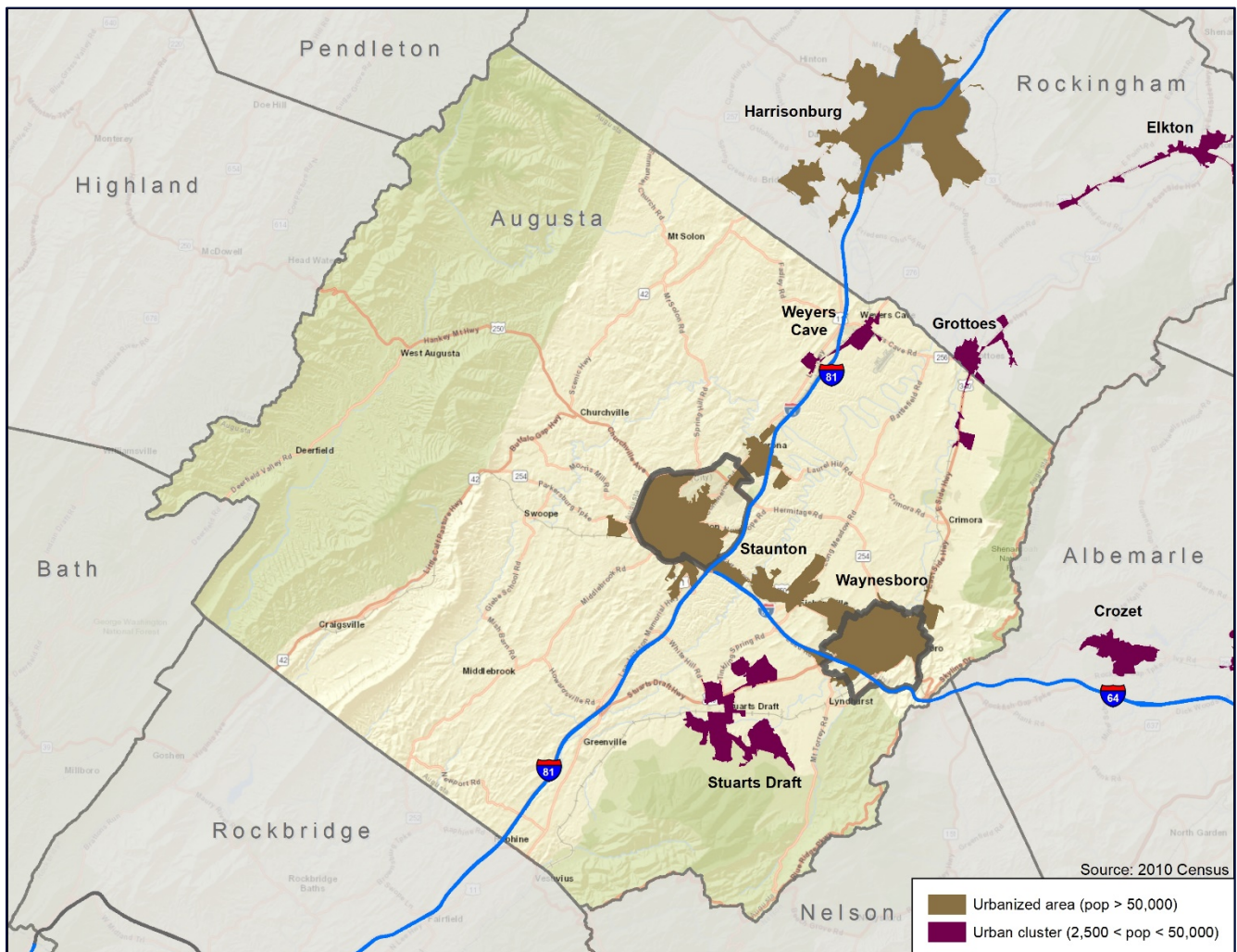
The previous TDP for BRITE was completed in 2015. The current TDP planning process was initiated in September 2021 at the September 8th meeting of the BRITE Transit Advisory Committee (BTAC), with the draft report completed in September 2022. This first chapter of the TDP provides an overview of the transit program and provides background information and data that was used for the subsequent data collection, analysis, and eventual recommendations for the ten-year plan.

Background

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

Two urbanized areas are located within the CSPDC’s jurisdiction: the Harrisonburg-Rockingham Urbanized Area and the Staunton-Augusta-Waynesboro Urbanized Area. The Harrisonburg-Rockingham Urbanized Area was formed after the 2000 Census and the Staunton-Augusta-Waynesboro Urbanized Area was formed after the 2010 Census. The CSPDC administers the Metropolitan Planning Organizations (MPOs) for both of these urbanized areas. A map of the region is provided as Figure 1-1.

Figure 1-1: Central Shenandoah Study Area



Public Transportation in the Region

The CSPDC serves as the grant recipient/subrecipient for federal and state transit funds for both the urban and rural portions of Augusta County as well as for the Cities of Staunton and Waynesboro. The service, operating as BRITE, is operated by Virginia Regional Transit (VRT) under a contractual arrangement. The current contract was awarded through a competitive procurement that was completed in 2017.

In addition to the transit services provided within Augusta County and the Cities of Staunton and Waynesboro, BRITE also provides service to Blue Ridge Community College (BRCC), with routes traveling north to Harrisonburg and south to Staunton. While BRITE provides limited service within Rockingham County and into Harrisonburg via the BRCC routes, the City of Harrisonburg is the designated transit provider in the Harrisonburg-Rockingham Urbanized Area. The CSPDC also recently implemented the Afton Express, an inter-regional demonstration route that provides commuter-oriented service from the Shenandoah Valley to Charlottesville. The Afton Express is also operated by VRT as part of the contractual agreement between the CSPDC and VRT.

History

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



Staunton Transit Service Vehicle

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

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

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

Meanwhile, the City of Staunton had been exploring the purchase of a trolley to provide tourist-oriented service in the downtown area. The City received grant funding from DRPT to purchase two trolleys in 2001, with local match provided by the City's Downtown Development Association. Service began in mid-September 2001 with City employees operating the trolley while an RFP for service was being developed. In November 2001, the CATS entity, with VRT as the service provider, was awarded the contract to operate the Staunton Trolleys.

Under the direction of VRT, the demand-response services were streamlined; fixed route services were introduced; and system growth occurred through the collaboration with additional funding partners. VRT retained the CATS brand for some of the services, and the CATS Advisory Board continued to serve in an advisory role to VRT.

Recent History

Over the course of the last ten years, a number of changes have occurred with regard to the way in which public transportation is administered and operated in the area. Historically, the CSPDC had been involved in public transportation in a planning and advisory capacity, fulfilling its function as a regional planning agency. Growth in the area between the 2000 Census and the 2010 Census resulted in the development of a new urbanized area, the Staunton-Augusta-Waynesboro Urbanized Area (UZA). The development of this UZA changed the way in which federal transit funding is administered within the newly urbanized portions of the service area. These areas were eligible for the Federal Transit Administration's (FTA) Section 5307 urbanized area formula funding program for the first time.

Federal guidance indicates that only public entities are eligible grant recipients for Section 5307 funds. VRT, the previous subrecipient for transit funding in the region, is not a public entity. Stakeholders in the region decided that the CSPDC should be the entity to serve as the designated recipient for these funds. Guidance from DRPT indicated that the rural program should also be administered by the same agency, resulting in the transition to CSPDC as the designated recipient/sub-recipient for both urban and rural transit programs. This transition also included a change of ownership from VRT to CSPDC for the public transit facility in Fishersville, which was built with a combination of federal, state, and local funds.

Re-Branding and 2015 TDP



In recognition of the confusing mix of transit branding in the region, the previous TDP (2015) included a re-branding task that resulted in the adoption of the BRITE name and logo for transit services in the area. The TDP recommended the development of a transit advisory committee, which has been implemented (BRITE Transit Advisory Committee - BTAC). Creation of and improvements to the website and public information were also recommended and have been implemented. A number of service improvements were also recommended within the TDP. These are listed below and have been implemented.

- Schedule improvements for the 250 Connector to close service breaks and extend hours.
- Saturday service and later service for the Silver Trolley, which has been renamed the North and West Loops and no longer uses a trolley.
- The elimination of the Augusta on-demand program.
- The implementation of the Stuarts Draft Link.
- Saturday service for the Waynesboro Circulator.
- Schedule improvements for the Blue Ridge Community College routes, including closing the service breaks, extending service by one hour, and creating one-seat service to and from Staunton and Harrisonburg.

Afton Express

In 2021, after several years of study and advocacy, the CSPDC introduced a new service to the region – the Afton Express. This route is also operated by VRT as part of the contractual arrangement with CSPDC. The Afton Express provides commuter services from the Shenandoah Valley to Charlottesville and Albemarle County and is funded through a DRPT demonstration grant with matching funds from the Cities of Charlottesville, Staunton and Waynesboro, and the Counties of Albemarle and Augusta, and the University of Virginia.

Governance

The CSPDC Board of Commissioners is the decision-making Board with fiduciary responsibility for the transit programs administered through the CSPDC. The CSPDC Board of Commissioners represents and serves the localities of the Counties of Augusta, Bath, Highland, Rockbridge, and Rockingham; the Cities of Buena Vista, Harrisonburg, Lexington, Staunton, and Waynesboro; and the Towns of Broadway, Bridgewater, Craigsville, Dayton, Elkton, Glasgow, Goshen, Grottoes, Monterey, Mount Crawford, and Timberville. A Board of representatives from each governmental subdivision oversees the activities of the Commission. Commission members are appointed by the governing body of the member jurisdictions, and representation is based on population, with a majority of the members comprised of local government elected officials. The members of the Board of Commissioners are listed in Appendix A.

The BRITE Transit Advisory Committee (BTAC) is comprised of regional transit stakeholders and serves in an advisory capacity for the program. BTAC membership consists of:

- One (1) member from each of the current transit funding partners
 - City of Staunton
 - County of Augusta
 - City of Waynesboro
 - Augusta Health
 - Blue Ridge Community College (BRCC)
 - Shenandoah Valley Social Services (SVSS)
 - Wilson Workforce & Rehabilitation Center (WWRC)
 - Staunton Downtown Development Association (SDDA)
- Two (2) members of the general public who utilize the transit system on a regular basis
- One (1) non-voting member representing the staff of the Virginia Department of Rail and Public Transportation
- One (1) non-voting member representing the contracted service provider
- One (1) member representing any future funding partner(s)

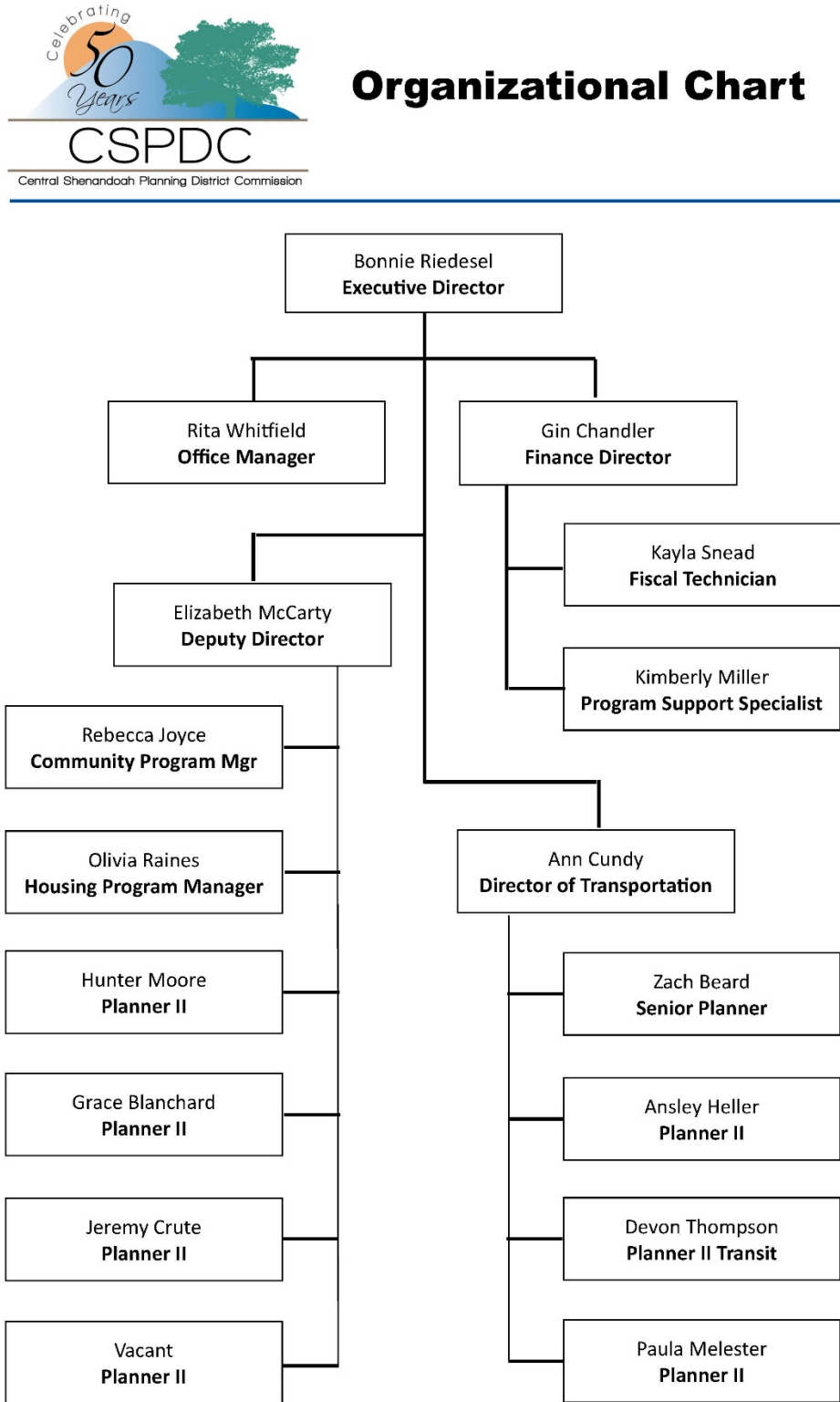
The CSPDC works to include the interests of the following demographic groups among BTAC members: elderly persons, persons with disabilities, minorities, those with Limited English Proficiency, and people with low incomes.

The BTAC meets every other month on the second Wednesday of the month, beginning in January. The BTAC members are listed in Appendix B.

Organizational Structure

The organizational structure of the CSPDC is provided as Figure 1-2. Primary oversight for the transit program and the contractor is provided by the Planner II – Transit position, with support from the Director of Transportation, the Finance Director, the Executive Director, another Planner II, and other CSPDC staff as needed.

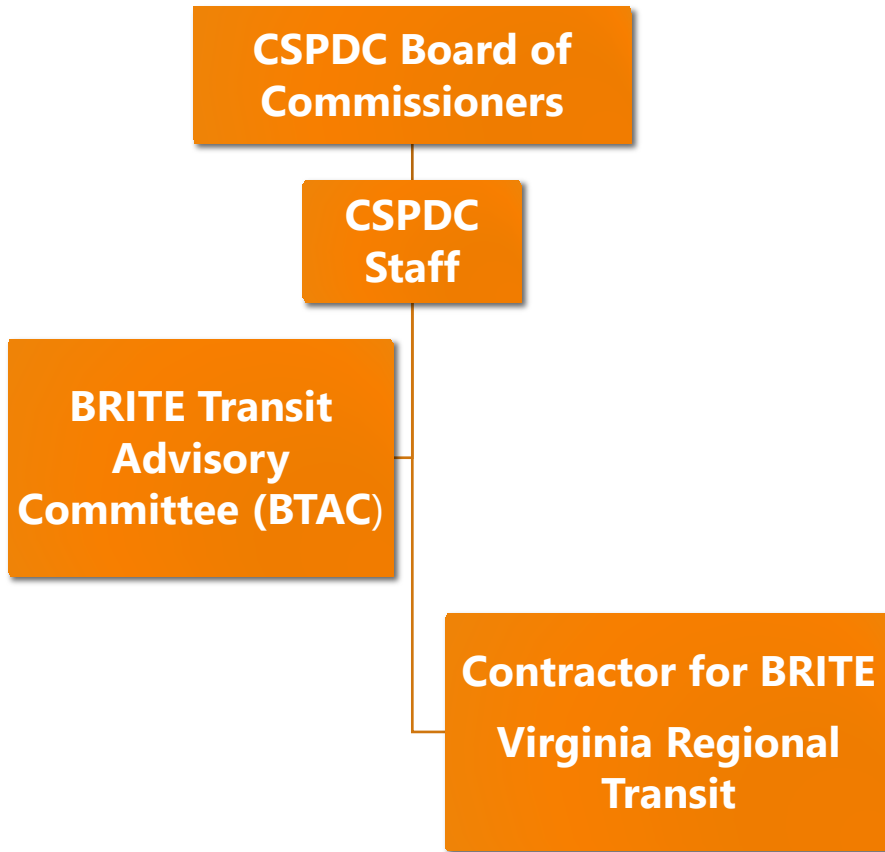
Figure 1-2: CSPDC Organizational Chart



Updated 7/2022

An organizational chart that shows additional details for the transit program is provided as Figure 1-3.

Figure 1-3: BRITE Organizational Chart



Transit Services Provided and Areas Served

This section provides a brief overview of the public transit services operated in the region, including deviated fixed route and ADA-compliant complementary paratransit services. In-depth service analysis of these services is provided in Chapter 3.

BRITE currently offers the following transit services:

Urbanized Area Services

- 250 Connector** This route serves the U.S. Route 250 Corridor, connecting Staunton and Waynesboro via Fishersville. Major stops include the Lewis Street Hub in Downtown Staunton; Walmart (both in Staunton and Waynesboro); Augusta Health; Wilson Workforce & Rehabilitation (WWRC); Augusta County Library; and Waynesboro Town Center. Hourly service is provided Monday through Friday from 7:30 a.m. to 9:30 p.m., and on Saturday from 8:30 a.m. to 7:30 p.m. The 250 Connector has the highest ridership among the BRITE Bus transit routes.
- Staunton North and West Loops, Downtown Trolley, and Saturday Night Trolley** The North and West Loops, together with the Downtown Trolley provide circulator service throughout Staunton. Major stops include the Lewis Street Hub, Terry Court Shopping Center, Food Lion, Gypsy Hill Park, Montgomery Hall Park, and the downtown historic areas. The Saturday Night Trolley also serves the Staunton Walmart. The Staunton routes make timed connections with the 250 Connector and the BRCC South Shuttle at the Lewis Street Hub.

The Staunton North Loop focuses service on the north side of Staunton and provides service from 8:00 a.m. to 8:30 p.m., Monday through Friday and from 8:00 a.m. to 5:30 p.m. on Saturdays. It is through-routed with the West Loop, which focuses service on the west side of Staunton and provides service from 8:30 a.m. to 9:00 p.m., Monday through Friday, and from 8:30 a.m. to 6:00 p.m. on Saturdays. Hourly service is provided on each of these Loops.

The Downtown Trolley focuses on the downtown historic areas within Staunton and operates Monday through Friday from 10:00 a.m. to 9:00 p.m. (with service ending at 6:00 p.m. November through April). Saturday service is provided from 10:00 a.m. to 6:00 p.m. The Saturday Night Trolley serves the downtown historic areas and Walmart and operates Saturday from 6:00 p.m. to 10:00 p.m. (with service ending at 9:00 p.m. November through April).

- Waynesboro Circulator** This route provides circulator service for the City of Waynesboro. Major stops include Walmart, Waynesboro Town Center, DMV, Social Services, Kroger Downtown, Springdale, and Library/YMCA. Connections to the 250 Connector and the Stuarts Draft Link can be made at the Waynesboro Walmart. Hourly service is provided Monday through Friday from 6:30 a.m. to 6:22 p.m., and on Saturday from 7:30 a.m. to 8:22 p.m.

- **ADA Complementary Paratransit** is provided within $\frac{3}{4}$ mile of the BRITE fixed routes. ADA complementary paratransit is an origin to destination service that is designed for individuals with disabilities as defined by the American with Disabilities Act (ADA) who cannot otherwise access BRITE's fixed route bus service for some or all of their trips. Service is available during the same service hours as the fixed routes. ADA riders must apply to be certified to use the service. Trips can be requested on the prior day to the desired date and up to two weeks in advance.

Rural Area Services

- **Blue Ridge Community College (BRCC) Shuttles – North and South** The BRCC North Shuttle provides service between BRCC and Harrisonburg. The northbound leg of the route uses I-81 to travel to Harrisonburg. The southbound leg provides service through Dayton, Bridgewater, and Mount Crawford. Major stops include BRCC; James Madison University (JMU); Walmart (VA Route 42 location); and Bridgewater College. Hourly service is provided Monday through Thursday from 6:50 a.m. to 11:00 p.m., and on Fridays from 6:50 a.m. to 8:00 p.m., with the exception of the first run that leaves BRCC at 6:50 a.m., rather than on the hour. BRCC North connects with the Harrisonburg Department of Public Transportation (HDPT) services at the Godwin Transit Center on the campus of JMU.

The BRCC South Shuttle connects Staunton (from the Lewis Street Hub) with BRCC via Verona, Fort Defiance, and Mt. Sidney. Hourly service is provided Monday through Thursday from 7:15 a.m. to 10:30 p.m., and on Fridays from 7:15 a.m. to 7:30 p.m., with the exception of the first run that leaves Staunton at 7:15 a.m., rather than on the half-hour. The BRCC Shuttles are through-routed so that riders who travel the entire distance between Staunton and Harrisonburg can remain on the same vehicle.

- **Stuarts Draft Link** This route operates as a loop, connecting residential areas and services in the Stuarts Draft area to Waynesboro and Fishersville. The route connects with the 250 Connector and the Waynesboro Circulator. Hourly service is provided Monday through Friday from 6:50 a.m. to 6:43 p.m.

Inter-Regional Service

- **Afton Express** The Afton Express was launched in the Fall of 2021 and provides commuter-oriented service that connects the Central Shenandoah Valley to the City of Charlottesville and Albemarle County. Major stops include the Staunton Mall, the Fishersville Park and Ride, the Waynesboro Park and Ride, the University of Virginia, the Charlottesville Amtrak Station, the Downtown Charlottesville Transit Center, Fifth Street Station, and Wegmans. Four morning eastbound trips are scheduled from the Shenandoah Valley (5:00 a.m.; 6:00 a.m.; 7:10 a.m.; and 7:50 a.m.) and four westbound trips are scheduled from the Downtown Charlottesville Transit Center (3:00 p.m.; 4:00 p.m.; 5:05 p.m.; and 6:00 p.m.). The service operates Monday through Friday.

Fare Structure

BRITE's fare structure is outlined in Table 1-1.

Table 1-1: BRITE Services and Fares

Service	Base Fare	ADA Paratransit Service	Senior Citizens, Medicare Card Holders, and People with Disabilities	Students	Children 12 years of age or younger, with an adult	12-Trip Fare Card
250 Connector, Stuart's Draft Link, BRCC Shuttles, and Waynesboro Circulator	\$0.50	\$1.00	\$0.25	Free	Free	\$5.00
Staunton North and West Loops, Downtown Trolley, Saturday Night Trolley	\$0.25	\$0.50	\$0.10	Free	Free	\$3.00

Service	Base Fare	10-Trip Fare Card	UVA Parking & Transportation Fare Card Discounted Rate
Afton Express	\$3.00	\$25.00	\$20.00

As noted above, college students ride the system fare-free, as BRCC contributes toward the operation of the service. WWRC residents also ride fare-free, as WWRC makes an annual financial contribution to the system. In addition, Augusta Health provides local match each year, allowing people who board or alight at that location to ride free; and Shenandoah Valley Social Services also contributes to the system and is given tokens to be distributed among its clients of the Virginia Initiative for Education and Work (VIEW) Program. The fares have not changed since the 2015 TDP, with the exception of the demand-response fare, as the Augusta On-Demand service was eliminated.

The fare policy does not include free transfers. Therefore, a single fare is charged each time a rider boards the bus. A multi-trip punch card was introduced in 2019.

Fleet

The vehicle fleet used to provide public transportation services for BRITE is owned by the contractor and was not funded directly through federal, state, or local funds. The cost of providing the vehicles is built into the contract with VRT and the CSPDC does not own any transit vehicles.

The CSPDC categorizes the contract with VRT as “turnkey,” with the contractor providing the vehicles, maintenance, and transit service. Under this classification, 50 percent of the contract costs are eligible for up to an 80 percent federal share, while the remaining operating costs are eligible for up to a 50 percent federal share. This scenario falls under the FTA’s “capital cost of contracting,” which recognizes the capital consumed by the contractor for the delivery of public transportation service. The FTA Section 5307 Circular states that “only the costs attributable to the privately owned assets are eligible under this policy.” Items purchased with federal, state, or local government assistance are not eligible.²



VRT’s fleet used for the BRITE transit program is comprised primarily of body-on-chassis vehicles, as well as one trolley for the Staunton Downtown Trolley route and two light-duty buses for the BRCC shuttles.



The vehicles for the Afton Express are also body-on-chassis, but have been upgraded to include more comfortable seats, storage, and WIFI. All of the vehicles used within the BRITE system are accessible for people with disabilities.

² FTA Circular 9030.1E, Urbanized Area Formula Program: Program Guidance and Application Instructions, 1/16/2014, page IV-11.

Existing Facilities

Operations Facility

As part of the CSPDC's transition to full FTA/DRPT grant recipient/subrecipient, the agency took on the ownership of the existing transit facility that VRT constructed using federal, state, and local funding. The facility, located on Ivy Ridge Lane in Fishersville, serves as the operations and maintenance facility for the BRITE transit program.

The facility includes operations and administrative office space, a four-bay maintenance garage (one of which is a wash bay), training and meeting space, and additional office space on the second floor that is currently leased by Augusta Health. There is secure transit vehicle parking on-site, as well as staff and visitor parking.

Lewis Street Hub

BRITE transit routes that serve Staunton meet for transfer opportunities at the Lewis Street Hub, which is located at 240 North Lewis Street in downtown Staunton. The CSPDC purchased the parking lot from the American Shakespeare Center in April 2021. The City of Staunton had previously leased the lot for parking and allowed BRITE vehicles to use the lot as a transfer facility. A new agreement is now in place for the city to lease some spaces from the CSPDC for public parking.

Upon taking ownership of the property, CSPDC sought to re-pave the lot and make some minor improvements. Concurrently, the FTA announced a Notice of Funding Opportunity for the competitive 5339(b) Grants for Buses and Bus Facilities Program. Given the potential opportunity to make more substantial improvements to the Lewis Street Hub, the CSPDC submitted and was awarded a 5339(b) grant application for the project in November of 2021. The project will rehabilitate the hub by rebuilding the surface with asphalt and concrete, defining separate bus and vehicle parking, constructing a central passenger shelter adjacent to the bus parking with safety lighting and bike racks, and installing conduit for 4 EV charging stations for park and ride users of transit.

A photo of the Lewis Street hub is provided in Figure 1-4.

In addition to the Hub, there are twelve additional passenger shelters throughout the system and over 160 signed bus stops.

Figure 1-4: Lewis Street Hub



Transit Security Program

Elements of BRITE's transit security program include the following:

- In-vehicle camera system and digital video recorders - VRT uses the Seon Explorer MX-HD system, which includes an interior rear-facing camera, an interior forward-facing dashboard camera, and an exterior rear-facing camera.
- Facility camera system – VRT uses the ACS Uriel System Inc. Digital Video Recorder system, which includes both interior and exterior cameras.
- Digital two-way radio system so that drivers can communicate with dispatch.
- Fenced transit vehicle parking, which can be locked when no staff are present at the facility.
- Secure manual fareboxes that are pulled each evening.

- Facility Security Assessment - In 2018, BRITE contracted with Noel Training and Consulting to conduct a *Risk & Vulnerability Assessment for the BRITE Transit Operating Facility*. There were several security-related suggestions including the following:
 - Re-set the security cameras to cover the front and side doors of the facility
 - Post notices at the two entrances stating that video surveillance is in use on the premises
 - Close and lock the two front inside hallway doors
 - Place a bell at the dispatch window for visitors to use when the dispatch office is vacant
 - Lock the meeting room when not in use
 - Modify when and who takes the cash fare box money to the bank
 - Enforce VRT employee use of ID badges
 - Alarm the two upstairs back doors that serve as an emergency exit for upstairs tenant.

The full report also details a number of safety and hazard mitigation suggestions.³

Intelligent Transportation Systems (ITS) Program

ITS programs in public transportation programs encompass a broad range of communication-based information and electronics technologies that serve to improve safety, efficiency, and service, through the use of real-time information. BRITE's rather limited ITS program includes the following:

- The camera and radio systems discussed above
- SHAH demand-response scheduling software
- Google-based trip planner
- New text alert system for the Afton Express

SHAH Demand Response Scheduling System

VRT uses SHAH's Transportation Manager System to schedule BRITE Access paratransit trips and route deviations, as well as to generate manifests. The program is nearing the end of its useful life, as it is over ten years old.



Google Trip Planner

BRITE uses a Google-based trip planner that can be accessed through BRITE's website. The planner allows a rider to enter their trip origin and destination to receive a tailored itinerary on how to use BRITE for the trip. An example of the Google Trip Planner is provided as Exhibit 1.


³ Bus Transit System Facility, Fishersville, VA, Risk & Vulnerability Assessment Report with Considerations for Hazard and Threat Assessment, Prioritized Risk Reduction Strategies, and OSHA Self-Inspection Safety Checklist Conducted July 17-18, 2018, Mike Noel, Noel Training and Consulting.

Exhibit 1: BRITE Google Trip Planner Example

11:33 AM - 12:05 PM (32 min)



250 Connector


11:40 AM from Manchester Townhouses
8 min


Schedule explorer
11:33 AM

○


Staunton Mall

90 Lee Jackson Hwy #1250, Staunton, VA 24401


Walk


About 7 min, 0.3 mi 11:40 AM

Manchester Townhouses


250 Connector
Valley View Senior Apartments

25 min (10 stops) 12:05 PM

Augusta Health MOB


Walk

About 1 min, 79 ft 12:05 PM

◎

Augusta Health

78 Medical Center Dr, Fishersville, VA 22939

Tickets and information
[BRITE Bus - Ticket information](#) - 1 (540) 943-9302

These directions are for planning purposes only. You may find that construction projects, traffic, weather, or other events may cause conditions to differ from the map results, and you should plan your route accordingly. You must obey all signs or notices regarding your route.

Afton Express Text Alert System

In December 2021, BRITE implemented a text alert system, through TextMarks, for the Afton Express. Riders enrolled in the real-time text alert system will receive text alerts if the bus is running late or if there are weather delays, cancellations, or holiday schedule changes. Riders can enroll in the program by texting the keyword AXBUS to 41411.

BRITE Transit ITS Study

In 2017 the CSPDC contracted with Kimley-Horn and Associates to develop an ITS improvement plan for the BRITE transit program. The resulting six-year plan and program recommended a variety of technology solutions with the goals of improving the reliability of system data, fostering efficiency in service delivery, and enhancing the rider experience for customers.⁴

The plan recommended the following projects:

- GTFS Data Feed and Integration with Google Transit - *this has been implemented*
- Mobile Data Collection System – *slated for procurement in FY2023*
- Next Generation Paratransit and Deviated Fixed-Route Scheduling Software
- Real-Time Data Feed for Third-Party Applications
- Next Bus Arrival Text Message Service – *implementation of this project has begun with the new Afton Express text message system.*
- Traveler Information Displays at Major Activity Centers
- Advanced Driver-Assistance System
- Mobile Ticketing

The ITS Plan also recommended the addition of either in-house or contracted staff to help implement and trouble-shoot the ITS projects. The estimated capital cost of implementing the improvements over a six-year period was \$522,400 in 2017 dollars and the annual operating and maintenance costs were estimated to be \$81,700 (full implementation).

Data Collection and Ridership/Revenue Reporting

Ridership and Fares

For the fixed routes, the ridership reporting begins with the transit operators who manually tally the passengers by fare type on a paper log as they board. The BRITE Access trip and fare information are tracked using paper manifests. The operators submit their paper records to the dispatcher, and these are entered into a monthly tracking spreadsheet. The VRT transit manager compares the passenger

⁴ BRITE Transit ITS Study, Study Report and 6-Year Plan, Kimley-Horn and Associates, November 2017, page V.

counts with the expected and actual fare revenue collected via the manual fareboxes for verification, with discrepancies investigated.

After the end of each month, VRT prepares a summary report from the monthly tracking spreadsheet for CSPDC review and reporting. CSPDC provides monthly reports to DRPT and its local funding partners. These data are also used for CSPDC's National Transit Database (NTD) reporting.

Revenue Hours and Miles

A spreadsheet is used to calculate the monthly revenue hours and miles. For the fixed routes, the data are based on the contracted hours and miles. VRT then edits the spreadsheet as needed to adjust the data for unanticipated service changes. The drivers also record the revenue miles traveled according to the vehicle odometers on their paper manifests, along with the revenue hours. The completed driver manifests are used as base data to track the hours and miles for the BRITE Access program. Once the data are entered and reviewed by the VRT transit manager, the spreadsheet is sent to CSPDC for review and reporting.

Coordination with Other Transportation Service Providers

Rideshare

CSPDC works together with the Thomas Jefferson Planning District Commission to offer a rideshare and commuter assistance program. This program provides outreach and other services with the goal of reducing the use of single-occupant vehicles in the region by facilitating the use of alternative transportation modes such as carpooling, walking, cycling, and transit. The following areas are served through the program: the Cities of Buena Vista, Charlottesville, Harrisonburg, Lexington, Staunton and Waynesboro; and the Counties of Albemarle, Augusta, Bath, Fluvanna, Greene, Highland, Louisa, Nelson, Rockbridge and Rockingham.

Other Transportation Service Providers

The BRITE system is coordinated to the extent feasible with the following transportation service providers:

Amtrak – BRITE's Staunton Downtown Trolley stops at the Staunton Amtrak station hourly between the hours of 10:42 a.m. and either 5:42 or 8:42 p.m., depending upon the day of the week and time of the year. Staunton is served by Amtrak's Cardinal route, which provides service between New York and Chicago three times per week (Wednesday, Friday, and Sunday). The eastbound trains serve Staunton at 2:38 p.m. and the westbound trains serve Staunton at 2:54 p.m. The station is open between 12:45 and 4:00 p.m., Wednesday, Friday, and Sunday.

BRITE's Afton Express also serves Amtrak, linking the Shenandoah Valley to Amtrak's West Main Street Station in Charlottesville.

Charlottesville Area Transit (CAT) – The Afton Express provides connections from Staunton, Fishersville, and Waynesboro to Charlottesville's public transportation system, Charlottesville Area Transit (CAT). The Afton Express operates four morning eastbound trips (Monday through Friday) from the Shenandoah Valley to CAT's Downtown Transit Center, where riders can access the full CAT route network. The four afternoon westbound Afton Express trips also serve CAT's Downtown Transit Center.

Harrisonburg Department of Public Transportation (HDPT) – BRITE's Blue Ridge Community College (BRCC) North Shuttle provides connections between Augusta County, Rockingham County, and the City of Harrisonburg. Direct connections to the HDPT system are made at the Godwin Transfer Center, located on the James Madison University (JMU) campus in Harrisonburg. Hourly service is provided Monday through Thursday from 6:50 a.m. to 11:00 p.m., and on Fridays from 6:50 a.m. to 8:00 p.m., with the exception of the first run that leaves BRCC at 6:50 a.m., rather than on the hour. Godwin is served at :17 past the hour, with the exception of the first run, which leaves Godwin at 7:07 a.m.

Virginia Breeze – Staunton is served by the Valley Flyer route of the Virginia Breeze intercity bus program, managed by the Virginia Department of Rail and Public Transportation (DRPT). This route connects Blacksburg, VA and Washington, D.C. via the I-81 and I-66 corridors. The Valley Flyer's stop in Staunton is located in the parking lot of the Martin's Food store along Route 250. BRITE's 250 Connector does not serve the stop directly, but does serve Walmart, which is about a nine-minute walk according to BRITE's trip planner. The northbound Valley Flyer serves Staunton at 10:30 a.m. and the southbound Valley Flyer serves Staunton at 1:20 p.m.

The Virginia Breeze can also be accessed at the Godwin Transit Center on the campus of JMU. The JMU stop is served by the Valley Flyer as well as by the new Highlands Rhythm, which connects Bristol, VA and Washington, DC via I-81 and I-66.

Specialized Transportation Providers

A variety of non-profit agencies provide specialized transportation for their clients in the Central Shenandoah region:

- **Augusta Health** provides non-emergency medical transportation for patients that require ambulance or medical wheelchair transportation.
- **The Arc of Augusta** serves individuals with disabilities, providing limited transportation for clients that participate in its programs.
- **Valley Program for Aging Services (VPAS)** provides transportation to the region's senior centers as well as other trips for seniors and individuals with disabilities. Transportation is available within Waynesboro and Staunton city limits for grocery shopping, banking, etc., and throughout the region for non-emergency medical appointments.

- **Vector Industries** employs and trains individuals with disabilities. Located in Waynesboro, it has historically provided transportation for employees to reach job sites.
- **Wilson Workforce & Rehabilitation Center** is a funding partner for BRITE and also has vehicles that are used to bring students enrolled in the program to job sites that cannot be feasibly accessed through the current BRITE transit network.
- **Valley Community Services Board (VCSB)** serves clients with mental health, intellectual disability, and substance abuse issues. The agency operates vehicles in Augusta and Highland Counties and the Cities of Staunton and Waynesboro.
- In Virginia, **LogistiCare** serves as the statewide coordinator for non-emergency Medicaid transportation (NEMT) for those enrolled in the Fee for Service program (FFS). NEMT may be arranged via mileage reimbursement to a family member or friend, public transportation if available, or private contractor. The FFS NEMT program is called "Ride Assist" and the Staunton-Augusta-Waynesboro area is in Region 6, which is based in Charlottesville. For those enrolled in a Managed Care Organization (MCO), participants call the MCO directly for NEMT arrangements.

Private Transportation Providers

Taxicabs

The following taxicab companies operate in the region:

- Al's Cab
- City Cab
- Lou's Local Taxi
- Way 2 Go Taxi

Transportation Network Companies (TNCs)

Uber and Lyft provide on-demand, ride-hailing transportation service in the region. Service is available 24 hours a day, 7 days a week, though the supply of vehicles varies by time of day and geographic area. Customers are required to set up an account with Uber or Lyft and link a debit/credit card to their account. No cash is exchanged between drivers and passengers, and two or more passengers can split payments. Both Uber and Lyft offer several classes of service at different costs, which vary by the vehicle used and whether the ride is shared with other passengers. To reserve a trip, customers are required to use a smartphone to request a vehicle, indicating their pickup location and destination. Passengers are sent the vehicle type, color, and license plate number of the vehicle coming to pick them up. Upon arrival at the requested origin, drivers wait two minutes for passengers. After two minutes, the driver cancels the trip and charges the passenger a cancellation fee.

Public Outreach

The CSPDC employs a variety of public outreach methods to keep the public informed about the BRITE transit program, as well as its other programs and services. The primary outreach mechanisms for the BRITE program are discussed below.

- **BRITE website.** In 2018 the CSPDC completed a comprehensive overhaul of the BRITE transit website. The site, <https://www.britebus.org/>, provides comprehensive information on the transit services provided, including route maps; schedules; fare information; ADA information; and a trip planner. The site also includes links to planning documents, required documents such as the agency's Title VI Plan, resources, notices, news, and pertinent agency information.
- **Social media.** BRITE maintains an active presence on Facebook and Twitter
- **Printed Route and Schedule Information.** BRITE provides printed route maps and schedules and distributes them to various outlets within the community.
- **BRITE Transit Advisory Committee** – BTAC. BTAC is the transit program's advisory committee, comprised of representatives from the current funding partners (8), system riders (2) and non-voting members from DRPT and VRT. Meetings are held every other month and these meetings are open to the public. The meeting agendas and minutes are posted on BRITE's website. The discussions held during these meetings help to improve the policies, procedures, and marketing for the BRITE transit program.
- As noted in BRITE's Title VI Plan, agency staff members are in communication with many organizations throughout the region and regularly attend a variety of community meetings and events.
- **BRITE transit information displays** have been created and are installed at government buildings, public libraries, and other public facilities throughout the service area.
- The CSPDC uses the Staunton-Augusta- Waynesboro (SAW) Metropolitan Planning Organization's (MPO) public participation and public hearing processes to satisfy the Federal Transit Administration's (FTA) public involvement requirements under the Section 5307 program.

Chapter 2

Goals, Objectives, and Standards

Introduction

This chapter of the TDP presents the mission and goals for BRITE; documents unmet community mobility needs in the Central Shenandoah area as discussed by BTAC members; and updates the service standards that were included in the 2015 TDP.

The TDP kick-off meeting was held during the BTAC's regularly scheduled meeting on September 8, 2021. Some members of the committee participated in person, while others participated via Zoom.

The TDP discussion focused on the following three topics:

1. BRITE's Mission and Goals
2. Unmet Community Mobility Needs
3. Potential Community Mobility Initiatives

The discussion of these topics was facilitated in part by using an interactive web program called "Mentimeter," which allowed participants (both in person and via Zoom) to type their opinions rather than speak them. The program also captured the written responses, which are included within the summary of each topic.

BRITE's Mission and Goals

Mission Statement

The following mission statement was developed during the 2015 TDP process:

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

BTAC members were asked to indicate if they thought the mission statement needed to be updated and if so, what specifically they would like to see added/changed. The majority of the BTAC members thought that the mission statement was still appropriate, though the following suggestions were received:

- There should be some acknowledgement that the service goes outside of the Shenandoah Valley
- Consider adding the following descriptors: affordable, equitable
- Consider adding something about safety and efficiency
- Evaluate if the word “people” is too broad

Given these suggestions, a *revised* mission statement is as follows:

*“To deliver **accessible, affordable, efficient, equitable, high quality, and safe** public transportation services that link people, jobs, and communities in the Central Shenandoah Valley and **to regionally significant destinations.**”*

Goals

The following system goals were developed during the prior TDP process and updated during the current TDP process:

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

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

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

Goal 4: Strengthen and market the BRITE bus brand identity.

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

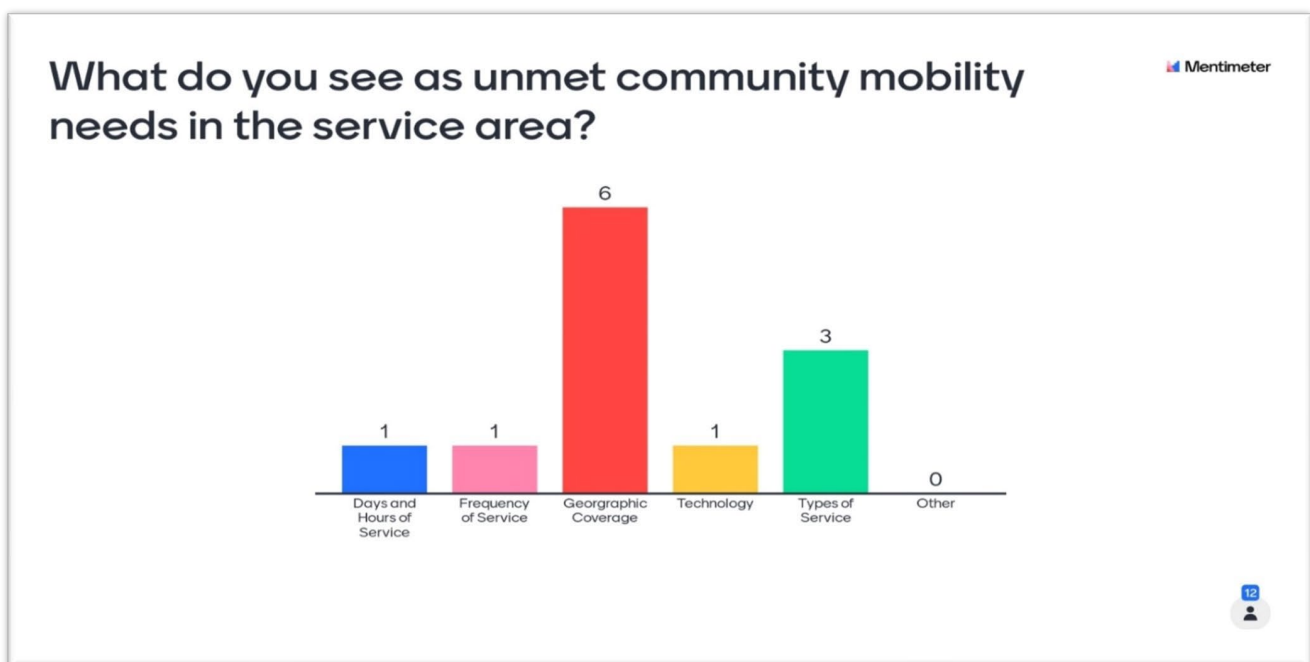
Goal 6: Provide a safe and secure transit system.

Goal 7: Improve the convenience, reliability, and customer service of BRITE services

Unmet Community Mobility Needs

An important objective during the first TDP meeting was to solicit information from BTAC members regarding unmet community mobility needs in the service area. A Mentimeter poll was used and asked participants to indicate what they see as unmet community mobility needs. Participants were prompted to choose one of the following: days and hours of service; frequency of service; geographic coverage; technology; types of service; and other. This poll started the conversation concerning unmet transit needs in the area. Figure 1 provides the results, followed by a summary of the discussion.

Figure 1: Unmet Community Mobility Needs



Geographic Coverage

The most frequently chosen answer to the Mentimeter poll was “geographic coverage.” When prompted to provide more detail regarding this need, participants discussed the following issues:

- There is interest in exploring whether there may be expansion opportunities in other areas of Augusta County. Could any of the routes be expanded incrementally or adjusted to serve new areas of transit demand near the existing routes?
- Is there a way to streamline the 250 Connector so that it does not go all the way to the Lewis Street Hub? This route is stretched for time.

- Is there a way to serve Bridgewater in both the northbound and southbound directions? Currently the Blue Ridge Community College (BRCC) route uses I-81 in the northbound direction to save time, bypassing Bridgewater, which is served in the southbound direction. This means that if someone in Bridgewater wanted to travel to Harrisonburg they need to travel south first. It should be noted that the Harrisonburg Department of Public Transportation (HDPT) also provides limited service to Bridgewater (two trips, once a week).
- The Stuarts Draft Link operates as a loop, which can be inconvenient for passengers. Could it be adjusted so that it operates as a bi-directional route?

The discussion of geographic coverage flowed into the next topic area, which was “types of service.”

Types of Service

- There is a need for first mile/last mile connections to improve access to the routes. An on-demand service was suggested. Research on microtransit options is included as part of the study team’s work and detailed within Chapter 4.
- There is a need for additional paratransit services outside of the Americans with Disabilities Act (ADA) service area. Specifically in Stuarts Draft and Verona.
- Fixed routes that operate on hourly headways are difficult for parents to access if they must drop off children at day care and then get to work. A fixed route bus cannot wait while the parent brings the child into the day care home or center and comes back out. This issue was brought up by the representative from Shenandoah Valley Social Services (SVSS). For these situations, the DSS currently helps clients access a local cab company.

Days and Hours of Service

“24/7” was the first response to this question! The representative from SVSS shared that their clients often work jobs that are in shifts that do not correspond with the BRITE service hours. In recognition that 24/7 service is a significant increase from current transit availability, the group prioritized the following days and hours of service:

- Operating later in the evening
- Operating earlier in the morning
- Offering paratransit services on Saturdays (even if not every Saturday were to be served). ADA service needs are currently provided through route deviation on Saturdays.

Frequency of Service

The current frequency of service for most of the routes is one hour. It was recognized that increasing frequency is a very expensive service expansion. It was also noted that riders will have a chance to provide their opinions regarding service frequency (as well as the full range of potential improvements) via a rider survey. Results of the rider survey are provided within Chapter 3.

Technology

BTAC members discussed the need for the following initiatives:

- Real-time transit information
- Wi-Fi for all the vehicles, not just the Afton Express. An idea to solicit a Wi-Fi sponsor was also discussed.

Other

Other areas that were discussed by BTAC members included:

- The need for additional bus stops and safer, higher quality bus stops.
- DRPT brought up that there are now additional FTA requirements associated with the establishment of new bus stops, even though most of the stops are in the Virginia Department of Transportation (VDOT) right of way.
- The concept of working with local major retailers (such as Walmart and Target) to provide contributions.

Potential Community Mobility Initiatives

The final question for the Mentimeter poll was: "Are there any community mobility initiatives that you would like to see move forward in the next six years?" Several insightful comments were provided and are listed below.

- Just keep growing with frequency of stops, more hours, and more technology. Baby steps to meet long term goals.
- Public education to gain riders. Are there additional community partnerships that should be explored?

- More education and information so that people know what exists, encourage use, and make information easily accessible.
- Have an open communication with the business community concerning the current services.
- The Virginia Breeze and the Afton Express are great programs to meet specific needs. As other needs are identified, solutions can be put forward.
- Continue to expand the existing network (number of stops, direction, days/times).
- Improve frequency of service in certain areas, public education/outreach (more strategic targeting of choice riders in particular). Explore new community partnerships.
- Promote BRITE services to a broader demographic. Afton Express may be a good model for expanding the demographic of riders. Is there an opportunity for more direct shuttle type services to Harrisonburg?
- As the Afton Express proves successful, increase the number of stops (e.g., downtown areas). Agree with the broad consensus about expanding the existing network.
- Target service to elderly and low-income.

Service and Performance Standards

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

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

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

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

- Maximum vehicle load: 1.3 (ratio of passengers to total seats) for all vehicle types. For example, if there were thirty seats on the bus, the maximum vehicle load would be 39 passengers (39 divided by 30 = 1.3)

- Vehicle headways: every sixty minutes, weekdays, and weekends (if applicable)
- On-time performance: ninety percent or greater (a vehicle leaving a scheduled time point no more than 1 minute early or five minutes late is considered on-time)
- Service availability within the urbanized area: eighty percent of all residents in the service area are within a ½-mile walk of bus service

DRPT Performance-Based Allocation Metrics

In FY2020, DRPT implemented a new performance-based methodology for allocating operating assistance funding pursuant to the Code of Virginia and Commonwealth Transportation Board (CTB) policy. The methodology was developed through coordination with Virginia’s Transit Service Delivery Advisory Committee (TSDAC) and the CTB, which resulted from a 2018 legislative mandate to base grant amounts on agency performance.¹ The methodology developed considers sizing and performance metrics.

The sizing metrics are intended to base allocations on the size of the agency so that grant funding is proportionate to the level of service operated. The sizing metrics and weights for FY2021 and beyond are:

Operating cost	50%
Ridership	30%
Revenue vehicle hours	10%
Revenue vehicle miles	10%

The five performance metrics and weights are:

- Passengers per revenue vehicle hour (20%)
- Passengers per revenue vehicle mile (20%)
- Operating cost per revenue vehicle hour (20%)
- Operating cost per revenue vehicle mile (20%)
- Operating cost per passenger trip (20%)

BRITE Performance Metrics

Table 2-1 provides the BRITE values for these metrics for fiscal years 2019 through 2021. The effect of the Covid-19 pandemic can be seen most prominently within the FY2021 metrics, as the pandemic affected the entire year.

Table 2-1: BRITE Performance Metrics, FY2019 – FY2021

Metric	FY2019	FY2020 (1)	FY2021 (2)
Passenger Trips per Revenue Hour	8.89	7.01	4.52
Passenger Trips per Revenue Mile	0.45	0.39	0.25
Operating Cost per Revenue Hour	\$69.07	\$68.97	\$ 67.93
Operating Cost per Revenue Mile	\$3.52	\$3.79	\$3.72
Operating Cost per Passenger Trip	\$7.77	\$9.84	\$15.04

(1) Covid-19 effects for the last quarter of the year.

(2) Covid-19 effects for the entire year.

Given that these five metrics are being used by DRPT to allocate funding, it is recommended that BRITE adopt these metrics internally when reviewing performance.

Process for Updating Goals, Objectives, and Standards

This current TDP process gave the agency and its community partners an opportunity to refresh and update the goals, objectives, and standards for the program. If additional goals are envisioned, or if specific goals, objectives, or standards are no longer appropriate, represent under-achievement, or cannot reasonably be attained, the CSPDC can update the measures to reflect current circumstances.

DRPT has also implemented performance-based funding, using the five metrics previously described. It is important that BRITE track these to see how the services perform as measured by these metrics. If performance goes down, BRITE should look to see if there are ways to improve efficiency and/or boost ridership.

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

Chapter 3

Service and System Evaluation

Introduction

This chapter of the TDP focuses on two primary analyses. The first focus is a description and analysis of the recent performance of Blue Ridge Intercity Transit Express (BRITE), including analyses of trends, peers, recent ridership, a passenger survey, and a community survey. The second area of focus provides an analysis of transit needs, including a demographic and land use analysis and a review of relevant studies and plans.

Overall, this chapter includes twelve major components that are presented in the following order:

- System Evaluation
- BRITE Route Profiles
- Financial Information
- Peer Analysis
- Transit Passenger Survey Results
- Public Survey Results
- Population Analysis
- Transit Dependent Population Analysis
- Title VI Demographic Analysis
- Land Use Profile
- Travel Patterns
- Review of Previous Plans and Studies

System Evaluation

Systemwide Trend Data

The trend data for the BRITE system as a whole show the change in status between FY2017 and FY2018 when the BRITE program transitioned to serving as the subrecipient for the both the urban and the rural programs, with the additional hours, miles, and trips reflected in the FY2018 data. The operating cost per hour went down slightly between FY2017 and FY2018, as the new contract with Virginia Regional Transit (VRT) was executed with lower rates.

Additional funding availability in FY2020 allowed for the implementation of evening service on selected routes, which is reflected in the added hours, miles, and expenses for the year. Transit program productivity was the highest in FY2017, averaging 10.49 passenger trips per revenue hour, reflecting

that only the urban program came under the auspices of the CSPDC. Urban transit programs will typically have higher productivity, as the population is higher, and the population density is greater. The combined urban and rural program data are reflected in FY2018 through FY2021. These data show that prior to the pandemic system productivity had increased slightly from 8.64 passenger trips per revenue hour to 8.89 passenger trips per hour. The combination of the FY2020 increase in revenue hours and the effects of the pandemic affected the system productivity in FY2020 and FY2021. These data are shown in Table 3-1.

Table 3-1: Transit Program Trend Data

Metric	FY2017	FY2018	FY2019	FY2020 (1)	FY2021 (2)
Passenger Trips	220,832	265,439	263,278	233,930	149,731
Revenue Hours	21,046	30,715	29,629	33,363	33,157
Revenue Miles	320,957	567,463	581,542	606,434	604,899
Total Operating Costs	\$1,439,213	\$2,048,915	\$2,046,367	\$2,301,037	\$2,252,410
Passenger Trips per Revenue Hour	10.49	8.64	8.89	7.01	4.52
Passenger Trips per Revenue Mile	0.69	0.47	0.45	0.39	0.25
Cost per Revenue Hour	\$68.38	\$66.71	\$69.07	\$68.97	\$67.93
Cost per Revenue Mile	\$4.48	\$3.61	\$3.52	\$3.79	\$3.72
Cost per Passenger Trip	\$6.52	\$7.72	\$7.77	\$9.84	\$15.04
Miles per Hour	15.3	18.5	19.6	18.2	18.2

(1) Covid-19 affected ridership the last quarter of the fiscal year

(2) Covid-19 affected ridership the full fiscal year

Pandemic Trends

The pandemic-induced ridership reduction starts to be seen in FY2020, when the last quarter of the fiscal year was affected and more dramatically for FY2021, as the entire year was affected. In FY2020, total ridership dropped by 11% from FY2019. In FY2021, ridership was down 43% from FY2019. This trend was most dramatic for the BRCC Shuttle routes, both of which saw a ridership decline of over 60%. While the fixed routes all saw varying levels of ridership decline, the BRITE Access service saw only a small dip in FY2020, and a slight ridership increase in FY2021. The FY2021 Access ridership was 2% higher in FY2021 than it was in FY2019.

Route Level Trend Data

BRITE's routes and services operate in both the urban and rural portions of service area, with about 68% of the revenue hours provided for the urban routes and about 32% of the revenue hours devoted to the rural routes (not including the new Afton Express route, which did not begin until FY2022). The route level trend data are provided below, organized by urban and rural categories and service types.

Urbanized Area Routes and Services

BRITE's urbanized area routes and services include the following:

- 250 Connector
- Staunton Downtown Trolley and Saturday Night Trolley
- Staunton North and West Loops
- Waynesboro Circulator
- ADA Paratransit – BRITE Access

These services are supported through the Federal Section 5307 Urbanized Area funding program, as well as through state and local sources. The five-year trend data for each of these routes and services is presented and analyzed below.

250 Connector

The 250 Connector is the backbone of the BRITE transit system, providing service between Staunton and Waynesboro via Fishersville and making connections to the other routes in the BRITE network at the Staunton Hub and at the Waynesboro Hub. Major stops include the Lewis Street Hub in Downtown Staunton; Walmart (both in Staunton and Waynesboro); Augusta Health; WWRC; Augusta County Library (Fishersville Branch); and Waynesboro Town Center. Hourly service is provided Monday through Friday from 7:30 a.m. to 9:30 p.m., and on Saturday from 8:30 a.m. to 7:30 p.m.

In keeping with national transit ridership trends, ridership on the route decreased over the five-year period, even prior to the pandemic. BRITE has worked hard to improve this route since the prior TDP, closing the mid-day gaps in service and providing additional Saturday morning hours. BRITE has also added additional paratransit hours to reduce the number of deviations on the route.

As one of the longest routes in the system, this route is operated with two vehicles. Historically, this route has had difficulty keeping to the schedule, a reflection of the ridership load as well as additional stops that have been added over the years. In light of the schedule challenges, the importance of the route, and planned new developments, BRITE contracted with a consultant to develop alternative scenarios to improve the functioning of the route. A three-phase improvement program was recommended, the details of which are discussed within the *Review of Previous Plans and Studies*, page 3-83 of this chapter.

The five-year trend data for the 250 Connector is provided in Table 3-2. These data show that ridership has dropped by about 45% between pre-pandemic (FY2019) and pandemic (FY2021) time periods.

Table 3-2: Five Year Trend Data for the 250 Connector

Metric	FY2017	FY2018	FY2019	FY2020 (1)	FY2021 (2)
Passenger Trips	110,555	102,127	92,998	88,063	50,895
Revenue Hours	8,244	8,250	7,012	8,308	8,144
Revenue Miles	121,253	121,253	121,253	138,301	116,252
Total Operating Costs (3)	\$563,725	\$550,358	\$484,319	\$573,003	\$553,222
Passenger Trips per Revenue Hour	13.41	12.38	13.26	10.60	6.25
Passenger Trips per Revenue Mile	0.91	0.84	0.77	0.64	0.44
Cost per Revenue Hour	\$68.38	\$66.71	\$69.07	\$68.97	\$67.93
Cost per Revenue Mile	\$4.65	\$4.54	\$3.99	\$4.14	\$4.76
Cost per Passenger Trip	\$5.10	\$5.39	\$5.21	\$6.51	\$10.87
Miles per Hour	14.7	14.7	17.3	16.6	14.3

- (1) Covid-19 affected ridership for the last quarter of the fiscal year
 (2) Covid-19 affected ridership for the entire year
 (3) Estimated based on systemwide cost per hour

Staunton Downtown Trolley and Saturday Night Trolley

The Downtown Trolley focuses on the downtown historic areas within Staunton and operates Monday through Friday from 10:00 a.m. to 9:00 p.m. (with service ending at 6:00 p.m. November through April). Saturday service is provided from 10:00 a.m. to 6:00 p.m. The Saturday Night Trolley serves the downtown historic areas and Walmart and operates Saturday from 6:00 p.m. to 10:00 p.m. (with service ending at 9:00 p.m. November through April). The Trolley routes make timed connections with the 250 Connector, the Staunton North and West Loops, and the BRCC South Shuttle at the Lewis Street Hub.

Ridership on the Staunton Downtown Trolley has decreased over the five-year period, mirroring the nationwide trend of lower bus transit ridership over the period. The five-year trend data are provided in Table 3-3. These data show that ridership has dropped by about 45% between pre-pandemic (FY2019) and pandemic (FY2021) time periods. It should be noted that fewer service hours were provided in FY2021, as the summer hours were not observed due to the pandemic and the ongoing detours for Staunton's Shop and Dine Out in Downtown program.

Table 3-3: Five Year Trend Data for the Staunton Trolley Routes

Metric	FY2017	FY2018	FY2019	FY2020 (1)	FY2021 (2)
Passenger Trips	29,661	28,005	27,512	22,595	14,897
Revenue Hours	3,022	3,018	2,994	2,911	2,671
Revenue Miles	44,745	44,745	44,745	25,496	18,827
Total Operating Costs (3)	\$206,644	\$201,331	\$206,796	\$200,772	\$181,441
Passenger Trips per Revenue Hour	9.82	9.28	9.19	7.76	5.58
Passenger Trips per Revenue Mile	0.66	0.63	0.61	0.89	0.79
Cost per Revenue Hour	\$68.38	\$66.71	\$69.07	\$68.97	\$67.93
Cost per Revenue Mile	\$4.62	\$4.50	\$4.62	\$7.87	\$9.64
Cost per Passenger Trip	\$6.97	\$7.19	\$7.52	\$8.89	\$12.18
Miles per Hour	14.8	14.8	14.9	8.8	7.0

(1) Covid-19 affected ridership for the last quarter of the fiscal year

(2) Covid-19 affected ridership for the entire year

(3) Estimated based on systemwide cost per hour

Staunton North and West Loops

The Staunton North Loop focuses service on the north side of Staunton and provides service from 8:00 a.m. to 8:30 p.m., Monday through Friday, and from 8:00 a.m. to 5:30 p.m. on Saturdays. It is through routed with the West Loop, which focuses service on the west side of Staunton and provides service from 8:30 a.m. to 9:00 p.m., Monday through Friday, and from 8:30 a.m. to 6:00 p.m. on Saturdays. Hourly service is provided on each of these loops. These routes make timed connections with the Downtown Trolley, the 250 Connector and the BRCC South Shuttle at the Lewis Street Hub.

Ridership and productivity on the North and West loops grew each year prior to the pandemic, with an FY2019 productivity level of 12.21 trips per hour. This ridership growth is attributed to the incremental changes that have been made to the Loops since the prior TDP, including splitting the original route into two shorter routes, transitioning to small transit vehicles rather than trolleys, and adjusting some stops. Ridership in FY2020 and FY2021 dropped, but not nearly as much as the ridership decreases seen on the 250 Connector and the Trolleys. These data are shown in Table 3-4.

Table 3-4: Five Year Trend Data for the Staunton North and West Loops

Metric	FY2017	FY2018	FY2019	FY2020 (1)	FY2021 (2)
Passenger Trips	36,770	39,381	39,739	35,539	28,974
Revenue Hours	3,311	3,289	3,255	3,581	3,273
Revenue Miles	34,970	34,970	34,970	49,598	47,748
Total Operating Costs (3)	\$226,406	\$219,409	\$224,823	\$246,982	\$222,335
Passenger Trips per Revenue Hour	11.11	11.97	12.21	9.92	8.85
Passenger Trips per Revenue Mile	1.05	1.13	1.14	0.72	0.61
Cost per Revenue Hour	\$68.38	\$66.71	\$69.07	\$68.97	\$67.93
Cost per Revenue Mile	\$6.47	\$6.27	\$6.43	\$4.98	\$4.66
Cost per Passenger Trip	\$6.16	\$5.57	\$5.66	\$6.95	\$7.67
Miles per Hour	10.6	10.6	10.7	13.9	14.6

(1) Covid-19 affected ridership for the last quarter of the fiscal year

(2) Covid-19 affected ridership for the entire year

(3) Estimated based on systemwide cost per hour

Waynesboro Circulator

The Waynesboro Circulator provides local public transportation service for the City of Waynesboro. Major stops include Walmart, Waynesboro Town Center (call stop), DMV, Social Services, Kroger Downtown, Springdale, and Library/YMCA. VRT has recently recommended some minor revisions to the routes, which have been approved by BTAC. These changes will be reflected in the final version of this chapter. Connections to the 250 Connector and the Stuarts Draft Link can be made at the Waynesboro Walmart. Hourly service is provided Monday through Friday from 6:30 a.m. to 6:22 p.m., and on Saturday from 7:30 a.m. to 8:22 p.m.

Ridership on the Waynesboro Circulator grew significantly between FY2018 and FY2019 (10%), after a 4% dip between FY2017 and FY2018. Pandemic ridership on the Waynesboro Circulator has dropped significantly, with FY2021 ridership down almost 47% from FY2019 ridership. These trends are shown in Table 3-5.

Table 3-5: Five Year Trend Data for the Waynesboro Circulator

Metric	FY2017	FY2018	FY2019	FY2020 (1)	FY2021 (2)
Passenger Trips	38,313	36,927	40,783	37,618	21,706
Revenue Hours	3,056	3,036	3,010	3,441	3,673
Revenue Miles	43,295	43,295	43,295	51,630	44,445
Total Operating Costs (3)	\$208,969	\$202,532	\$207,901	\$237,326	\$249,507
Passenger Trips per Revenue Hour	12.54	12.16	13.55	10.93	5.91
Passenger Trips per Revenue Mile	0.88	0.85	0.94	0.73	0.49
Cost per Revenue Hour	\$68.38	\$66.71	\$69.07	\$68.97	\$67.93
Cost per Revenue Mile	\$4.83	\$4.68	\$4.80	\$4.60	\$5.61
Cost per Passenger Trip	\$5.45	\$5.48	\$5.10	\$6.31	\$11.49
Miles per Hour	14.2	14.3	14.4	15.0	12.1

(1) Covid-19 affected ridership for the last quarter of the fiscal year

(2) Covid-19 affected ridership for the entire year

(3) Estimated based on systemwide cost per hour

ADA Paratransit – BRITE Access

ADA complementary paratransit is provided within $\frac{3}{4}$ mile of the BRITE fixed routes. ADA complementary paratransit is an origin to destination service that is designed for individuals with disabilities as defined by the American with Disabilities Act (ADA) who cannot otherwise access BRITE's fixed route bus service for some or all of their trips. Service is available during the same service hours as the fixed routes. ADA riders must apply to be certified to use the service. Trips can be requested on the prior day to the desired date and up to two weeks in advance.

The five-year trend data for ADA paratransit shows ridership has increased steadily over the five-year period, with the exception of FY2020, which probably reflects the beginning of the pandemic when people were staying home due to stay at home orders. Ridership in FY2021 was the highest of the five years. This is likely due to riders feeling more comfortable using the paratransit service with fewer riders on board at one time as compared to the fixed routes. These data are shown in Table 3-6.

Table 3-6: Five Year Trend Data ADA Paratransit

Metric	FY2017	FY2018	FY2019	FY2020 (1)	FY2021 (2)
Passenger Trips	5,533	6,233	7,559	7,080	7,715
Revenue Hours	3,413	3,647	3,470	4,435	4,263
Revenue Miles	52,354	53,787	63,080	53,542	52,808
Total Operating Costs (3)	\$233,381	\$243,291	\$239,673	\$305,882	\$289,585
Passenger Trips per Revenue Hour	1.62	1.71	2.18	1.60	1.81
Passenger Trips per Revenue Mile	0.11	0.12	0.12	0.13	0.15
Cost per Revenue Hour	\$68.38	\$66.71	\$69.07	\$68.97	\$67.93
Cost per Revenue Mile	\$4.46	\$4.52	\$3.80	\$5.71	\$5.48
Cost per Passenger Trip	\$42.18	\$39.03	\$31.71	\$43.20	\$37.54
Miles per Hour	15.3	14.7	18.2	12.1	12.4

(1) Covid-19 affected ridership for the last quarter of the fiscal year

(2) Covid-19 affected ridership for the entire year

(3) Estimated based on systemwide cost per hour

Rural Area Routes and Services

BRITE's rural area routes and services include the following:

- Blue Ridge Community College (BRCC) Shuttles – North and South
- Stuarts Draft Link

These services are supported through the Federal Section 5311 Rural Area funding program, as well as through state and local sources. Once the demonstration period for the Afton Express is completed, it will likely be rolled into the system as a rural route. The five-year trend data for each of these routes and services is presented and analyzed below.

Blue Ridge Community College (BRCC) Shuttles – North and South

The BRCC North Shuttle provides service between BRCC and Harrisonburg. The northbound leg of the route uses I-81 to travel to Harrisonburg. The southbound leg provides service through Dayton, Bridgewater, and Mount Crawford. Major stops include BRCC; James Madison University (JMU); Walmart (VA Route 42 location); and Bridgewater College. Hourly service is provided Monday through Thursday from 6:50 a.m. to 11:00 p.m., and on Fridays from 6:50 a.m. to 8:00 p.m., with the exception of the first

run that leaves BRCC at 6:50 a.m., rather than on the hour. BRCC North connects with the Harrisonburg Department of Public Transportation (HDPT) services at the Godwin Transit Center on the campus of JMU.

The BRCC South Shuttle connects Staunton (from the Lewis Street Hub) with BRCC via Verona, Fort Defiance, and Mt. Sidney. Hourly service is provided Monday through Thursday from 7:15 a.m. to 10:30 p.m., and on Fridays from 7:15 a.m. to 7:30 p.m., with the exception of the first run that leaves Staunton at 7:15 a.m., rather than on the half-hour. The BRCC Shuttles are through-routed so that riders who travel the entire distance between Staunton and Harrisonburg can remain on the same vehicle.

Data for 2017 are not provided for these services, as the rural portion of the service area was not under the umbrella of the CSPDC until FY2018.

Given that these routes cater to the needs of students attending programs at Blue Ridge Community College and James Madison University, it is not surprising that ridership dropped precipitously during the pandemic, as classes moved to virtual instruction. The BRCC North ridership dropped 62% between FY2019 and FY2021 and the BRCC South ridership dropped 67%. Note that starting in FY2020, the two routes were interlined, and the data were combined, which is why the hours and ridership data are identical for the two routes in FY2020 and FY2021. Prior to the pandemic ridership had dipped slightly. These data are shown in Tables 3-7 and 3-8.

Table 3-7: Four-Year Trend Data - BRCC North

Metric	FY2017	FY2018	FY2019	FY2020 (1)	FY2021 (2)
Passenger Trips	n.a.	21,511	21,199	17,553	8,126
Revenue Hours	n.a.	3,850	3,796	3,848	3,805
Revenue Miles (3)	n.a.	88,550	87,308	88,376	89,532
Total Operating Costs (4)	n.a.	\$256,834	\$262,190	\$265,397	\$258,440
Passenger Trips per Revenue Hour	n.a.	5.59	5.58	4.56	2.14
Passenger Trips per Revenue Mile	n.a.	0.24	0.24	0.20	0.09
Cost per Revenue Hour	n.a.	\$66.71	\$69.07	\$68.97	\$67.93
Cost per Revenue Mile	n.a.	\$2.90	\$3.00	\$3.00	\$2.89
Cost per Passenger Trip	n.a.	\$11.94	\$12.37	\$15.12	\$31.81
Miles per Hour	n.a.	23.0	23.0	23.0	23.5

(1) Covid-19 affected ridership for the last quarter of the fiscal year

(2) Covid-19 affected ridership for the entire year

(3) Estimated for FY2018 and FY2019

(4) Estimated based on systemwide cost per hour

Table 3-8: Four-Year Trend Data - BRCC South

Metric	FY2017	FY2018	FY2019	FY2020 (1)	FY2021 (2)
Passenger Trips	n.a.	26,081	25,952	17,553	8,126
Revenue Hours	n.a.	3,604	3,671	3,849	3,805
Revenue Miles (3)	n.a.	76,044	77,458	81,220	63,599
Total Operating Costs (4)	n.a.	\$240,423	\$253,556	\$261,429	\$258,440
Passenger Trips per Revenue Hour	n.a.	7.24	7.07	4.56	2.14
Passenger Trips per Revenue Mile	n.a.	0.34	0.34	0.22	0.13
Cost per Revenue Hour	n.a.	\$66.71	\$69.07	\$67.93	\$67.93
Cost per Revenue Mile	n.a.	\$3.16	\$3.27	\$3.22	\$4.06
Cost per Passenger Trip	n.a.	\$9.22	\$9.77	\$14.89	\$31.81
Miles per Hour	n.a.	21.1	21.1	21.1	16.7

(1) Covid-19 affected ridership for the last quarter of the fiscal year

(2) Covid-19 affected ridership for the entire year

(3) Estimated for FY2018 and FY2019

(4) Estimated based on systemwide cost per hour

Stuarts Draft Link

The Stuarts Draft Link operates as a loop, connecting residential areas and services in the Stuart's Draft area to Waynesboro and Fishersville. The route connects with the 250 Connector and the Waynesboro Circulator. Hourly service is provided Monday through Friday from 6:50 a.m. to 6:43 p.m.

Prior to FY2018, rural transit service in the region was operated directly by VRT. This route was also newly introduced in FY2018, replacing the Route 340 Connector. As shown in Table 3-9, prior to the pandemic, ridership had been steadily increasing on the route since its 2018 implementation, with 8,229 trips provided in FY2020 (even during a partial pandemic year). Service on the route was increased by 569 revenue hours between FY2019 and FY2020, which reduced the mid-day break. FY2021 ridership was down by about 35% between FY2020 and FY2021.

Table 3-9: Four-Year Trend Data – Stuarts Draft Link

Metric	FY2017	FY2018	FY2019	FY2020 (1)	FY2021 (2)
Passenger Trips	n.a.	5,204	7,536	8,229	5,380
Revenue Hours	n.a.	2,022	2,420	2,989	3,024
Revenue Miles	n.a.	30,650	30,650	27,282	49,101
Total Operating Costs	n.a.	\$134,888	\$167,149	\$206,151	\$205,420
Passenger Trips per Revenue Hour	n.a.	2.57	3.11	2.75	1.78
Passenger Trips per Revenue Mile	n.a.	0.17	0.25	0.30	0.11
Cost per Revenue Hour	n.a.	\$66.71	\$69.07	\$68.97	\$67.93
Cost per Revenue Mile	n.a.	\$4.40	\$5.45	\$7.56	\$4.18
Cost per Passenger Trip	n.a.	\$25.92	\$22.18	\$25.05	\$38.18
Miles per Hour	n.a.	15.2	12.7	9.1	16.2

(1) Covid-19 affected ridership for the last quarter of the fiscal year

(2) Covid-19 affected ridership for the entire year

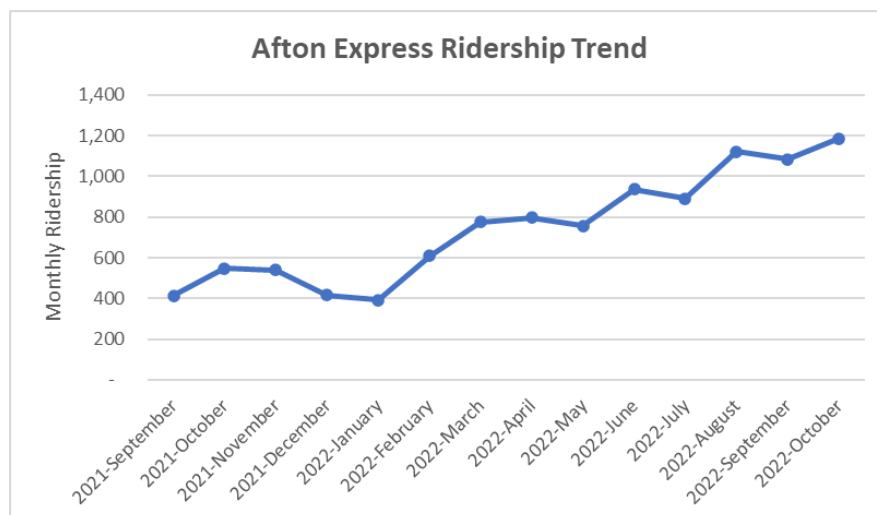
Afton Express

The Afton Express was launched in the Fall of 2021 and provides commuter-oriented service that connects the Central Shenandoah Valley to the City of Charlottesville and Albemarle County. Major stops include the Staunton Mall, the Fishersville Park and Ride, the Waynesboro Park and Ride, the University of Virginia (academic and medical), the Charlottesville Amtrak Station, the Downtown Charlottesville Transit Center, Fifth Street Station, and Wegmans. Four morning eastbound trips are scheduled from the Shenandoah Valley (5:00 a.m.; 6:00 a.m.; 7:10 a.m. and 7:50 a.m.) and four westbound trips are scheduled from the Downtown Charlottesville Transit Center (3:00 p.m.; 4:00 p.m.; 5:05 p.m.; and 6:00 p.m.). The service operates Monday through Friday.

Ridership and fare revenue data for the first 14 months of the service are provided in Table 3-10 and shown graphically in Figure 3-1.

Table 3-10: Afton Express Ridership – First 14 Months

Month	Total Passenger Trips	Average Daily Trips	% Increase or decrease from previous month	Total Monthly Fares
2021-September	414	19.7	null	\$1,242
2021-October	548	26.1	32% increase	\$1,644
2021-November	540	27	1.5% decrease	\$1,620
2021-December	417	19.86	22.8% decrease	\$1,251
2022-January	393	21.83	5.8% decrease	\$1,179
2022-February	609	30.45	55% increase	\$1,827
2022-March	777	33.78	28% increase	\$2,331
2022-April	798	38	2.8% increase	\$2,394
2022-May	758	36.1	5% decrease	\$2,274
2022-June	938	44.67	23.7% increase	\$2,814
2022-July	890	44.5	5% decrease	\$2,670
2022-August	1,122	48.78	26% increase	\$3,366
2022-September	1,083	49.23	3.5% decrease	\$3,249
2022-October	1,186	56.48	9.5% increase	\$3,558
Totals to date	10,473		Cumulative to data	\$31,419

Figure 3-1: Afton Express Ridership Trend – First 14 Months

Route Profiles

Supplementing the trend data, the following section draws on the boarding/alighting counts conducted by the VRT drivers in October 2021. The counts were conducted over a two-week period, from October 18, 2021 through October 30, 2021. The counts included a stop-by-stop analysis of activity, and the findings described below approximate overall system performance on a given day. For each route the following information is provided:

- A listing of the bus stops with the highest number of average daily boardings
- A graph of the ridership by time of day
- A map of the route showing the stop activity (total activity – both boardings and alightings), along with the major trip generators.

250 Connector

The highest ridership bus stop on the 250 Connector during the sample period was the Lewis Street Hub, followed by the Walmart in Waynesboro and the Walmart in Staunton. These data are shown in Table 3-11.

Table 3-11: 250 Connector, Five Highest Ridership Bus Stops

Stop	Avg. Daily Boardings
Lewis Street Hub	51
Walmart Waynesboro	31.6
Walmart Staunton	25.5
AH MOB	8.7
WWRC	7.2

The ridership by time-of-day patterns for weekdays and Saturdays are shown in Figures 3-2 and 3-3. These data show that weekday ridership builds to the morning peak during the 9:30 a.m. departures and then drops at 11:30 a.m. and then builds to a mid-afternoon peak, with the highest ridership during the 2:30 departures. Ridership drops off significantly after 6:30 p.m. On Saturdays the ridership curve is flatter and drops off quickly from the 2:30 p.m. peak.

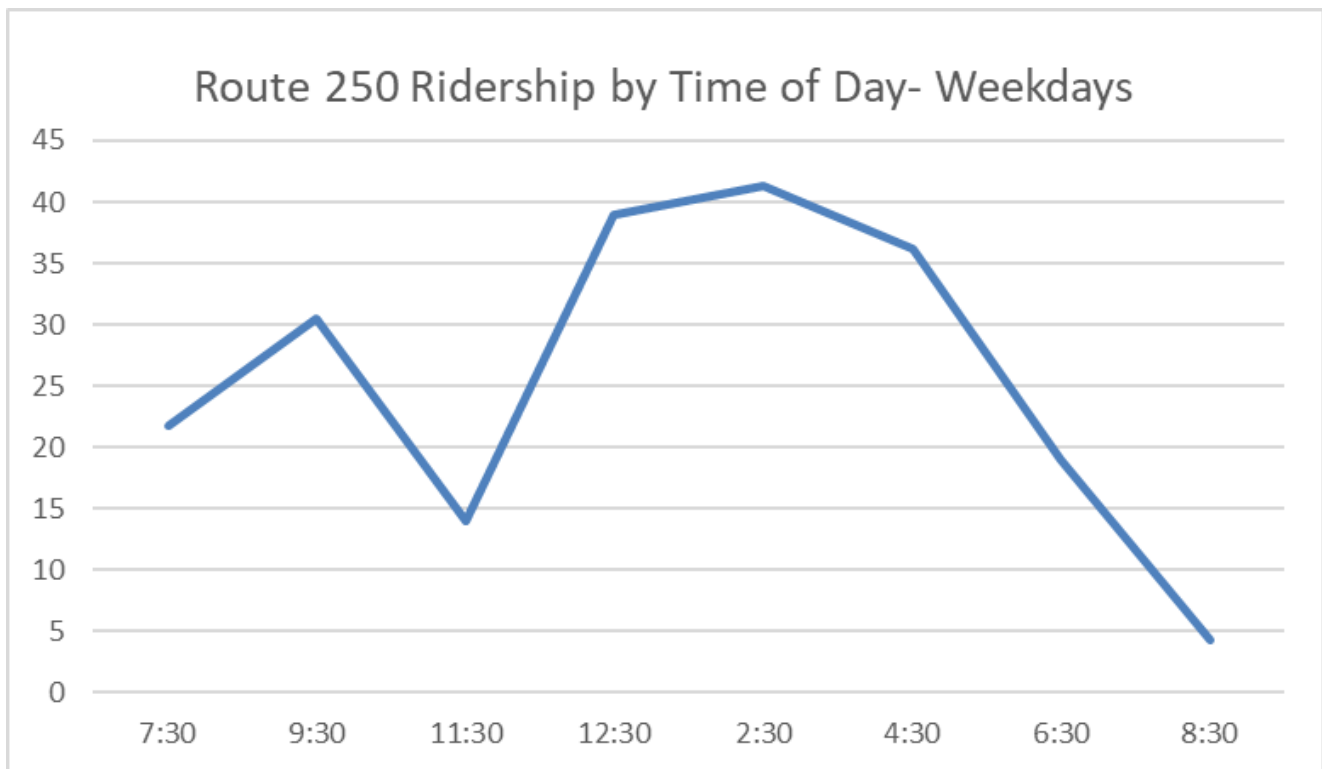
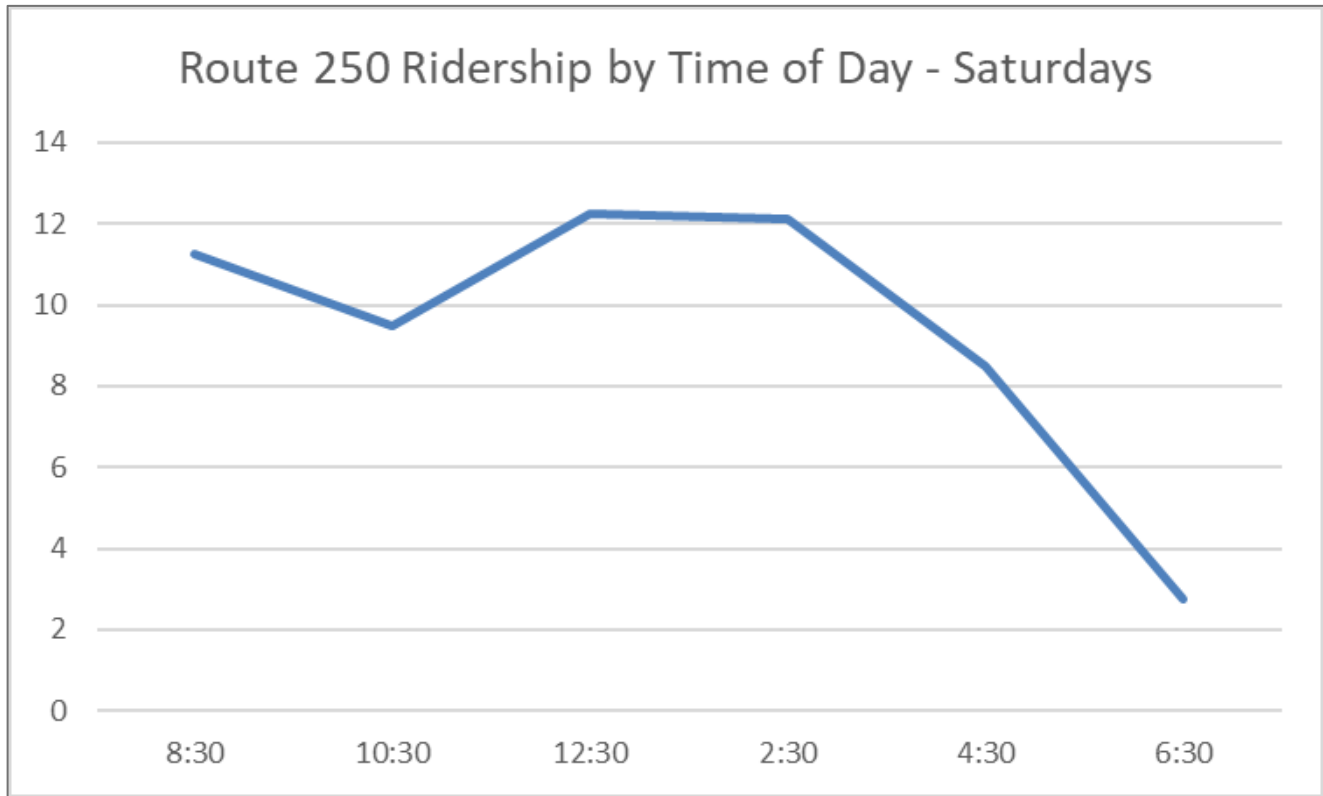
Figure 3-2: Route 250 Ridership by Time of Day - Weekdays

Figure 3-3: Route 250 Ridership by Time of Day - Saturdays

The route profiles for the Route 250 Connector are shown in Figures 3-4 and 3-5.

Figure 3-4: 250 Connector - Route Profile – Weekdays

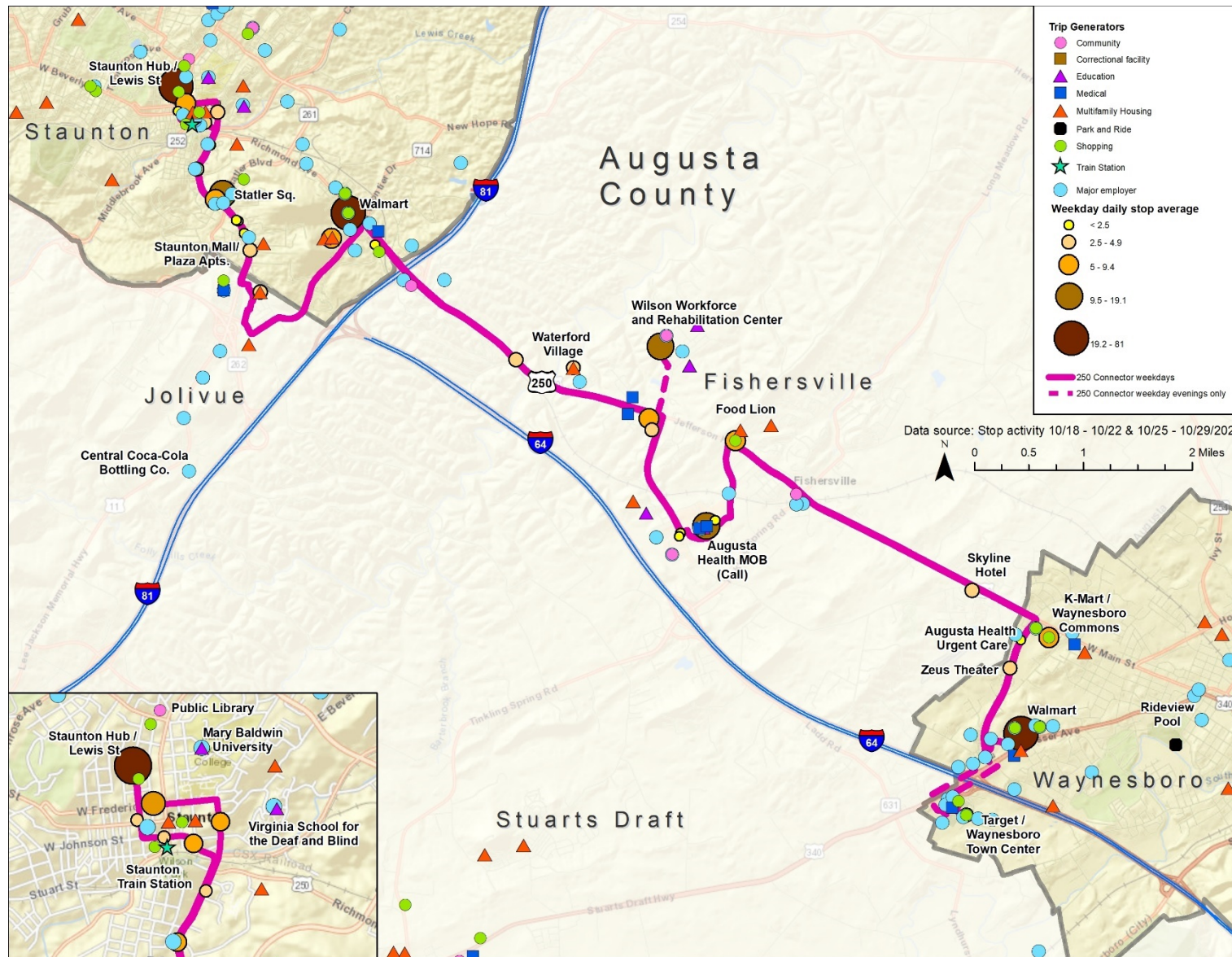
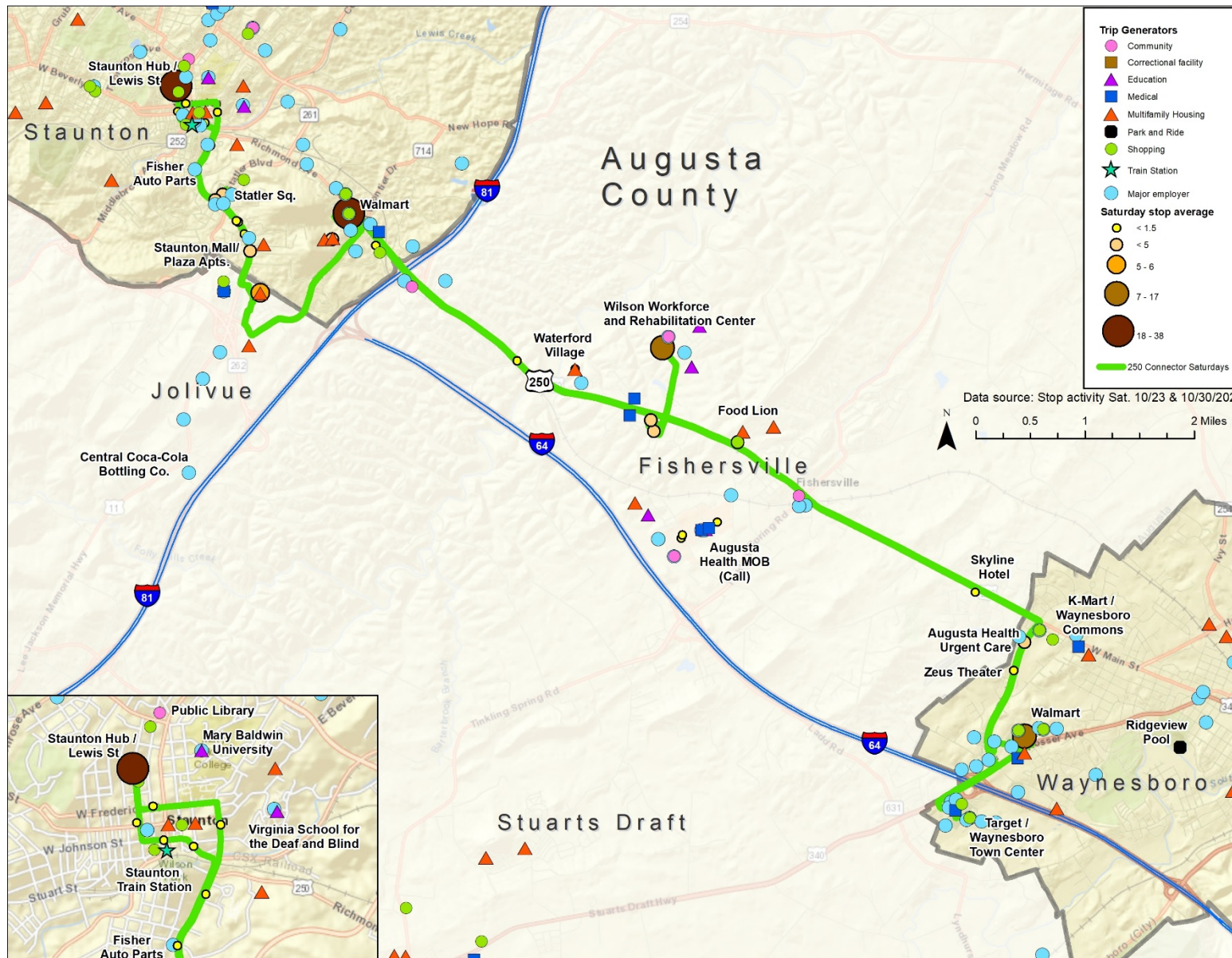


Figure 3-5: 250 Connector - Route Profile – Saturdays



Staunton Downtown Trolley

The highest ridership stops for the Staunton Downtown Trolley are shown in Table 3-12. The highest number of average daily boardings occurred at the Lewis Street Hub, followed by the stop at Rite Aid and the Visitor Center.

Table 3-12: Staunton Downtown Trolley - Highest Ridership Bus Stops

Stop	Avg. Daily Boardings
Lewis Street Hub	22
West Beverley/Byers	9.7
Visitor Center	5.3
Kalorama/Coalter	2.1
City Hall	1.2
Frederick St. (Mary Baldwin)	1.2

The ridership by time-of-day patterns for weekdays and Saturdays are shown in Figures 3-6 and 3-7. The weekday data show a peak during the first run of the day, then a dip in ridership until the afternoon runs, with a lull between 3:30 p.m. and 5:00 p.m. Ridership picks up again for the 5:30 p.m. run and then dips toward the end of the service day. Saturday ridership was generally lower but showed a mid-day peak at noon.

The route profiles for the Staunton Trolley are shown in Figures 3-8 and 3-9.

Figure 3-6: Staunton Downtown Trolley – Weekday Boardings by Time of Day

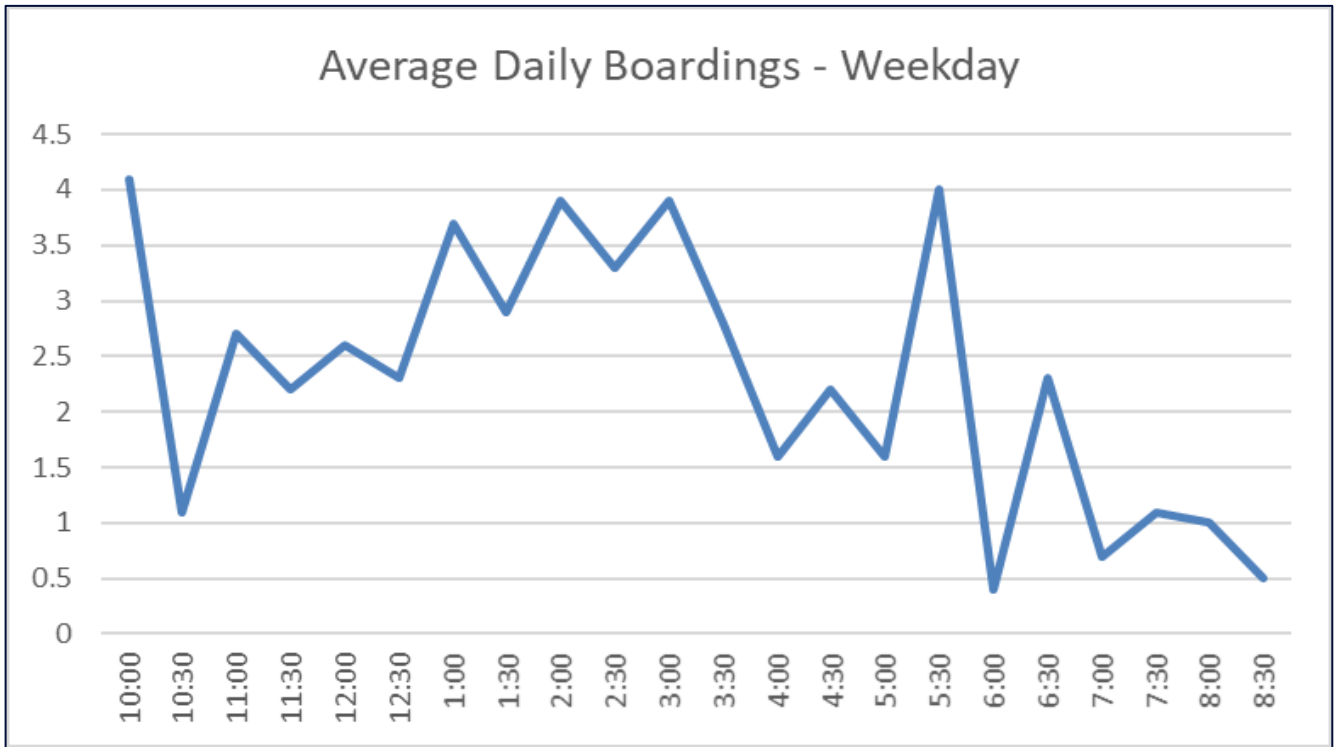


Figure 3-7: Staunton Downtown Trolley – Saturday Boardings by Time of Day

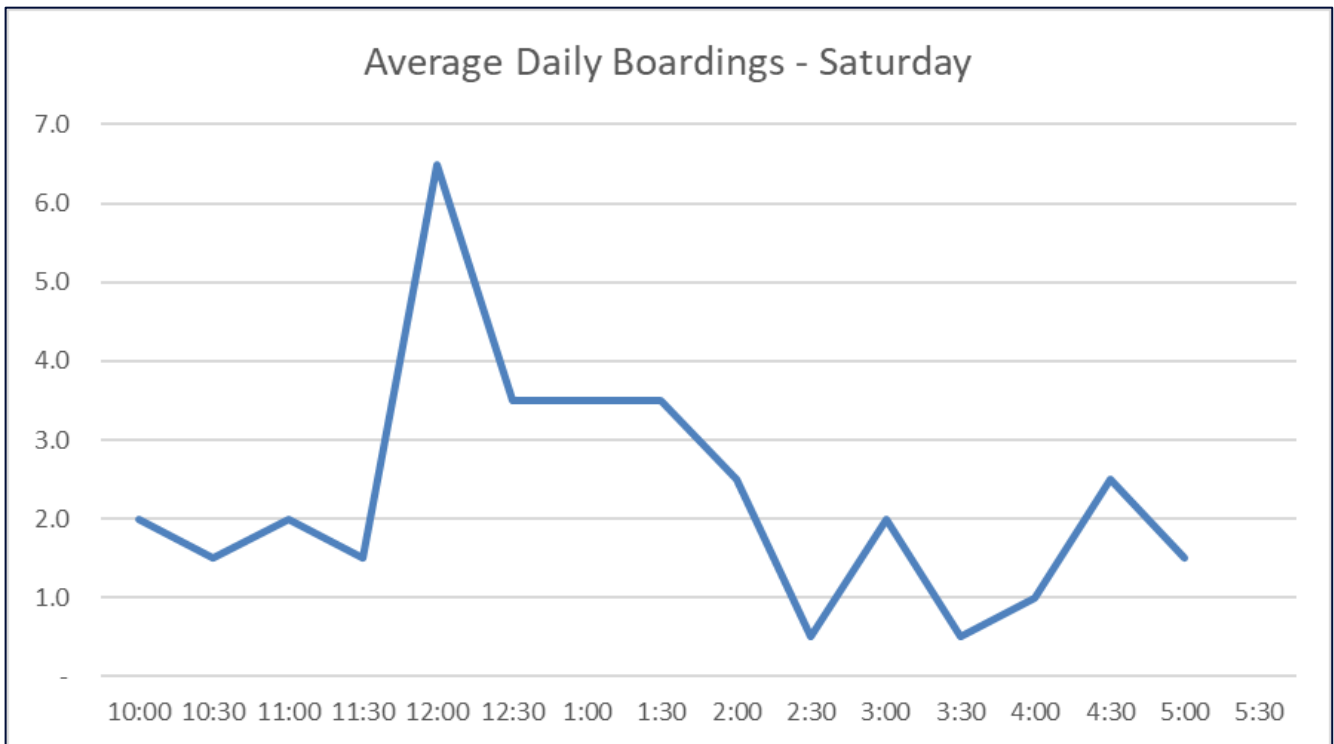


Figure 3-8: Staunton Trolley - Route Profile – Weekdays

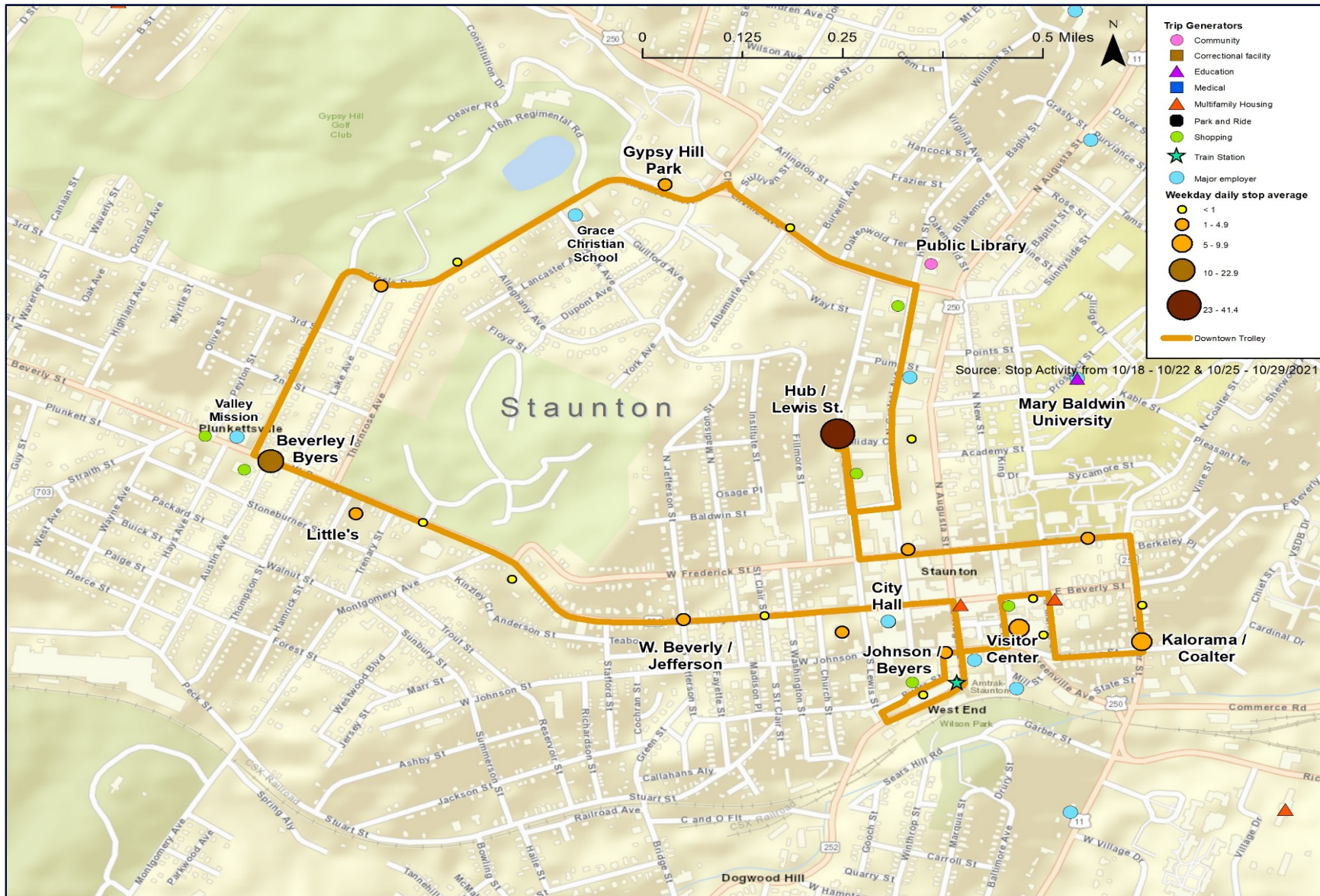


Figure 3-9: Staunton Trolley - Route Profile – Saturdays



Saturday Night Trolley

As shown in Table 3-13, the highest ridership stops on the Saturday Night Trolley are Gypsy Hill Park and Walmart.

Table 3-13: Saturday Night Trolley – Highest Ridership Stops

Stops	Avg. Boardings
Gypsy Hill	9
Walmart	8
Kroger/Taco Bell	2
Donaghe/Baylor	1
Springhill Apts.	1
Greenville/Mill	1

The average number of boardings by time of day are shown in Figure 3-10. These data show that the first run of the evening is the most popular, followed by the 8:00 p.m. run. The route profile is shown in Figure 3-11.

Figure 3-10: Saturday Night Trolley – Average Boardings per Run

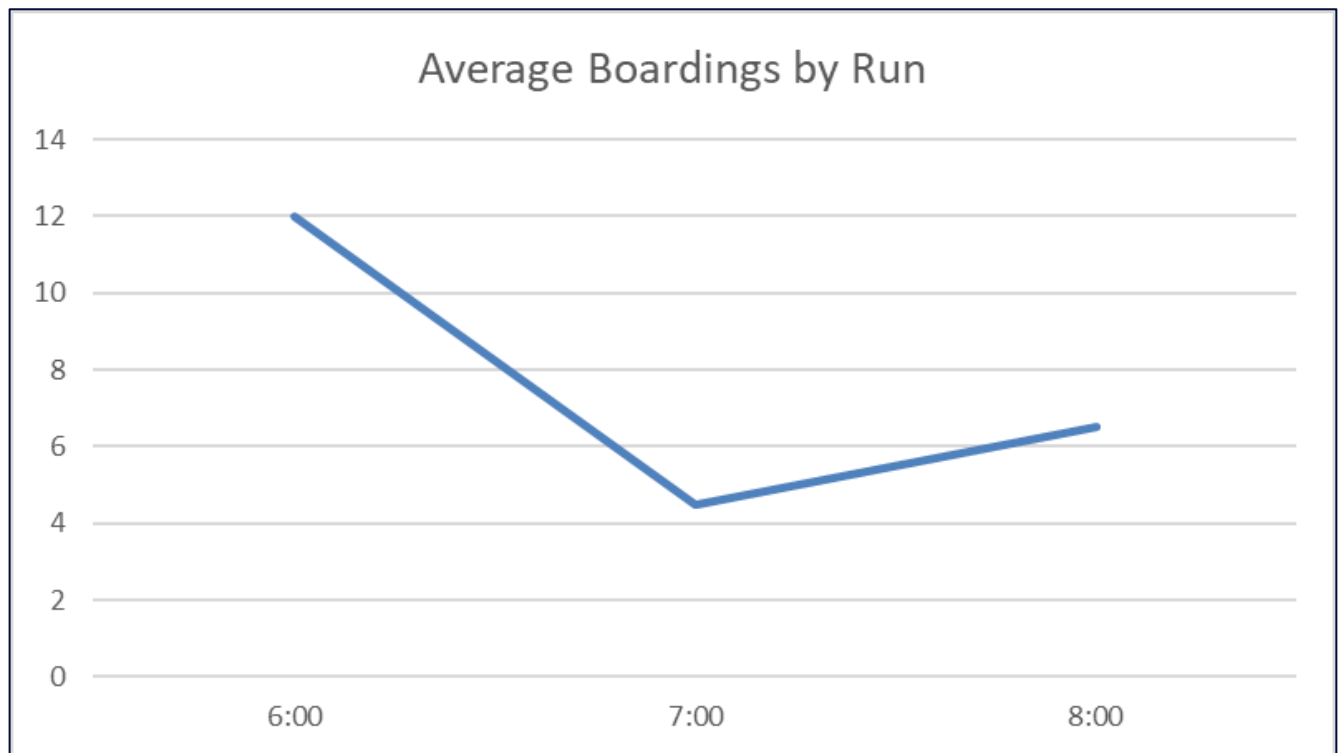


Figure 3-11: Saturday Night Trolley Route Profile



Staunton North and West Loops

The ridership patterns for the Staunton North and West Loops showed that the West Loop experienced higher ridership than the North Loop for the sample period. For both loops the Lewis Street Hub was the highest ridership stop. Food Lion was second for the West Loop, and Gypsy Hill House was second for the North Loop. Note that minor route changes have been approved for these loops, but they have not yet been implemented. These data are shown in Table 3-14.

Table 3-14: Staunton Loops – Highest Ridership Stops

North Loop Stops	Avg. Daily Boardings
Lewis Street Hub	12.3
Gypsy Hill House	6.3
YMCA	4.4
Springhill Village Apts.	3.8
Donaghe/Baylor	2.2

West Loop Stops	Avg. Daily Boardings
Hub	20.0
Food Lion	7.0
Bellview/Ranson	6.0
Dollar General	3.0
Mission	3.2

The ridership by time of day for the two loops is presented in Figures 3-12 and 3-13. The weekday graph shows that there is an early ridership peak, followed by a smaller peak at noon, and a gradual drop off in ridership towards the end of the service day. Saturday ridership shows peaks at 11:00 a.m. and 2:00 p.m., with a similar drop off in ridership toward the end of the day.

Weekday and Saturday route profiles for the North and West Loops are shown together in Figure 3-14 and 3-15.

Figure 3-12: North and West Loops - Weekday Boardings by Time of Day

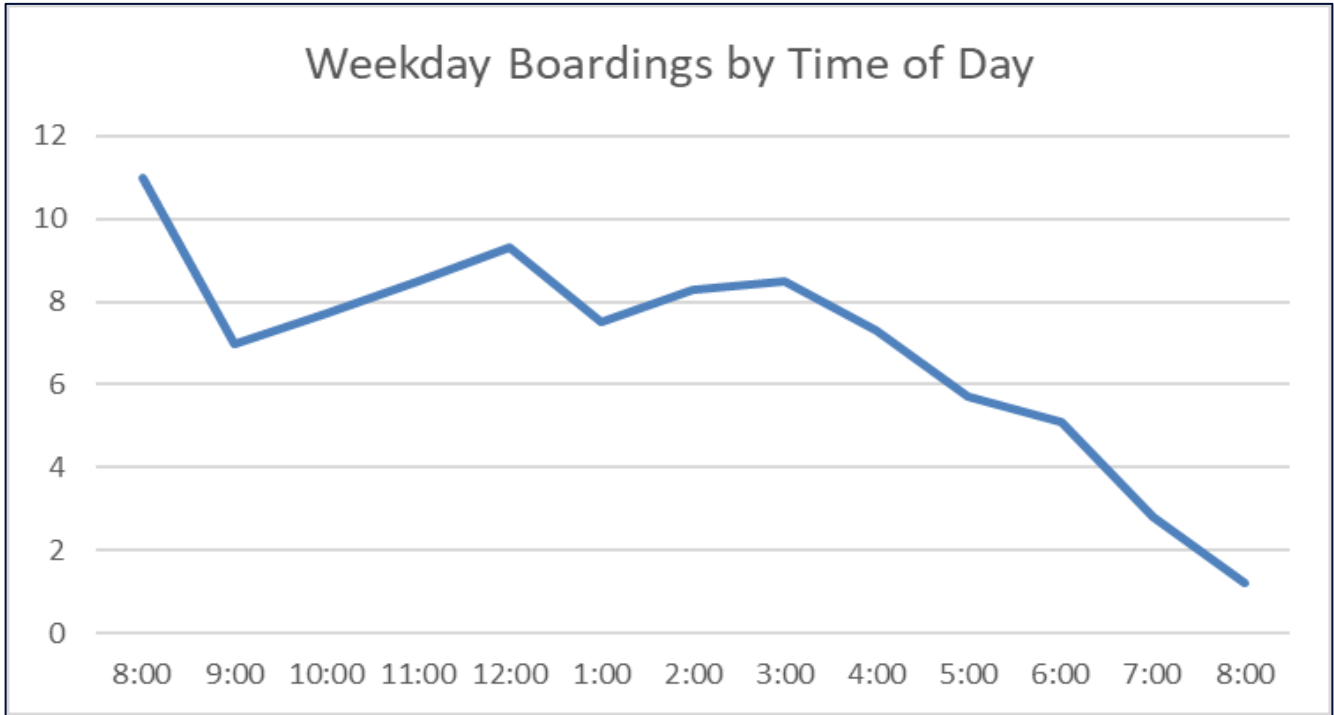


Figure 3-13: North and West Loops – Saturday Boardings by Time of Day

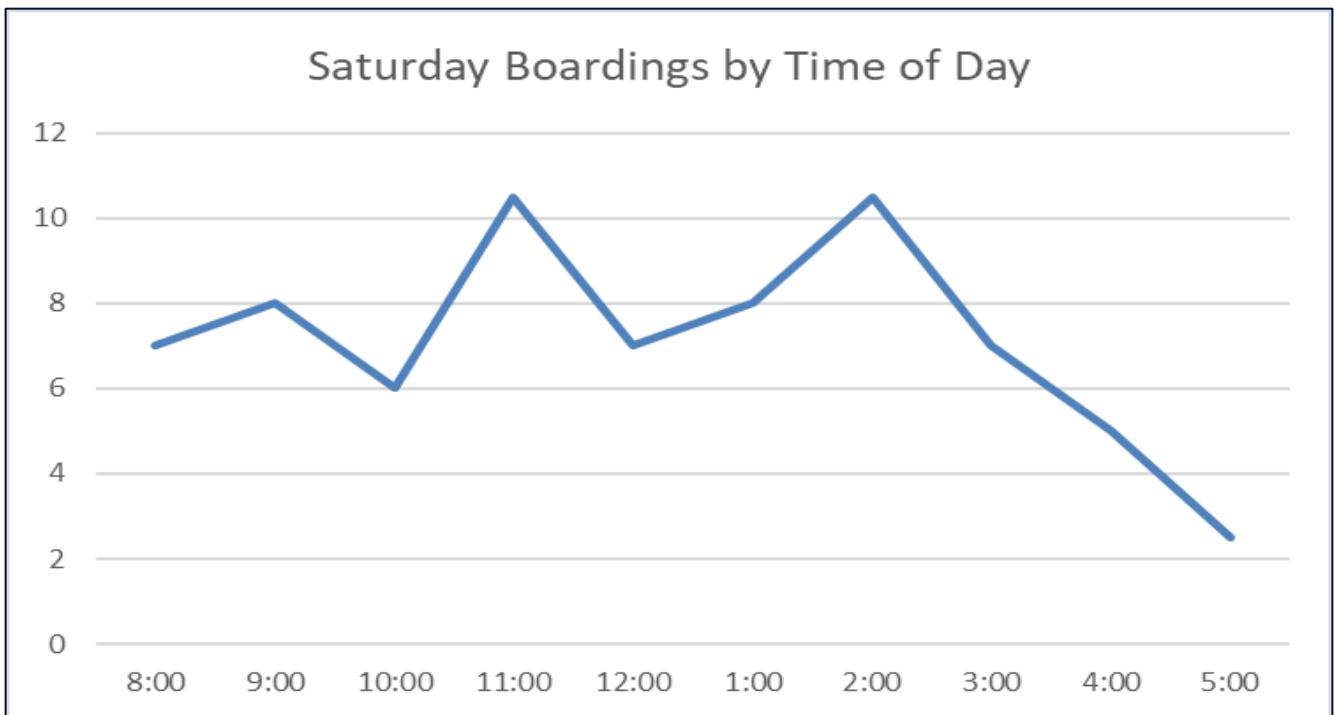


Figure 3-14: North and West Loops – Weekday Route Profiles

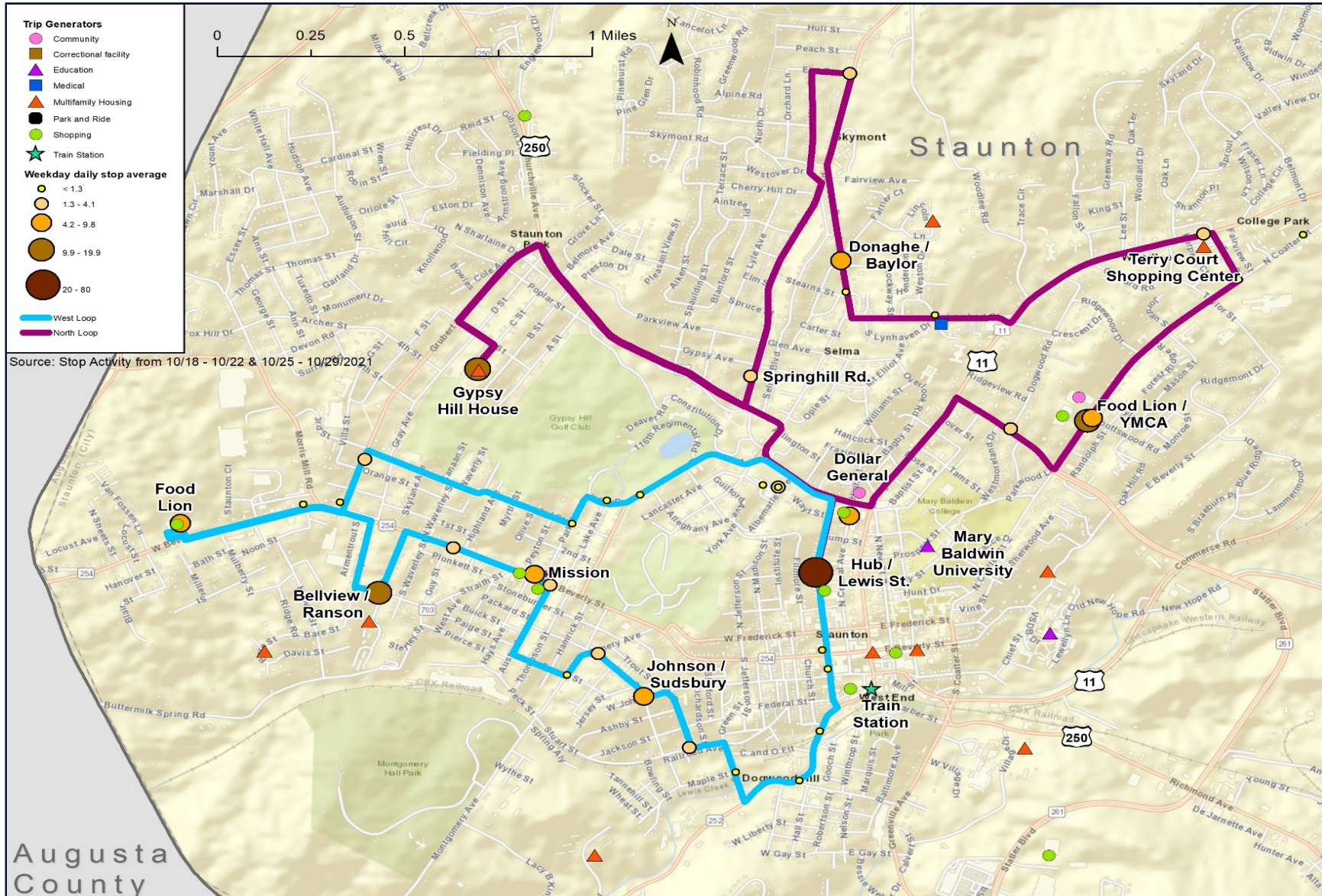
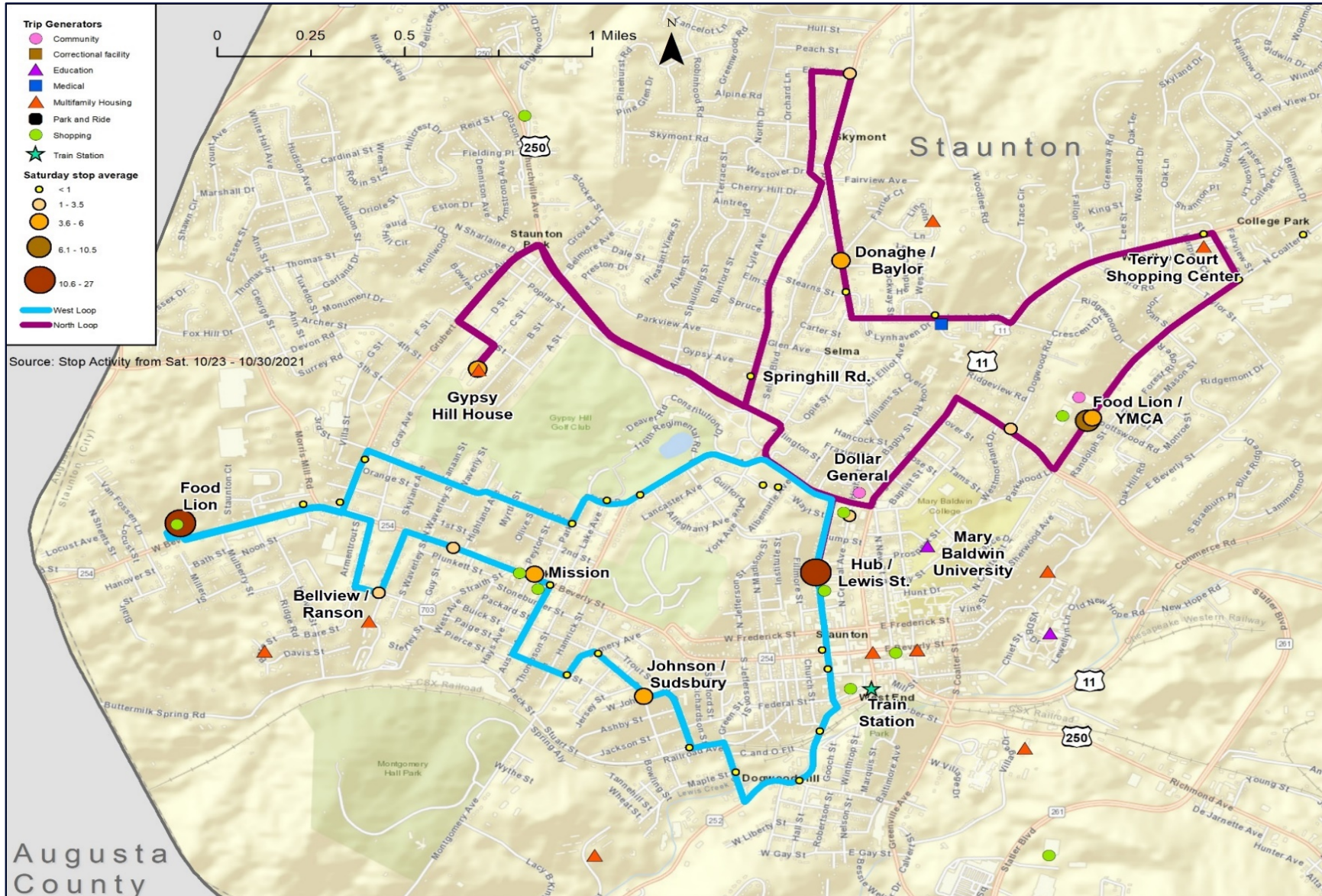


Figure 3-15: North and West Loops – Saturday Route Profiles



Waynesboro Circulator

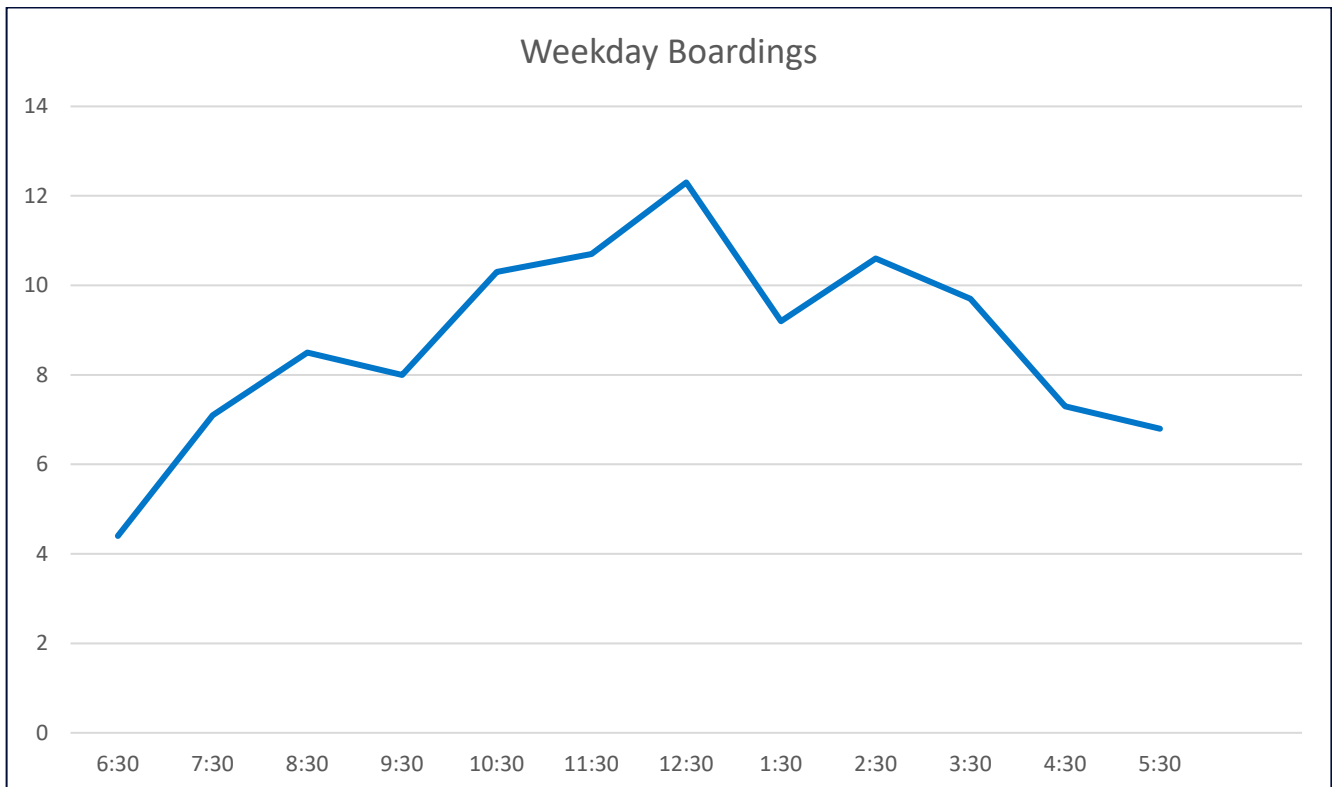
The highest ridership stops on the Waynesboro Circulator were the Walmart and the Walmart Market, followed by 4th and Delphine and the Mountain View Apartments. The five stops with the highest boardings are shown in Table 3-15.

Table 3-15: Waynesboro Circulator – Highest Ridership Stops

Stops	Avg. Daily Boardings
Walmart	31.7
Walmart Market	6.9
4th/Delphine	6.3
Mountain View Apts.	6
Target	5

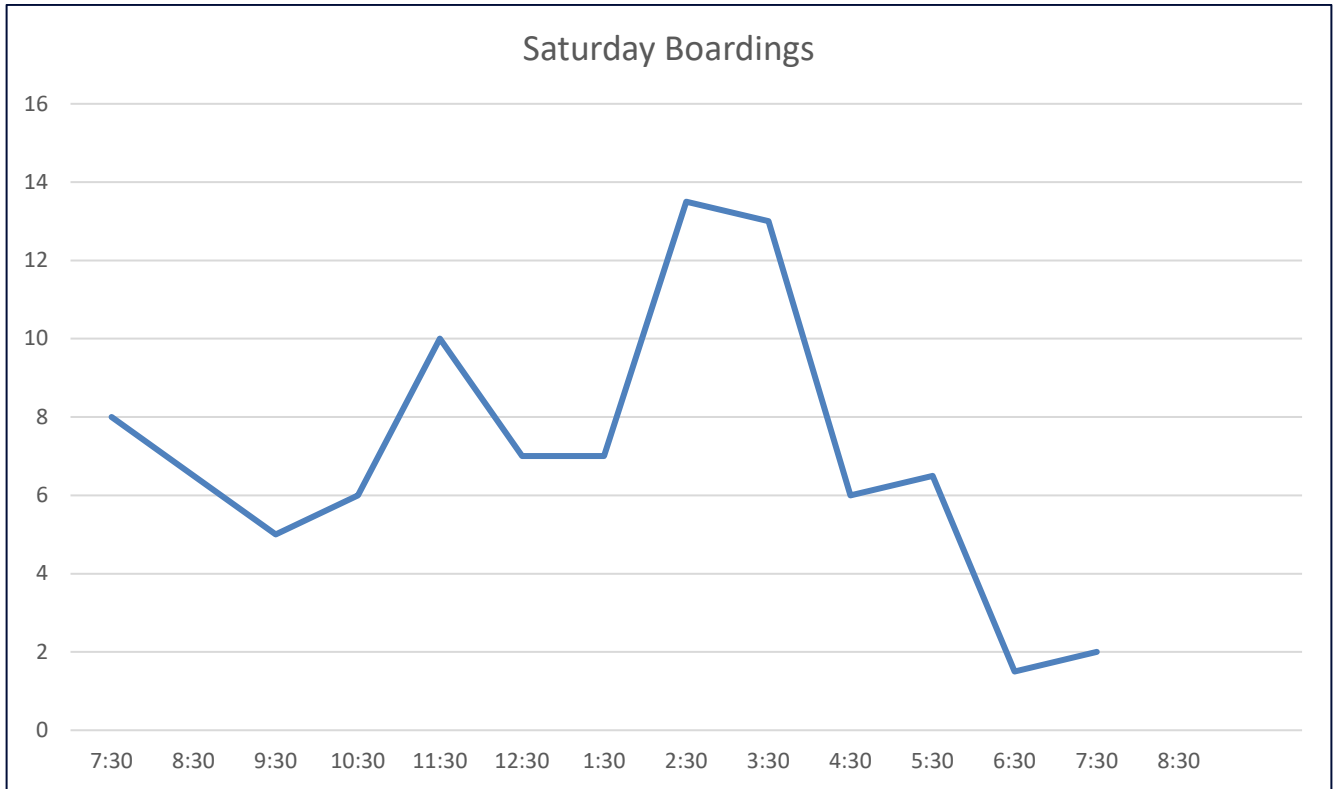
The ridership by time-of-day graph for the weekdays shows that ridership builds throughout the morning to a peak at 12:30 p.m. There is another lower peak at 2:30 p.m., and then a gradual decline toward the end of the service day. This pattern is shown in Figure 3-16.

Figure 3-16: Waynesboro Circulator Ridership by Time of Day – Weekday



Saturday boardings by time-of-day show that the greatest number of boardings occurs during the 2:30 p.m. and 3:30 p.m. runs. Ridership drops significantly toward the end of the service day. This pattern is shown in Figure 3-17.

Figure 3-17: Waynesboro Circulator Saturday Boardings by Time of Day



The route profiles are shown in Figures 3-18 and 3-19.

Figure 3-18: Waynesboro Circulator – Weekday Route Profile

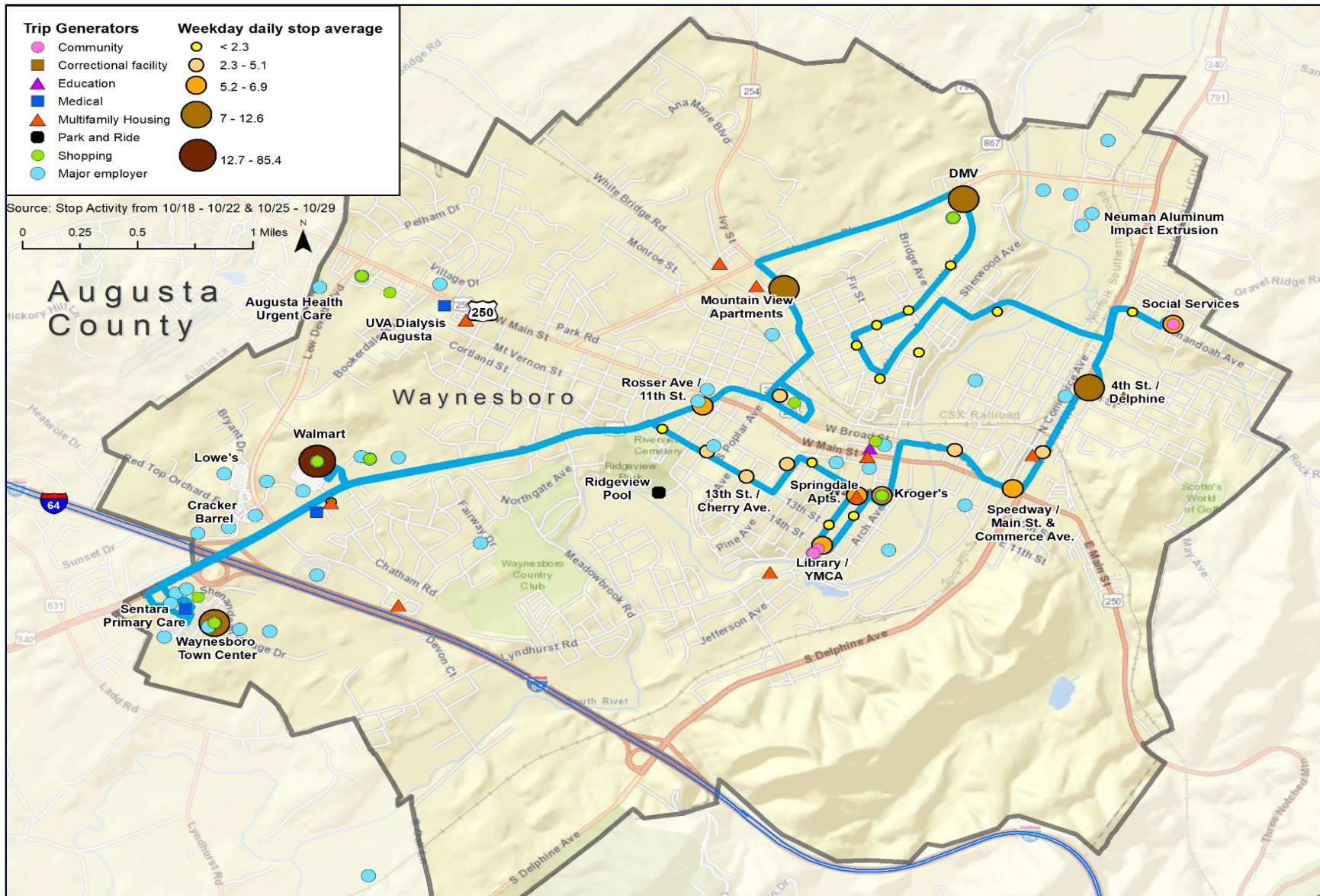
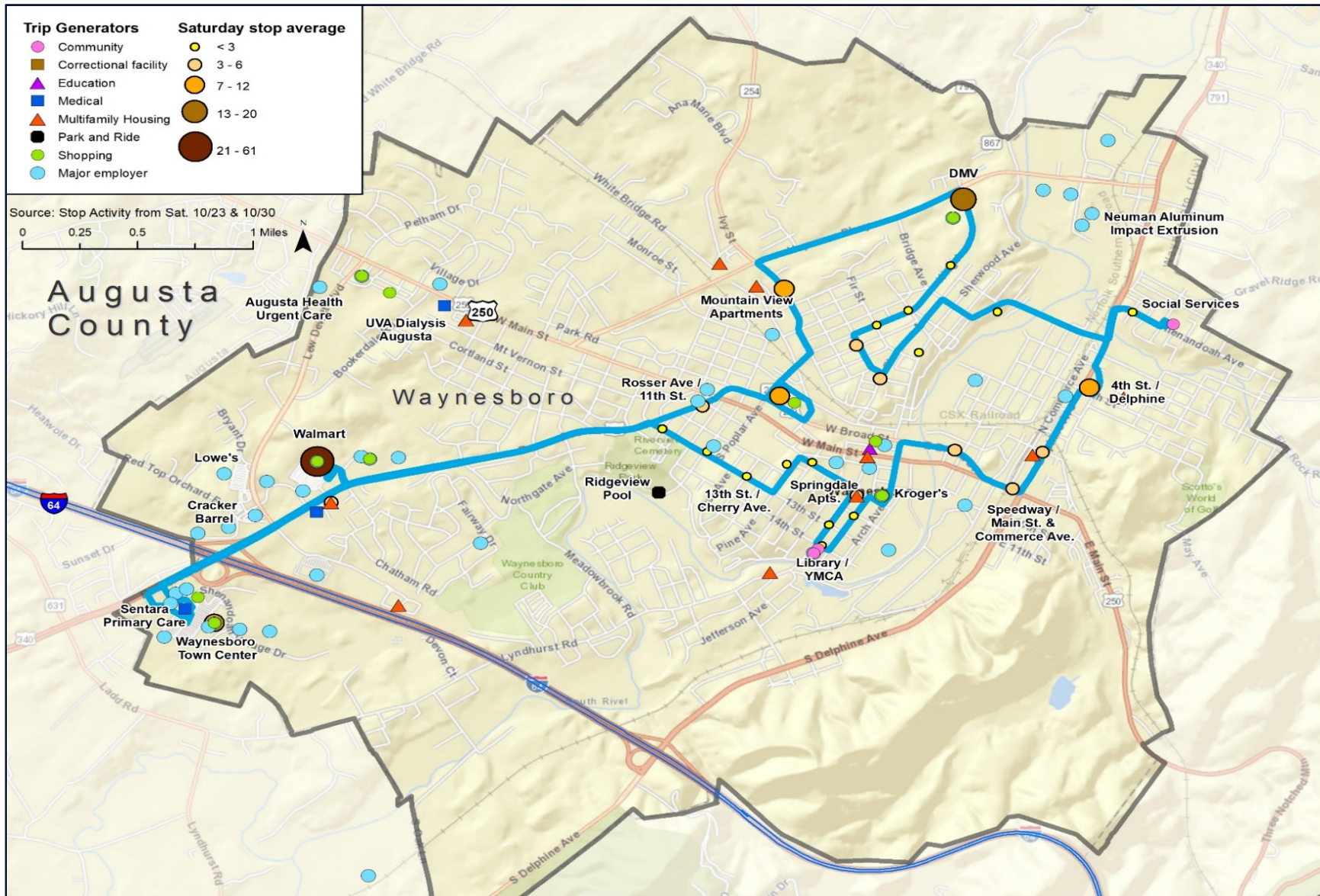


Figure 3-19: Waynesboro Circulator – Saturday Route Profile



Blue Ridge Community College Shuttles

The Blue Ridge Community College Shuttles are termed North and South, but operationally are combined so that each vehicle travels the full North and South routes. This eliminates the need for riders to change buses if they make entire trip between Staunton and Harrisonburg. The data from both vehicles were combined for analysis.

These data show that the highest ridership stop is Blue Ridge Community College (which is at about the midpoint of the BRCC routes), followed by James Madison University and Lewis Street Hub. The five stops with the highest average daily boardings are shown in Table 3-16.

Table 3-16: Blue Ridge Community College Shuttles – Highest Ridership Stops

Stops	Avg. Daily Boardings
Blue Ridge Community College	23.6
JMU Godwin	22.8
Lewis Street Hub	20.9
Route 11/Overlook	4.4
Walmart Harrisonburg	3.7

As shown in Figure 3-20, ridership by time-of-day peaks with the first runs of the day and again mid-day, before a drop off in the evening. The route profiles are shown in Figure 3-21.

Figure 3-20: BRCC Shuttles – Ridership by Time of Day

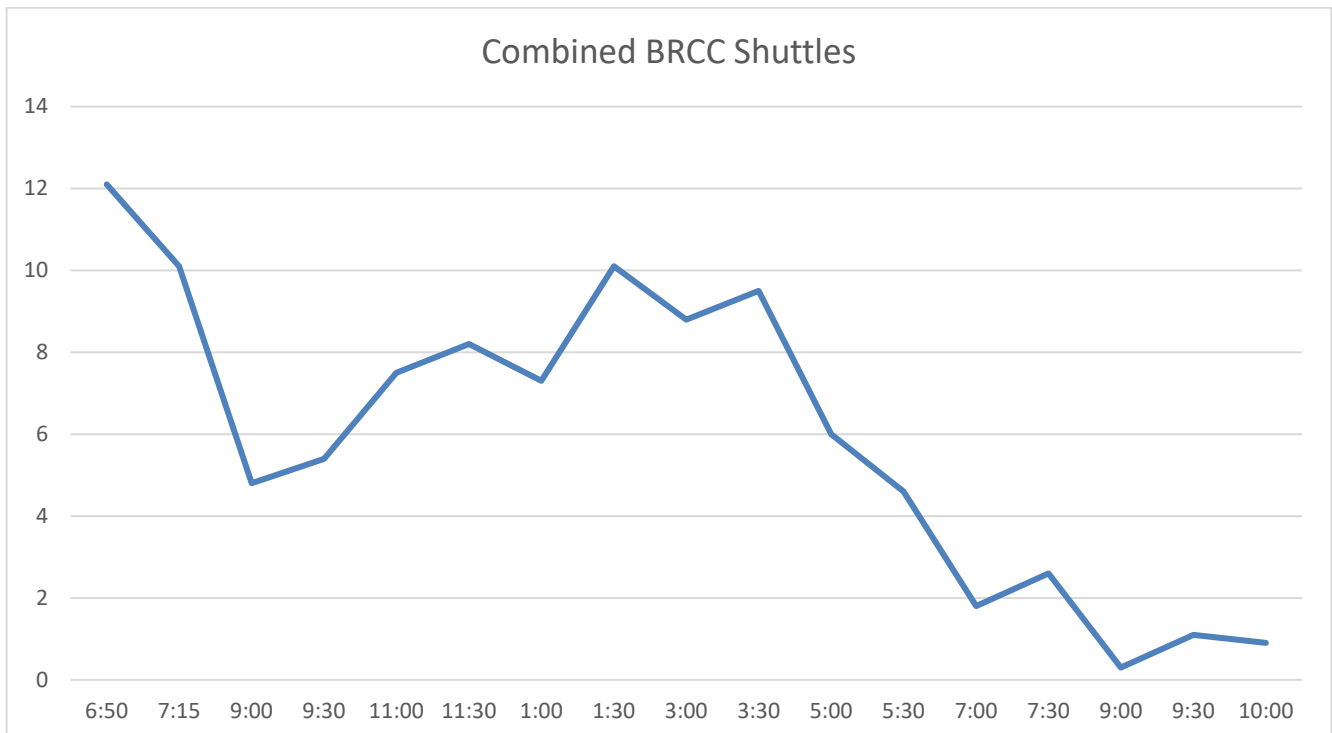
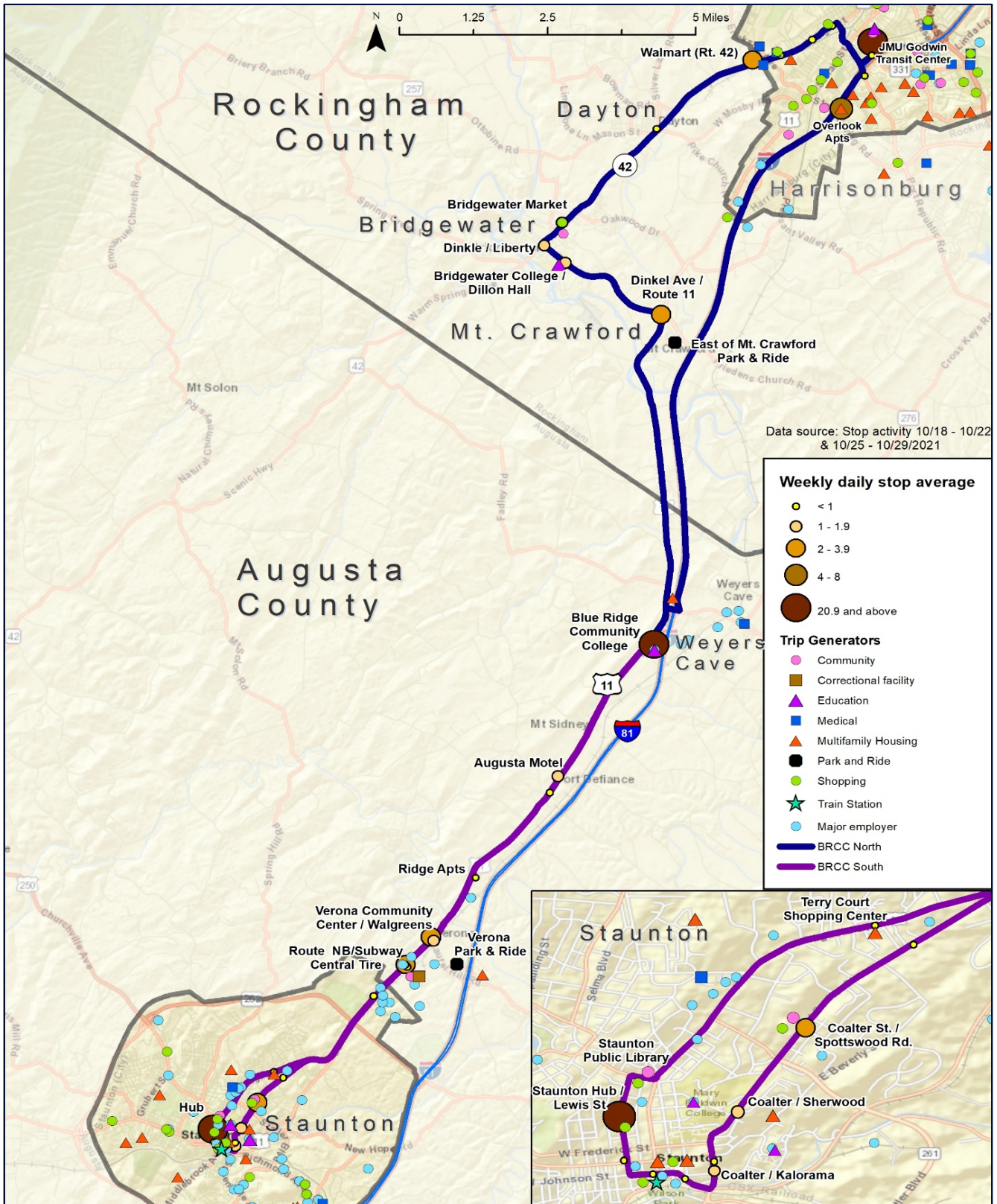


Figure 3-21: BRCC North and South Profiles



Stuarts Draft Link

The boarding/alighting data for the Stuarts Draft Link show that the Walmart stop has the highest average daily boardings, followed by the Augusta Health Medical Office Building (MOB). The top five stops are shown in Table 3-17.

Table 3-17: Stuarts Draft Link – Highest Ridership Stops

Stop	Avg. Daily Boardings
Walmart	7.6
Augusta Health - MOB	2.4
Augusta Health - Urgent Care	1.3
Britany Knoll	1.2
Highland Hills Apts.	1.2

The average daily boardings by time-of-day graph shows the highest ridership occurs first thing in the morning, with a second peak at the 8:50 a.m. run. There is a lower peak at 12:50 p.m. and ridership declines towards the end of the service day. This pattern is shown in Figure 3-22. The route profile is shown in Figure 3-23.

Figure 3-22: Stuarts Draft Link – Average Daily Boardings by Time of Day

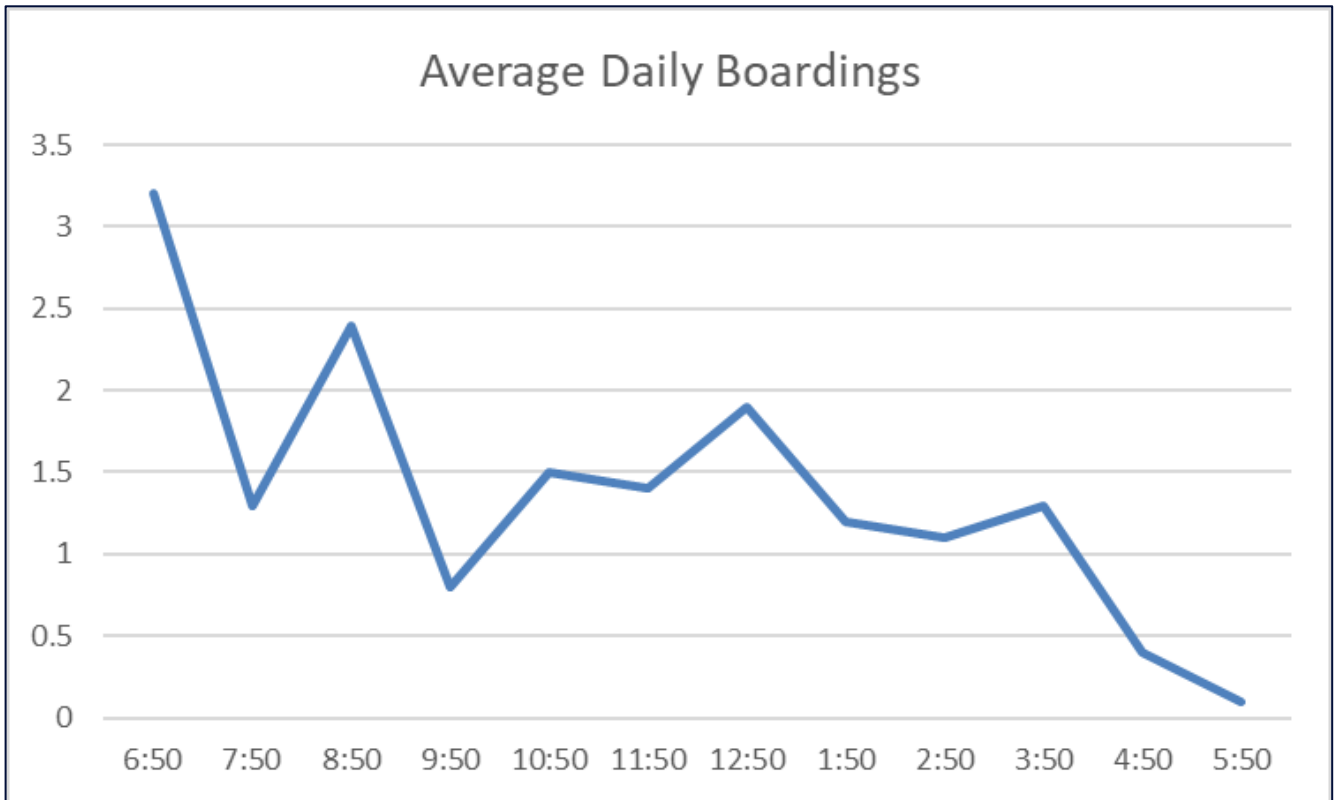


Figure 3-23: Stuarts Draft Link Route Profile



Financial Information

The FY2023 transit budget for the CSPDC is \$2,636,671, which is down from the FY2022 budget of \$2,691,143, largely due to the FY2022 capital purchase of the Lewis Street Hub. The budget details broken out by the rural and urban services are provided in Table 3-18. The operating portion of this budget is higher than the FY2022 operating budget, in light of significantly higher fuel expenses. The largest expense item is the contract for service, with CSPDC contracting with VRT to provide transit services in the region.

The largest single source of funding assistance for transit in the region comes from the Federal Section 5307 (S.5307) urbanized area program, which generally covers up to 50% of the operating costs for transit service provided in the urbanized area (and up to 80% for preventive maintenance).¹ CSPDC currently uses FTA's Capital Cost of Contracting provisions to maximize the use of the S.5307 funds. Under this provision, 50% of the contract for service is eligible for 80% federal matching. The remaining 50% of the contract, and the CSPDC's internal operating expenses, are eligible for up to a 50% federal share.

Table 3-18: CSPDC Transit Budget, FY2023

Expenses	Rural	Urban	Total
Wages and Benefits	\$55,515	\$123,828	\$179,343
Contractual and Professional Services	\$604,197	\$1,319,838	\$1,924,035
Fuel, travel, and meetings	\$171,011	\$207,748	\$378,759
Communications Services	\$1,271	\$2,829	\$4,100
Printing	\$1,798	\$4,002	\$5,800
Other	\$19,250	\$42,850	\$62,100
Capital Purchases	\$0	\$0	\$0
Indirect Costs	\$25,548	\$56,986	\$82,534
Total Expenses	\$878,590	\$1,758,081	\$2,636,671

Funding and Revenues	Rural	Urban	Total
Federal Funding	\$517,923	\$1,050,301	\$1,568,224
State Funding	\$216,716	\$424,870	\$641,586
Local Funding and Services	\$124,887	\$240,474	\$365,361
Fares	\$15,500	\$34,500	\$50,000
Income from Money and Property	\$3,565	\$7,935	\$11,500
Total Funding and Revenue	\$878,591	\$1,758,080	\$2,636,671

¹ Pandemic related financial assistance can cover 100% of the operating cost for the program.

Peer Analysis

While it is most relevant for a transit agency to examine its own performance over time, it is valuable to know the operating statistics for transit programs that could be considered “peers,” either by virtue of location, service area characteristics, or size to see if local transit data is “in the ballpark” of typical peer operating data. In light of the ongoing pandemic, we have included peer data from the National Transit Database for FY2019 and FY2020. This allows a comparison of pre-pandemic as well as more current data. The FY2021 National Transit Database information is not yet available.

The following programs were used as peers:

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

The peer data compiled show the following:

- BRITE operates the fewest number of vehicles among the peer agencies.
- BRITE’s productivity in terms of passenger trips per revenue hour was above the mean, for both FY2019 and FY2020, though it decreased by 20.7% with the pandemic, as compared to the mean decrease of 18.3%.
- BRITE’s operating cost per trip was lower than the mean, both in FY2019 and in FY2020, while BRITE’s operating cost per hour was higher than the mean, both in FY2019 and FY2020. This dataset reflects BRITE’s higher than average productivity, which allows for a lower per-trip cost even though BRITE’s hourly operating costs are higher than the mean.
- BRITE’s operating speed was the highest among the peers, likely reflecting the use of I-81 for the BRCC shuttles as well as two relatively long routes (BRCC Shuttles and 250 Connector)

The complete peer data are presented in Tables 3-19 and 3-20.

Table 3-19: Selected Peer Comparison – FY2019 National Transit Database

System	UZA?	Vehicles Operated in Max. Service	Approx. Service Area Population	Annual Passenger Trips	Total Operating Expenses	Vehicle Rev. Hours	Vehicle Rev. Miles
Allegany County Transit (MD)	Yes	13	68,780	199,851	\$ 1,795,841	24,949	352,003
Bluefield Transit (WV)	No	25	15,530	211,247	\$ 1,684,383	38,265	704,578
BRITE	Yes	11	50,075	275,059	\$ 2,076,366	30,657	575,810
Central West VA Transit Authority (Clarksburg, WV)	No	18	16,061	279,959	\$ 2,655,117	42,429	613,140
Danville Transit	No	17	42,590	338,614	\$ 2,625,960	35,977	539,625
Radford Transit	Yes	20	18,368	268,727	\$ 1,512,791	31,215	342,655
Virginia Regional Transit	No	32	46,562	241,234	\$ 3,146,640	52,365	932,589
Mean		19	36,852	259,242	2,213,871	36,551	580,057

System	Trips Per Hour	Trips Per Mile	Cost Per Trip	Cost Per Hour	Cost Per Mile	MPH
Allegany County Transit (MD)	8.01	0.57	\$ 8.99	\$ 71.98	\$ 5.10	14.1
Bluefield Transit (WV)	5.52	0.30	\$ 7.97	\$ 44.02	\$ 2.39	18.4
BRITE	8.97	0.48	\$ 7.55	\$ 67.73	\$ 3.61	18.8
Central West VA Transit Authority (Clarksburg, WV)	6.60	0.46	\$ 9.48	\$ 62.58	\$ 4.33	14.5
Danville Transit	9.41	0.63	\$ 7.76	\$ 72.99	\$ 4.87	15.0
Radford Transit	8.61	0.78	\$ 5.63	\$ 48.46	\$ 4.41	11.0
Virginia Regional Transit	4.61	0.26	\$ 13.04	\$ 60.09	\$ 3.37	17.8
Mean	7.39	0.50	\$ 8.63	\$ 61.12	\$ 4.01	15.6

Source: 2019 National Transit Database

Table 3-20 Selected Peer Comparison – FY2020 National Transit Database

System	UZA	Vehicles in Max. Service	Approx. Service Area Population	Annual Passenger Trips	Total Operating Expenses	Vehicle Rev. Hours	Vehicle Rev. Miles
Allegheny County Transit (MD)	Yes	16	68,780	140,357	\$ 2,015,511	24,104	313,439
Bluefield Transit (WV)	No	20	15,530	181,108	\$ 1,908,538	37,157	664,920
BRITE	Yes	11	50,075	233,930	\$ 2,285,647	32,885	606,434
Central West VA Transit Authority (Clarksburg, WV)	No	20	16,061	193,050	\$ 2,568,304	34,959	466,770
Danville Transit	No	18	42,590	289,631	\$ 2,576,382	33,467	482,298
Radford Transit	Yes	20	18,368	185,459	\$ 1,532,184	27,797	302,634
Virginia Regional Transit	No	34	46,562	192,058	\$ 3,269,913	53,477	852,978
Mean		20	36,852	202,228	\$ 2,308,068	34,835	527,068

System	Trips Per Hour	Trips Per Mile	Cost Per Trip	Cost Per Hour	Cost Per Mile	MPH
Allegheny County Transit (MD)	5.82	0.45	\$ 14.36	\$ 83.62	\$ 6.43	13.0
Bluefield Transit (WV)	4.87	0.27	\$ 10.54	\$ 51.36	\$ 2.87	17.9
BRITE	7.11	0.39	\$ 9.77	\$ 69.50	\$ 3.77	18.4
Central West VA Transit Authority (Clarksburg, WV)	5.52	0.41	\$ 13.30	\$ 73.47	\$ 5.50	13.4
Danville Transit	8.65	0.60	\$ 8.90	\$ 76.98	\$ 5.34	14.4
Radford Transit	6.67	0.61	\$ 8.26	\$ 55.12	\$ 5.06	10.9
Virginia Regional Transit	3.59	0.23	\$ 17.03	\$ 61.15	\$ 3.83	16.0
Mean	6.04	0.42	\$ 11.74	\$ 67.31	\$ 4.69	14.8

Source: 2020 National Transit Database

BRITE Passenger Surveys

With input from the CSPDC, passenger surveys were developed for both the fixed routes and the paratransit service. Surveys were printed in English and in Spanish. VRT administered the surveys for the project during the month of December 2021. Copies of the survey instruments are provided in Appendix C.

Fixed Route Survey Results

Eighteen surveys were completed by riders of BRITE's fixed routes. The small sample size is somewhat disappointing, but unfortunately also typical of in-person survey work during the ongoing pandemic. The opinions and information provided by these riders is summarized in this section.

Primary Mode of Transportation and Access

When asked about their primary mode of transportation, most of the riders responded that public transit was their primary mode, followed by walking, carpool, bicycle, and Uber/Lyft. The majority of the riders indicated that they walked to their bus stop (16), with one passenger indicating that they had ridden their bike to their stop that day.

Routes and Transfers

Most of the passengers that responded to the survey were riding the 250 Connector (12), followed by the Waynesboro Circulator (5), the Stuarts Draft Link (3) and the Staunton North Loop (3), with one passenger marking that they rode the BRCC Shuttles. Respondents could check more than one route if they used more than one route on the day of travel. Most riders (12) did not transfer from one route to another.

Trip Purpose and Frequency of Use

A little over half of the people who responded indicated that they were travelling to work, followed by shopping/errands, and medical needs. The riders surveyed are frequent system users, with nearly half of the respondents riding public transit 5-6 days a week, and another 33% using the service 3-4 days a week.

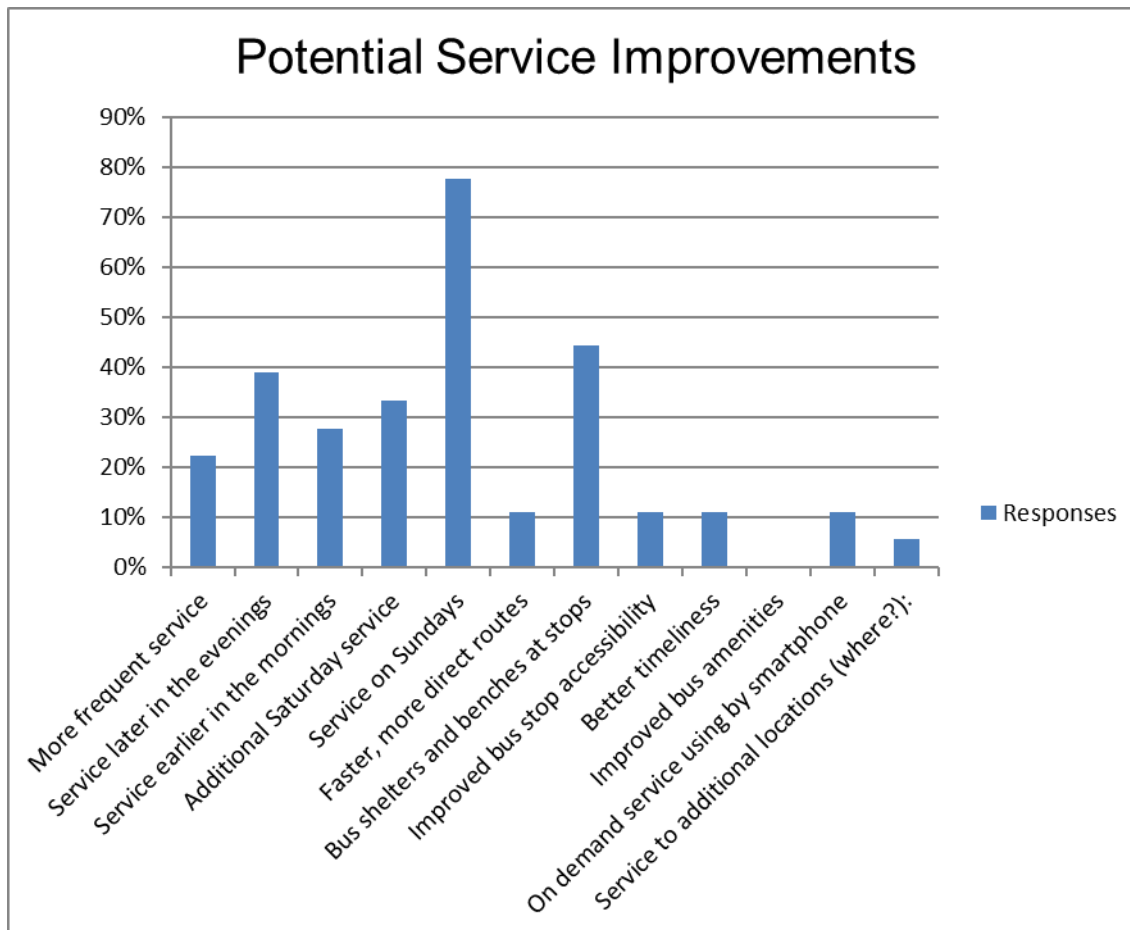
Mobility Alternatives

While most of the survey respondents indicated that they had other means of getting places if public transit did not exist, either with the help of family/friends, driving themselves, bicycling, or other driver service options, there were three passengers that said they would not be able to make their trips if the service did not exist.

Potential Service Improvements

When asked about potential service improvements, almost everyone indicated that they would like to have bus services on Sundays. The next most frequently requested improvement was bus shelters and benches at stops, followed by service later in the evenings, additional Saturday service, service earlier in the mornings, and more frequent service. A couple of the respondents also marked that faster, more direct routes, improved bus stop accessibility, better timeliness, and on demand service by using smartphone would be helpful to them. These results are shown in Figure 3-24.

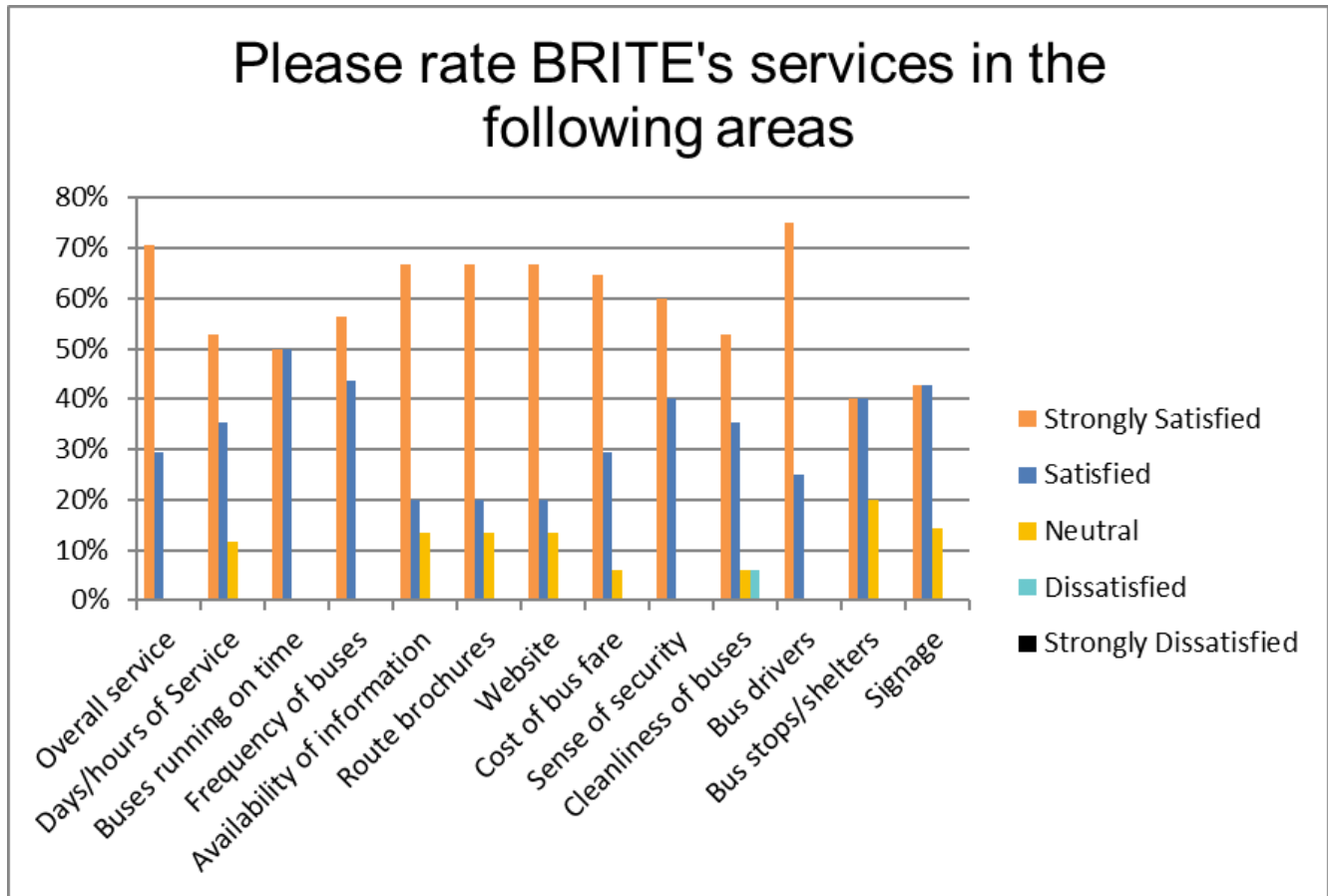
Figure 3-24: Fixed Route Survey - Potential Service Improvements



Satisfactory Ratings

Riders were asked to rate BRITE’s services in a number of categories. These results showed high satisfaction ratings, particularly with the bus drivers. These results are shown in Figure 3-25.

Figure 3-25: Fixed Route Survey - Rider Satisfaction Ratings



Rider Demographics

The fixed route rider demographics are provided in Table 3-21.

Table 3-21 Fixed Route Survey - Rider Demographics

Age	%	#		Hispanic/Latino	%	#
Under 18	0.0%	0		Yes	5.9%	1
18-24	11.1%	2		No	94.1%	16
25-34	22.2%	4				
35-54	38.9%	7		Race	%	#
55-64	16.7%	3		Caucasian/White	66.7%	12
65+	11.1%	2		African American/Black	22.2%	4
				Asian	0.0%	0
				American Indian/Alaska Native	5.6%	1
				Native Hawaiian/Other Pacific Islander	0.0%	0
				Prefer not to answer	11.1%	2
Smart Phone	%	#				
Yes	88.2%	15				
No	11.8%	2				
Driver's License	%	#		Employment Status	%	#
Yes	23.5%	4		Employed (Full-time)	61.1%	11
No	76.5%	13		Employed (Part-time)	16.7%	3
				Student (Full-time)	0.0%	0
				Student (part-time)	5.6%	1
				Retired	16.7%	3
				Homemaker	0.0%	0
				Unemployed	5.6%	1
				Other	0.0%	0
				Household Income	%	#
				\$14,999 or less	38.9%	7
				\$15,000 - \$29,999	55.6%	10
				\$30,000 - \$44,999	0.0%	0
				\$45,000 - \$59,999	5.6%	1
				\$60,000 - \$74,999	0.0%	0
				\$75,000 or higher	0.0%	0

BRITE Access Rider Survey Results

Seventeen riders of the BRITE Access service completed rider surveys during the month of December 2021. The survey asked slightly different questions than the fixed route survey, in light of the different service characteristics.

Use of BRITE Routes

The survey asked respondents to indicate whether or not they also used BRITE's fixed/deviated routes. These results show that 12 of the 17 respondents also use BRITE's fixed/deviated routes.

Trip Purpose and Frequency of Use

In contrast to the fixed route riders, the primary trip purpose for the Access riders was medical (9), followed by shopping/errands (4), and work (3). The Access riders are also frequent users, though not quite as frequent as the fixed route riders. Seven riders indicated that they use the service 3-4 days per week. Six riders use the service 1-2 days per week, and two riders indicated that they use the service five days per week.

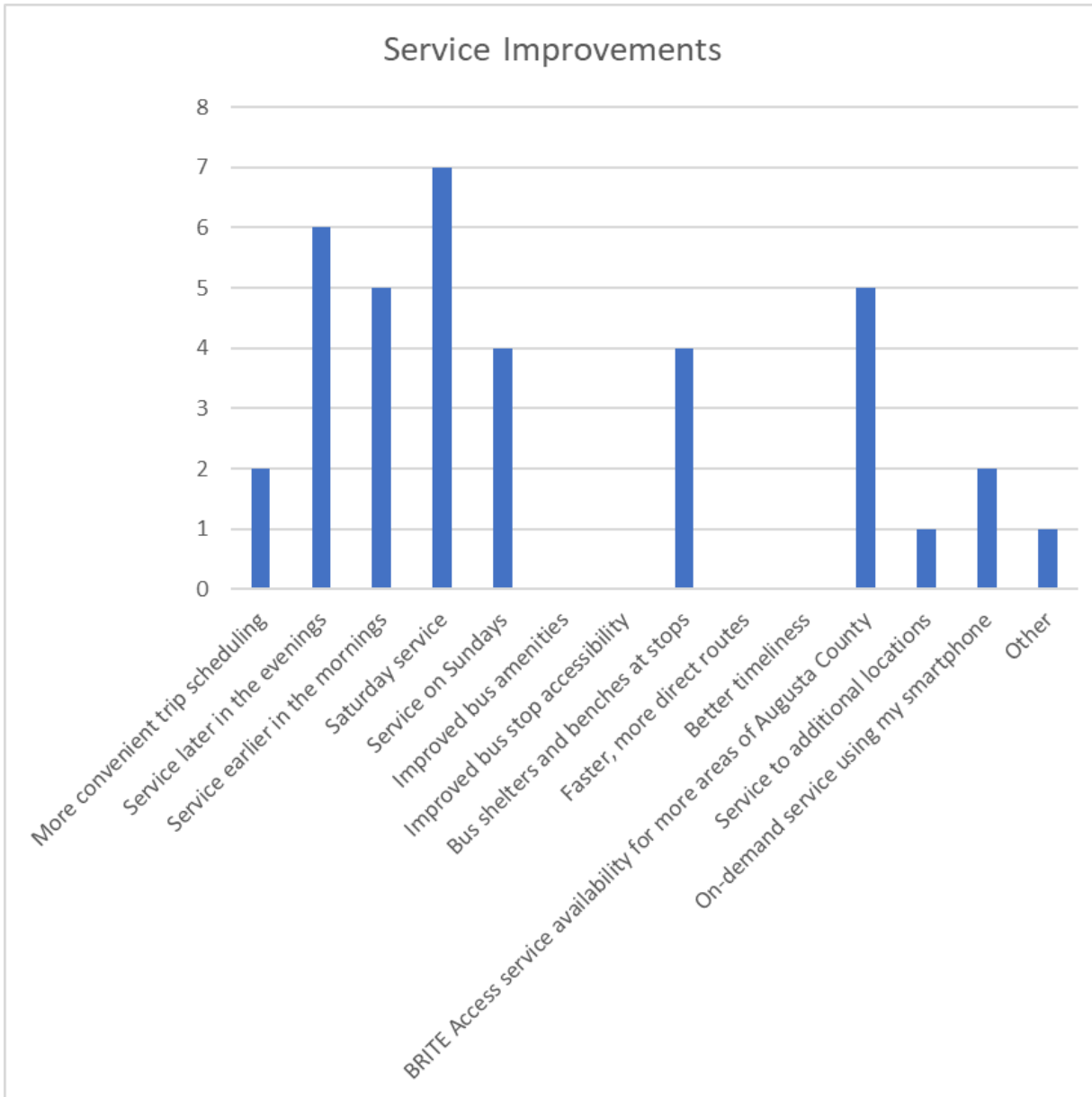
Mobility Alternatives

When asked how they would make the trip they were currently taking if Access was not available, the respondents indicated the following: asking family/friends for a ride (7); not making the trip (7); BRITE fixed/deviated routes (2); Uber/Lyft (2); taxis (1) and walk/bike (1).

Potential Service Improvements

When asked what potential transit service improvements would be most helpful, a majority of the surveyors asked for service on Saturday, followed by service later in the evenings, service earlier in the mornings, and BRITE access service availability for more areas of Augusta County. There was also request for service on Sundays, bus shelters and benches at stops, more convenient trip planning, on-demand service using smartphones, service to additional locations, and one rider marked other with a comment reading "more demand buses". These responses are shown in Figure 3-26.

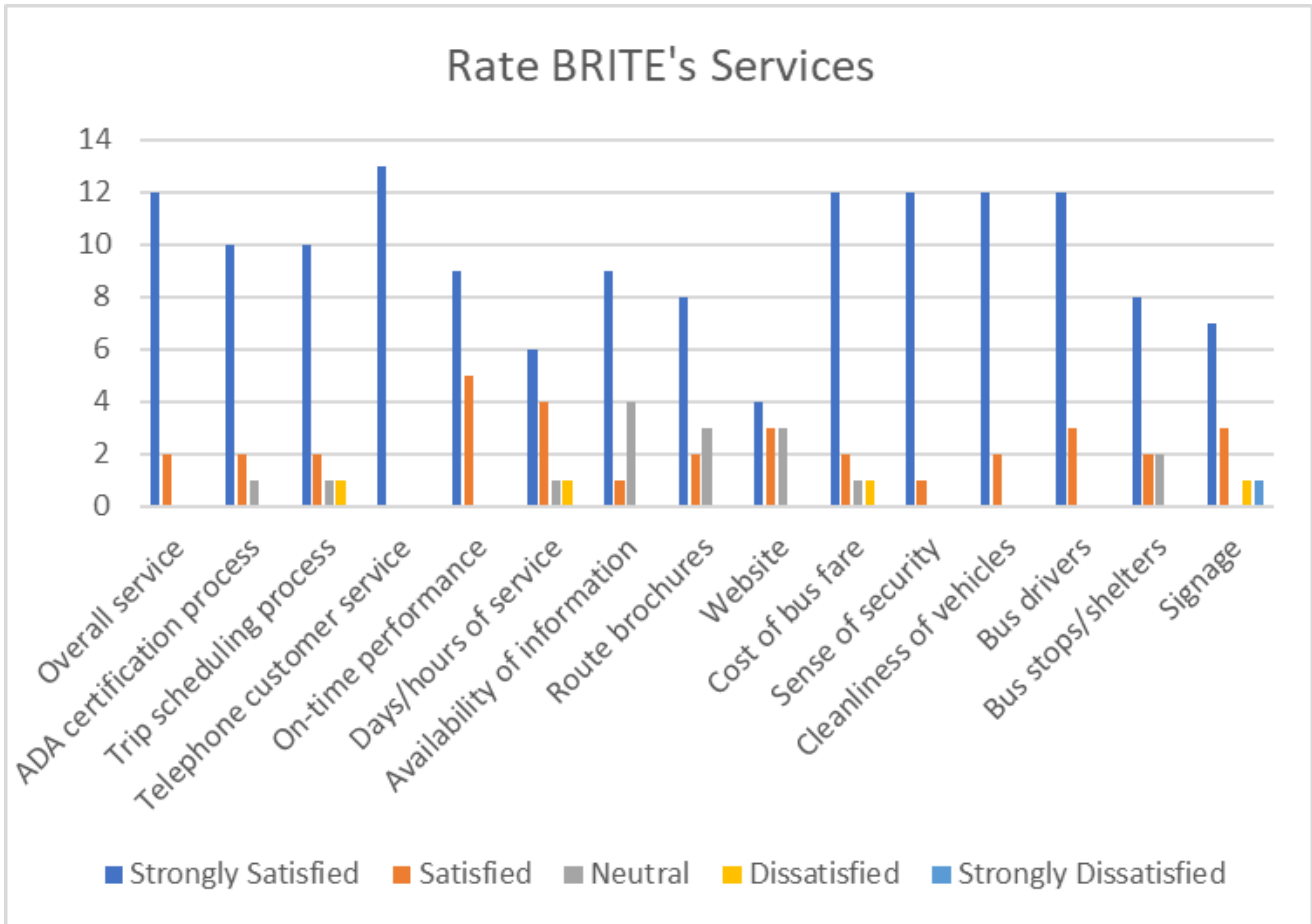
Figure 3-26: Access Survey - Potential Service Improvements



Satisfactory Ratings

Riders were asked to rate BRITE’s services in a number of categories. These results showed high satisfaction ratings, particularly with the telephone customer service. These results are shown in Figure 3-27.

Figure 3-27: Access Survey - Rider Satisfaction Ratings



Rider Demographics

The access route rider demographics are provided in Table 3-22.

Table 3-22 Access Rider Demographics

Age	%	#		Hispanic/Latino	%	#
Under 18	0.0%	0		Yes	7.1%	1
18-24	0.0%	0		No	92.9%	13
25-34	5.9%	1		Race	%	#
35-54	11.8%	2		Caucasian/White	53.3%	8
55-64	17.6%	3		African American/Black	33.3%	5
65+	47.1%	8		Asian	6.7%	1
Smart Phone	%	#		American Indian/Alaska Native	0.0%	0
Yes	57.1%	8		Native Hawaiian/Other Pacific Islander	0.0%	0
No	42.9%	6		Prefer not to answer	6.7%	1
Driver's License	%	#		Employment Status	%	#
Yes	21.4%	3		Employed (Full-time)	5.9%	1
No	78.6%	11		Employed (Part-time)	23.5%	4
Access to a Vehicle	%	#		Student (Full-time)	0.0%	0
Yes	7.1%	1		Student (part-time)	5.9%	1
No	92.9%	13		Retired	58.8%	10
				Homemaker	11.8%	2
				Unemployed	11.8%	2
				Other	5.9%	1
				Household Income	%	#
				\$14,999 or less	40.0%	4
				\$15,000 - \$29,999	20.0%	2
				\$30,000 - \$44,999	10.0%	1
				\$45,000 - \$59,999	10.0%	1
				\$60,000 - \$74,999	20.0%	2
				\$75,000 or higher	0.0%	0

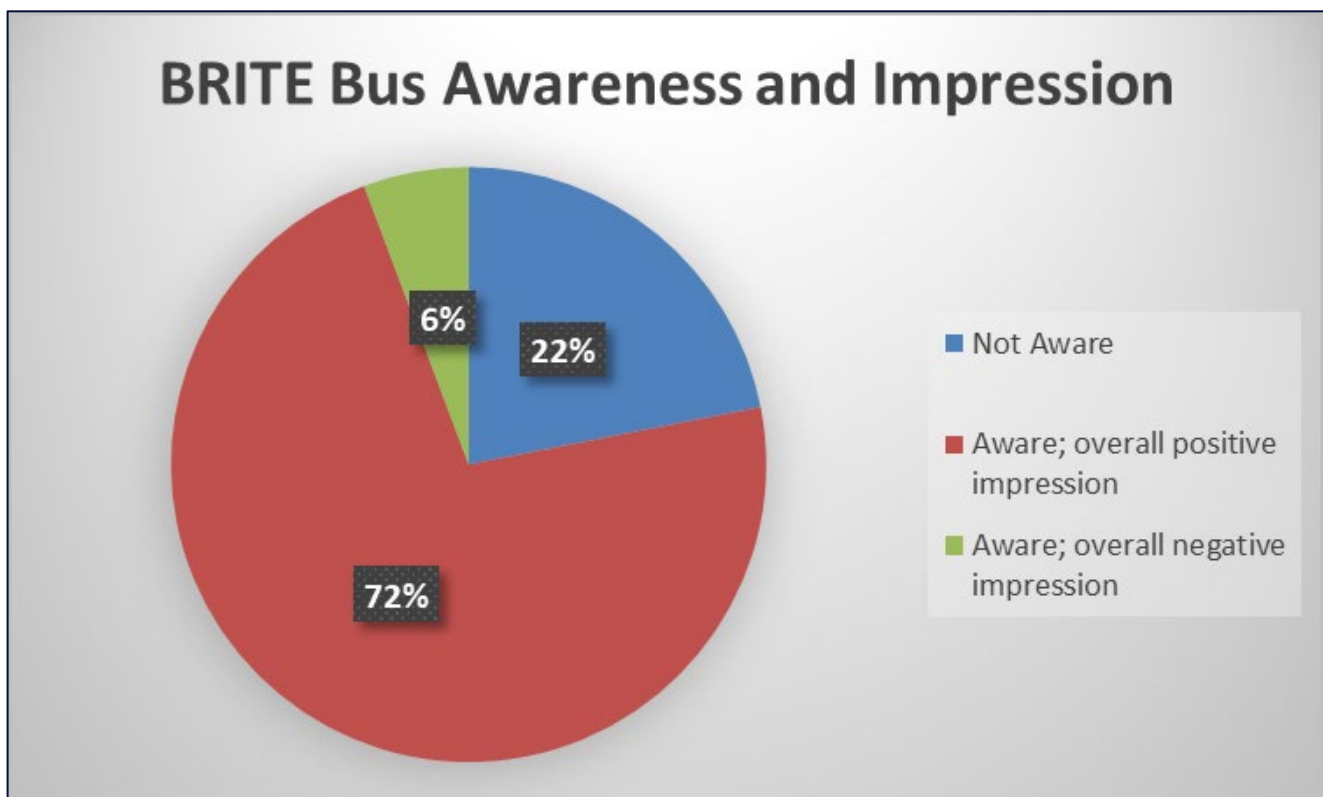
Public Survey

In order to gather opinions concerning public transportation from the broader community, a public survey was also developed. Once finalized, the survey was entered into Survey Monkey and the link was publicized via a media release. The survey link was also posted on the CSPDC's and BRITE's websites and social media feeds. In addition to the electronic survey option, paper copies were available at key community locations for people who do not have access to the Internet. The surveys were available in English and in Spanish. The survey effort occurred between late November 2021 and early January 2022. A copy of the survey is provided within Appendix D.

Public Survey Results

A total of 107 people took the public survey. Of these surveys, 95 were completed online via Survey Monkey and the remainder were received via hard copy. The first question on the survey asked participants to indicate if they were aware of the public transportation services provided by BRITE, and if so to indicate their impression of the services – either positive or negative. About 78% were aware of these services, with 72% of these respondents having an overall positive impression. Twenty-two percent of respondents were not aware of the service. The full results are shown in Figure 3-28.

Figure 3-28: BRITE Bus Awareness and Impression



Travel Characteristics

Respondents were asked to indicate their primary mode of transportation. Sixty-two percent of respondents use their car as their primary mode of transportation, while 24% use public transportation. The full results to this question are provided in Table 3-23.

Table 3-23: Primary Mode of Transportation

Answer Choices	Responses	
	%	#
I drive	62.26%	66
I use public transportation	23.58%	25
Friends/family drive me	9.43%	10
I ride a bicycle	1.89%	2
I take a taxi	1.89%	2
I walk	0.94%	1
I take an Uber/Lyft	0.00%	0
	Answered	106
	Skipped	1

Respondents were also asked to indicate if they used any of a number of different transportation services. The results show that while almost half indicated that they do not, the other half use a variety of services, including BRITE. These results are shown in Table 3-24.

Table 3-24: Modes of Transportation Used

Answer Choices	Responses	
	%	#
I do not currently use public transportation	48.57%	51
BRITE Bus	30.48%	32
Uber/Lyft	11.43%	12
Afton Express	5.71%	6
Harrisonburg Department of Public Transportation	5.71%	6
Valley Program for Aging Services or other Human Service Transportation Programs	5.71%	6
Virginia Breeze	5.71%	6
BRITE Access	4.76%	5
Taxis	3.81%	4
Other (please specify)	3.81%	4
Vanpools or carpools	2.86%	3
	Answered	105
	Skipped	2

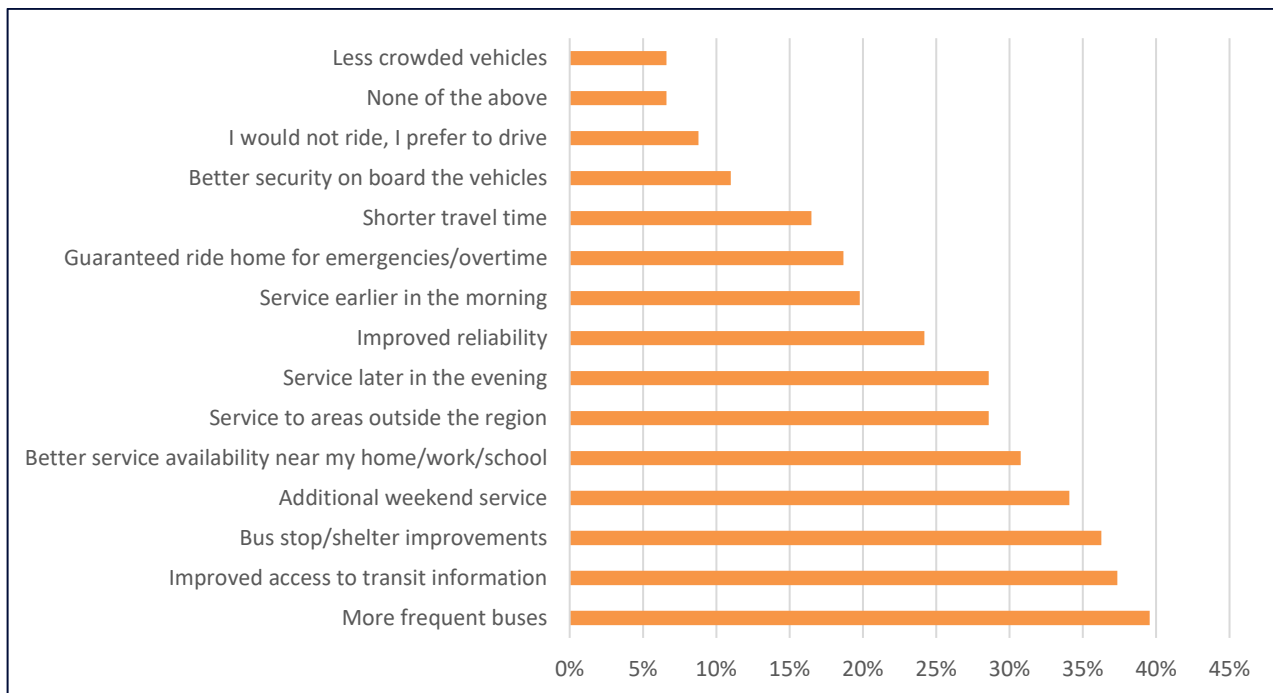
Reasons for Using Public Transportation

When asked their primary reasons for choosing public transportation (checking all that applied), 19 respondents (25%) indicated that it saves them money. The next most common responses were environmental reasons (21%) and not having access to a vehicle (17%).

Why Not Public Transit?

Those that do not use public transportation on a regular basis currently were asked to identify what types of service improvements would be needed for them to choose to ride public transit more frequently. The top responses were “more frequent buses” (40%) and “improved access to transit information” (35%), “bus stop/shelter improvements” (35%), and “additional weekend service” (35%). These responses are presented in Figure 3-29. Ninety percent of the respondents indicated that they would use public transportation if there was a service that met their needs.

Figure 3-29: Improvements Needed for Non-Users of Public Transportation to Ride



Several respondents also included comments for the open-ended portion of the question that asked to indicate if they would ride if there was service closer to where they live, work, or attend school. These comments are shown in Table 3-25.

Table 3–25: Suggested Locations for Additional Public Transportation Services**Better service availability near my home/work/school - (please specify location)**

Churchville

I live very close to Augusta Health. Three of our young adult children and my senior-citizen mother-in-law live here also. If there were a bike lane or sidewalk on Goose Creek Road in Fishersville we would all take the BRITE Bus much more frequently. But Goose Creek is dangerous to walk or ride on.

I don't think there is a stop near my house. I cannot walk long distances and I need to sit if I have to wait on the bus. The stops I have seen don't have benches.

I attempted to use public transit many times but have had issues using it reliably. If I'm just out for the day having fun, it's fine. If I need to be somewhere on time, it has been very difficult.

Greenspring Valley

Augusta County Mint Spring

Staunton suburb access

W Beverley edge of city limits

Ivy Ridge

Hillcrest

New Hope area

Signs at stops with bus schedule. When can you expect the next bus?

The service would be better, if I was not getting on at the start of the route and have to ride the whole route to get to where I need to be 3 miles away. I would be nice to be picked up on the opposite side of the road and then I would not have to wait through the ride. Also, you need to expand your Afton bus route to include picking people up on Afton Mountain. You also need to have a drop off on Afton Mountain from the city. It would greatly increase your ridership from the city.

Coyner Spring Park

Augusta Homes

Baldwin acres

More stops

Living in the county makes it hard to access

Staunton

Lyle Ave and Pine St

There needs to be a stop at Valley CSB, not down on 250

Hillcrest area

Better service availability near my home/work/school - (please specify location)

I currently have a driver's license. If I lose my driver's license due to age or failing eyesight, I will likely be using BRITE buses extensively.

West End/Churchville Ave

Downtown Staunton and fringe

Waynesboro

SE Rockingham County

Rural areas of Augusta County (Deerfield, Craigsville, etc.)

Need for Additional Improvements and Support for Funding

The vast majority of respondents (92%) said that they do believe that there is need for either additional or improved public transportation in the region. Given a list of potential improvements, service later in the evenings was the top choice, followed by expanded service outside of Augusta County and the Cities of Staunton and Waynesboro, and bus stop/shelter improvements. These responses are shown in Table 3-26. Ninety percent of the respondents indicated support for additional funding to expand public transportation in the future.

Table 3-26: Prioritization of Potential Service Improvements

Improvement	# Indicating a Top 3 Priority	%
Service later in the evenings	34	32%
Expanded service outside of Augusta County and the Cities of Staunton and Waynesboro	29	27%
Bus stop/shelter improvements	25	23%
Additional Saturday service	23	21%
Sunday service	22	21%
On-demand service using my smart phone	20	19%
Service earlier in the mornings	15	14%
Improved access to transit information	14	13%
Improved on-time performance	9	8%
No fares	9	8%
Safer buses	7	7%
Cleaner buses	5	5%
Lower fares	5	5%

Additional Service Areas

While the survey touched on the need to serve additional areas within the question regarding why people do not use public transportation, there was also a specific open-ended question asking respondents to indicate geographic areas that are not currently served but should be served by public transportation in the future. These responses are provided in Table 3-27.

Table 3-27: Areas to Consider for Future Public Transportation Services

Responses
Closer to high schools to pick up kids w/ afterschool jobs
Churchville - West Augusta Commuter Service
Western Augusta County
it should be available to everyone
To Richmond, Virginia Beach
Yes. In Harrisonburg, I have to take 2 buses and then walk the rest of the way to my job or else ride for an hour to my job.
Please add more service to route 250 and other routes indefinitely Harrisonburg to Staunton to Waynesboro. Add 7 days service and late-night city service
Staunton To Charlottesville
Staunton to Dulles (afternoon to Dulles and then an early evening bus from Dulles to Staunton)
Frequent shuttles between Staunton residential areas and downtown, especially on weekends for shopping trips downtown.
Sentara RMH Harrisonburg
Main Street in Waynesboro, between Lew DeWitt Boulevard and Rosser Avenue.
it needs more bus stops and needs more bus service to people and the community.
Anywhere there are senior citizen living communities.
The Selma Blvd area. The stop is too far to walk.
East Rockingham County. Travel from Harrisonburg to Elkton.
There should be public transportation to the top of Afton Mountain, which is in Augusta County.
I want to be able to get to c'ville and to jmu easily by bus. I can't so I have a car that I wish I could use far more rarely.
I live across the railroad tracks on Commerce Avenue and I'm over 65, the walk to the nearest stop is difficult for me.
I think with the addition of the Afton Express, which has been great for the region, but what about a service to Richmond from this part of the state? I think that would be beneficial to this area so if someone wants to get to other parts of the state, they have that option.

Responses

Bus to car rental would be good. Enterprise Rent A Car in Staunton, for example.

West end up Churchville Ave generally

Have the access buses have access greater than .50-.75 of a mile.

Harrisonburg and Charlottesville areas especially during the winter/holidays

Rural areas of Augusta County; specific routes from those areas to hospitals and medical centers

Open-Ended Comments

Survey participants were afforded an opportunity to provide open-ended comments regarding public transportation in Augusta County and the Cities of Staunton and Waynesboro. These are included in Table 3-28.

Table 3-28: Open-Ended Comments

Responses

More bike and walk lanes to be able to walk or bike or scooter or skateboard to hubs like Augusta Health.

Shelters at every stop.

I would rather take the bus downtown and not have to hunt for parking especially in the evenings and weekends

Staunton has the capabilities of being an amazing city, to thrive we need to cut down on the use of personal vehicles by expanding access to public transportation. Also MAKE BEVERLEY STREET PEDESTRIAN ONLY

More buses can be put in during rush hour

Please add more service to route 250 and other routes indefinitely Harrisonburg to Staunton to Waynesboro. Add 7 days service and add late-night service

I was unable to drive for a few weeks. During this time, I looked into using BRITE Bus to get to Sentara RMH. Best I could determine I could get to Harrisonburg, not Sentara, in approximately 3 hours from my home. Not sure where in Harrisonburg the trip ended but not Sentara.

Shelters at all stops, please. For the safety of passengers.

Responses

The current services are very convenient, but improvement is possible.

I don't know where there are bus stops and when they run.

I think it's awesome that there is some sort of "public transport" for the area however it should not charge people to ride it, and more info and more sheltered areas for folks to wait

Good

It would be nice to have shelters at stops to get out of the weather. If buses could come at 20 30 min intervals on busy holiday times for shopping.

I think it would be nice to have senior's bus. I rode one time to try to reduce gas costs and there were people on there cursing. Just felt very unsafe.

1. Saturday service would benefit from going from in town to the top of the mountain. 2. There needs to be shelter improvements for the winter time, there is not enough shelters for cold weather. 3. Also, earlier bus service in the mornings and later in the evenings could assist employers in getting more employees to work could improve services for employers that start shifts at 7:00 a.m. and end at 7:00 p.m. There are a lot of factories in the SAW area that would benefit. 4. There is a need for on-demand services, especially in the Waynesboro area, because if I am not mistaken there are no longer taxi services in the area of Waynesboro. 5. I think that the fare is fair and reasonable. There needs to be a collaboration of local services including VPAS in regard to seniors in getting transportation services for their doctors' appointments.

I want to be able to opt out of car driving as I age, and I've liked seeing new routes announced, but I can't get my basic ride need met: to travel from my home to H'burg for my job. even though it's crazy stupid to have to stop and change buses at BRCC, it's a quick shot to JMU (45 minutes the last I tried); the way home was just too long — I haven't checked to see if it has changed.

I occasionally work and have meetings in Staunton. Bus service would help me spend more of my time in these cities.

I do not believe that public transportation should be supported by tax dollars. There are way too many options these days to continue to fund equipment, personnel, maintenance, and liability insurances.

I would love to have better connections to Amtrak and Dulles airport. If VA Breeze ran more frequently I would never drive to IAD again. I would also prefer to take the bus to Charlottesville if it came back in the evening. It would also be helpful for VA Breeze and Afton Express to be at the same depot with parking or more regular Breeze connections.

I live within walking distance of a BRITE pickup point. So far I don't need to use the service, but I hope it will be there in case I do in the future.

Why has this taken so long to be addressed??

Have more Accessibility for the local manufacturing companies (all shifts.)

Responses

There definitely needs to be more information about times and routes available to public that is easily accessible

More connections between Staunton and Washington DC please. The Breeze is only once a day.

I just don't care too much.

Demographics

The most surveys were received from zip codes in the City of Staunton (53), followed by Waynesboro (11) and Fishersville (5). These data are shown in Table 3-29. Additional respondent demographics are provided in Table 3-30.

Table 3-29: Survey Respondent Zip Codes

Zip Code	#	Location
24401	51	Staunton
22980	11	Waynesboro
22939	5	Fishersville
22801	3	Harrisonburg
22802	2	Harrisonburg
24402	2	Staunton
24477	2	Stuarts Draft
22843	1	Mount Solon
23401	1	Keller
24377	1	Tannersville
24421	1	Churchville
24482	1	Verona
24486	1	Weyers Cave
51015	1	Climbing Hill, IA
85001	1	Phoenix, AZ
93301	1	Bakersfield, CA

Table 3-30: Public Survey Respondent Demographics

Age	%	#	Hispanic/Latino	%	#
Under 18	0.0%	0	Yes	9.0%	8
18-24	5.5%	5	No	91.0%	81
25-34	9.9%	9	Race	%	#
35-54	40.7%	37	Caucasian/White	78.4%	69
55-64	23.1%	21	African American/Black	4.6%	4
65+	20.9%	19	Asian	1.1%	1
Smart Phone	%	#	American Indian/Alaska Native	2.3%	2
Yes	92.3%	84	Native Hawaiian/Other Pacific Islander	0.0%	0
No	7.7%	7	Prefer not to answer	13.6%	12
Driver's License	%	#	Employment Status	%	#
Yes	80.0%	72	Employed (Full-time)	46.7%	42
No	20.0%	18	Employed (Part-time)	15.6%	14
Access to a Vehicle	%	#	Student (Full-time)	3.3%	3
Yes	74.7%	68	Student (part-time)	1.1%	1
No	25.3%	23	Retired	24.4%	22
			Homemaker	2.2%	2
			Unemployed	3.3%	3
			Other	5.6%	5
			Household Income	%	#
			\$14,999 or less	21.3%	17
			\$15,000 - \$29,999	13.8%	11
			\$30,000 - \$44,999	21.3%	17
			\$45,000 - \$59,999	15.0%	12
			\$60,000 - \$74,999	6.3%	5
			\$75,000 or higher	22.5%	18

Population Analysis

The following section provides a general population profile for Augusta County, Staunton City, and Waynesboro City and identifies and evaluates underserved population subgroups and reviews the demographic characteristics pertinent to a Title VI analysis.

Historical and Recent Population Trends

As of the 2020 Census, the total population in Augusta County was 77,487. Since 2010, the county's population growth was about 5% lower than the state's growth of 8%. The population growth of Staunton (8%) mirrored the state's growth between the 2010 and 2020 Census counts. Meanwhile, Waynesboro's population grew by about 6% during this period, but has increased by about 14% since 2000. The historical population and recent population trends are depicted in Table 3-31.

Figure 3-30 displays the urbanized areas (population greater than 50,000) and urban clusters (population between 2,500 and 50,000) in the region, including the Staunton-Augusta-Waynesboro urbanized area, and the Harrisonburg-Rockingham urbanized area in Rockingham County.

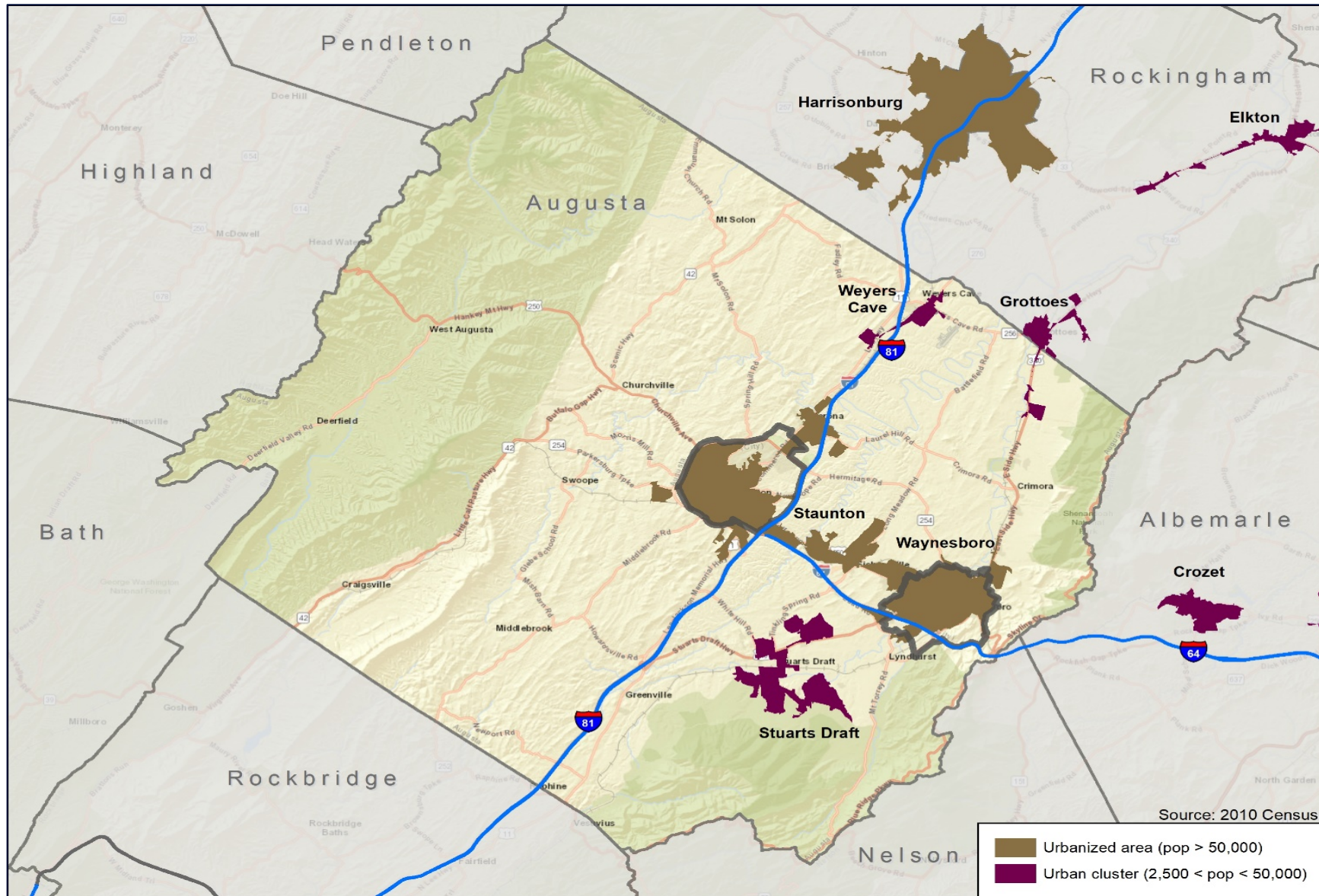
The urbanized area designations are important to track for the CSPDC, as federal public transportation funding is categorized based on urban and rural designations. Any changes in urbanized area boundaries could shift the urban/rural split for BRITE services and alter the available funding sources. Changes to these boundaries based on the 2020 Census have not yet been released.

Table 3-31: Historical Populations for Augusta County and the Cities of Staunton and Waynesboro

	Augusta County	Staunton City	Waynesboro City	Virginia
2000	65,615	23,853	19,520	7,078,515
2010	73,750	23,746	21,006	8,001,024
2020	77,487	25,750	22,196	8,631,393
% Change 2010 - 2020	5%	8%	5.7%	8%
% Change 2000 - 2020	18%	8%	14%	22%

Source: U.S. Census Bureau, 2020 Census of Population and Housing (April 1, 2020)

Figure 3-30: Urbanized Areas and Urban Clusters in the Region



Population Density

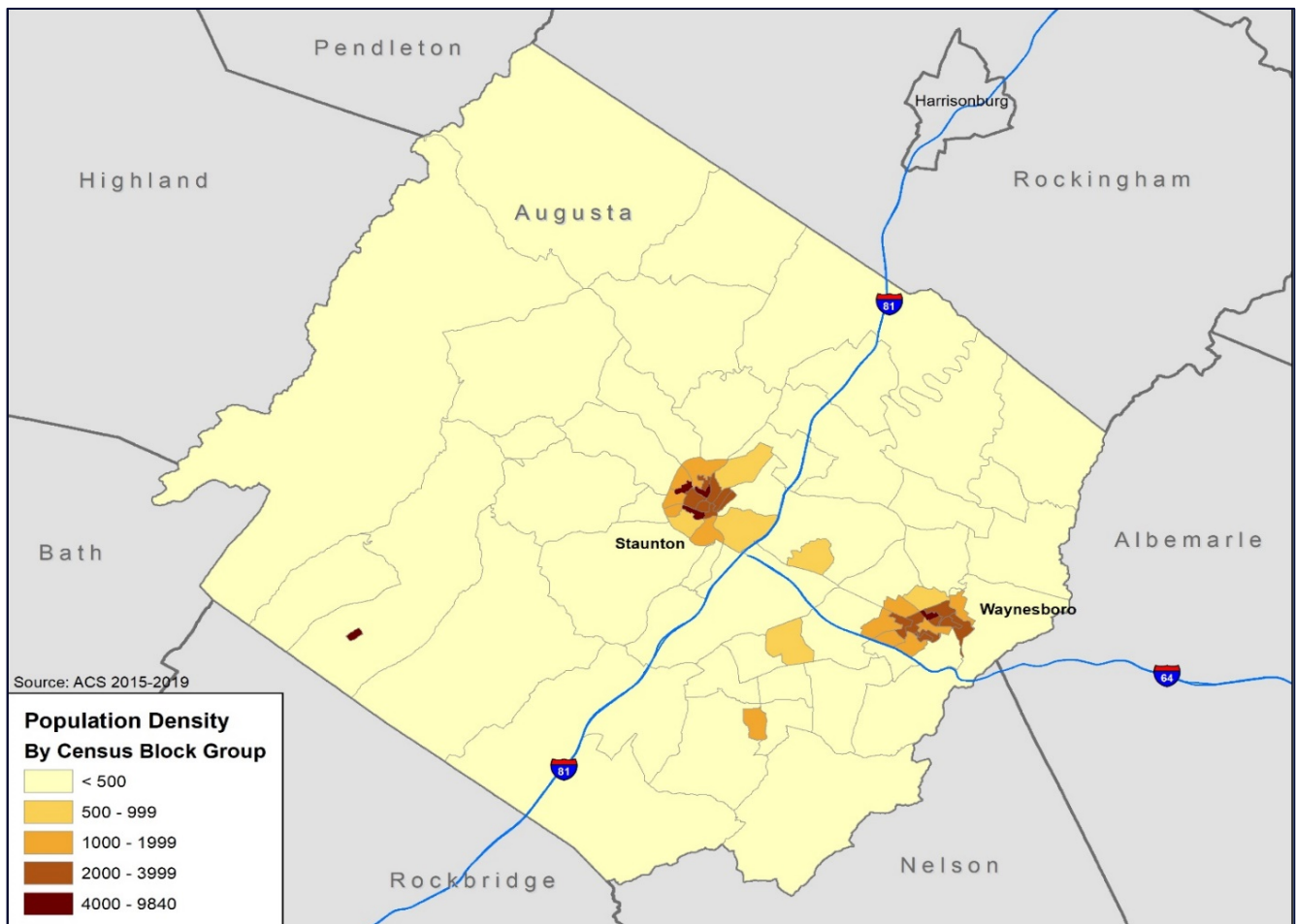
Population density is often an effective indicator of the types of public transit services that are most feasible within a study area. While exceptions always exist, an area with a density of 2,000 persons per square mile will generally be able to sustain frequent, daily fixed-route transit service.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

Of the 89 block groups comprising the study area, there are 20 block groups that have this required level of population density to support a fixed route service:

- Nine block groups located in Waynesboro
- Eleven block groups located in Staunton

There is also a high population density block group in Craigsville, which is the location of the Augusta Correctional Center. Figure 3-31 provides a population density map for the region.

Figure 3-31: Population Density for Augusta County



Population Projections

Projections developed by the University of Virginia Weldon Cooper Center, shown in Table 3-32, estimate that the population of Augusta County will increase by 9.3% over the next twenty years (to 84,728 in 2040) as compared to the 13.1% growth rate expected for the Commonwealth. The populations of both Staunton and Waynesboro are projected to increase 8.3% over the next twenty years,

Population projections by age group are normally also available from the Weldon Cooper Center; however, the Center relies on the 2020 Census data as a benchmark for these projections and the five-year age group data from the 2020 Census has not yet been released. Once the data becomes available (expected in May 2023), the Center can move forward with its projections.²

Table 3-32: Future Population Projections for the Augusta County Area

	Augusta County	Staunton City	Waynesboro City	Commonwealth of Virginia
2020	77,487	25,750	22,196	8,631,393
2030	80,060	27,356	23,051	9,129,002
2040	84,728	27,887	24,029	9,759,371
% Change 2020-2030	3.3%	6.2%	3.9%	5.8%
% Change 2030-2040	5.8%	1.9%	4.2%	6.9%
% Change 2020-2040	9.3%	8.3%	8.3%	13.1%

Source: University of Virginia Weldon Cooper Center, Demographics Research Group. (2022). Virginia Population Projections

Transit Dependent Populations

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

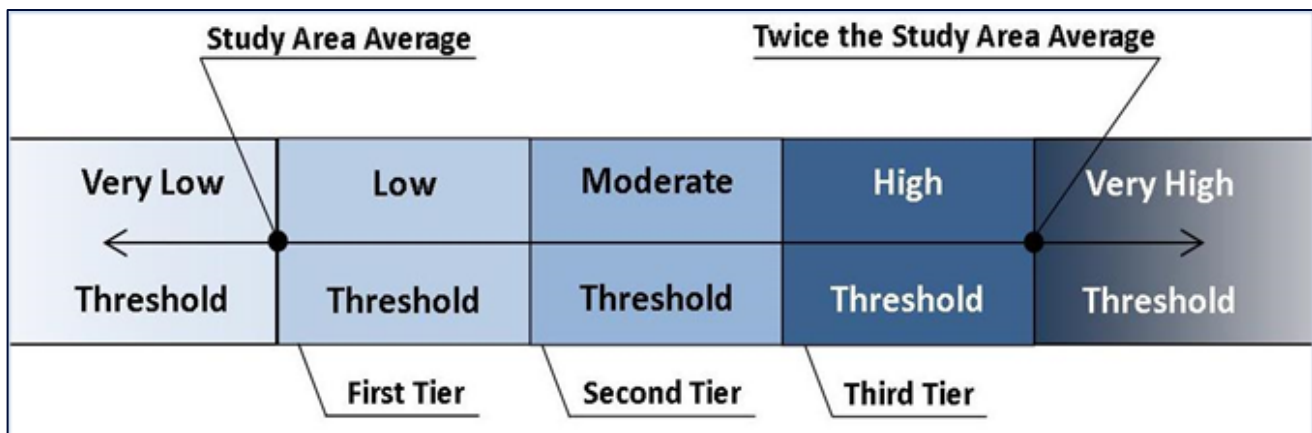
The Transit Dependence Index (TDI) is an aggregate measure displaying relative concentrations of transit dependent populations. Five factors make up the TDI calculation: population density, autoless households, elderly populations (ages 65 and over), youth populations (ages 10-17), and below poverty populations.

² University of Virginia Weldon Cooper Center, Demographics Research Group, website viewed November 2022.

The factors above represent specific socioeconomic characteristics of area residents. For each factor, individual block groups were classified according to the prevalence of the vulnerable population relative to each county's average, as well as to the regional average. The factors were then put into the TDI equation to determine the relative transit dependence of each block group.

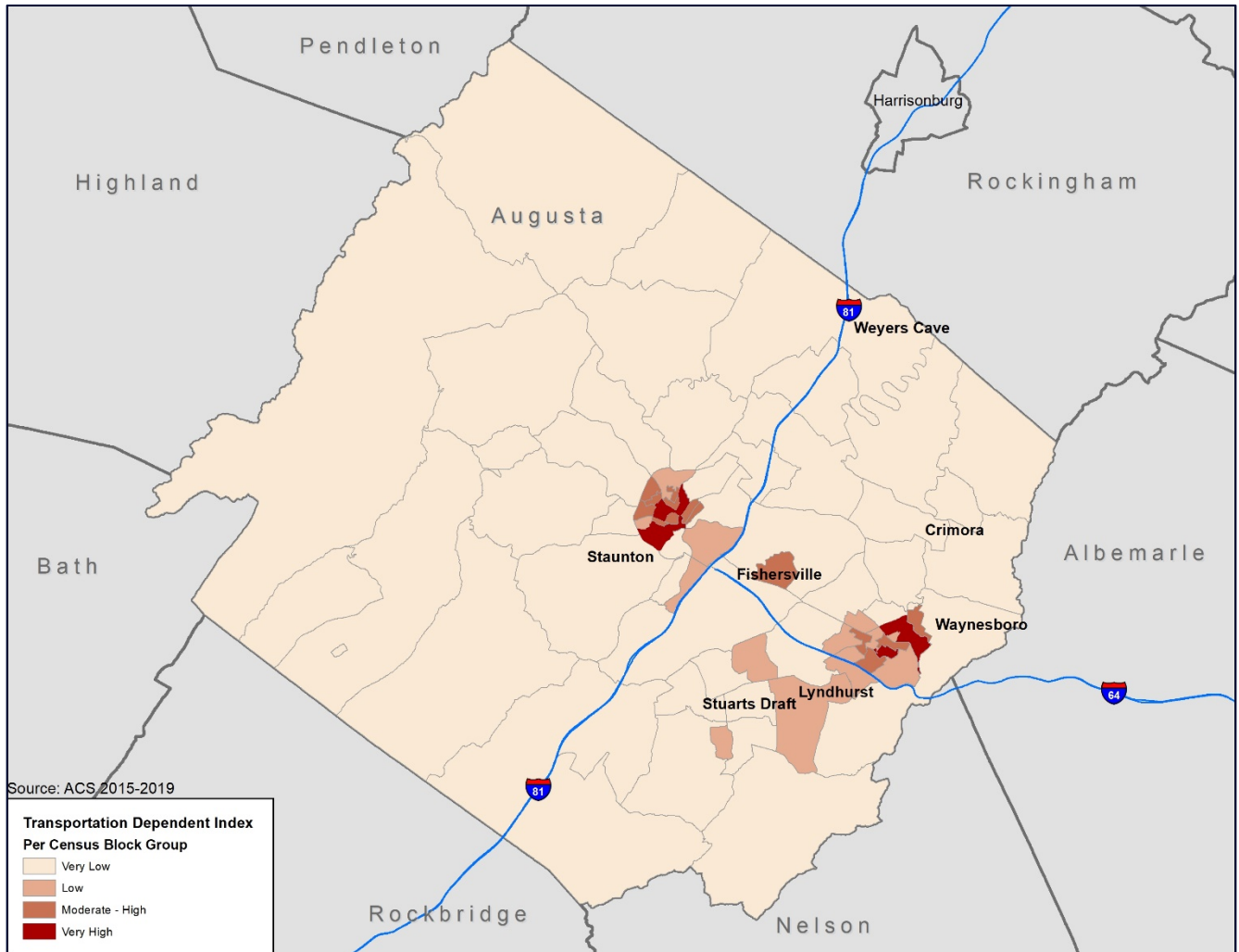
As illustrated in Figure 3-32, the relative classification system utilizes averages in ranking populations. For example, areas with less than the average transit dependent population fall into the "very low" classification, where areas that are more than twice the average will be classified as "very high." The classifications "low, moderate, and high" all fall between the average and twice the average; these classifications are divided into thirds.

Figure 3-32: Transit Dependent Populations Classification System



TDI rankings for the region are represented in Figure 3-33. Those block groups with a high TDI score are in Staunton, Fishersville, and Waynesboro.

Figure 3-33: Transit Dependence Index for the Study Area

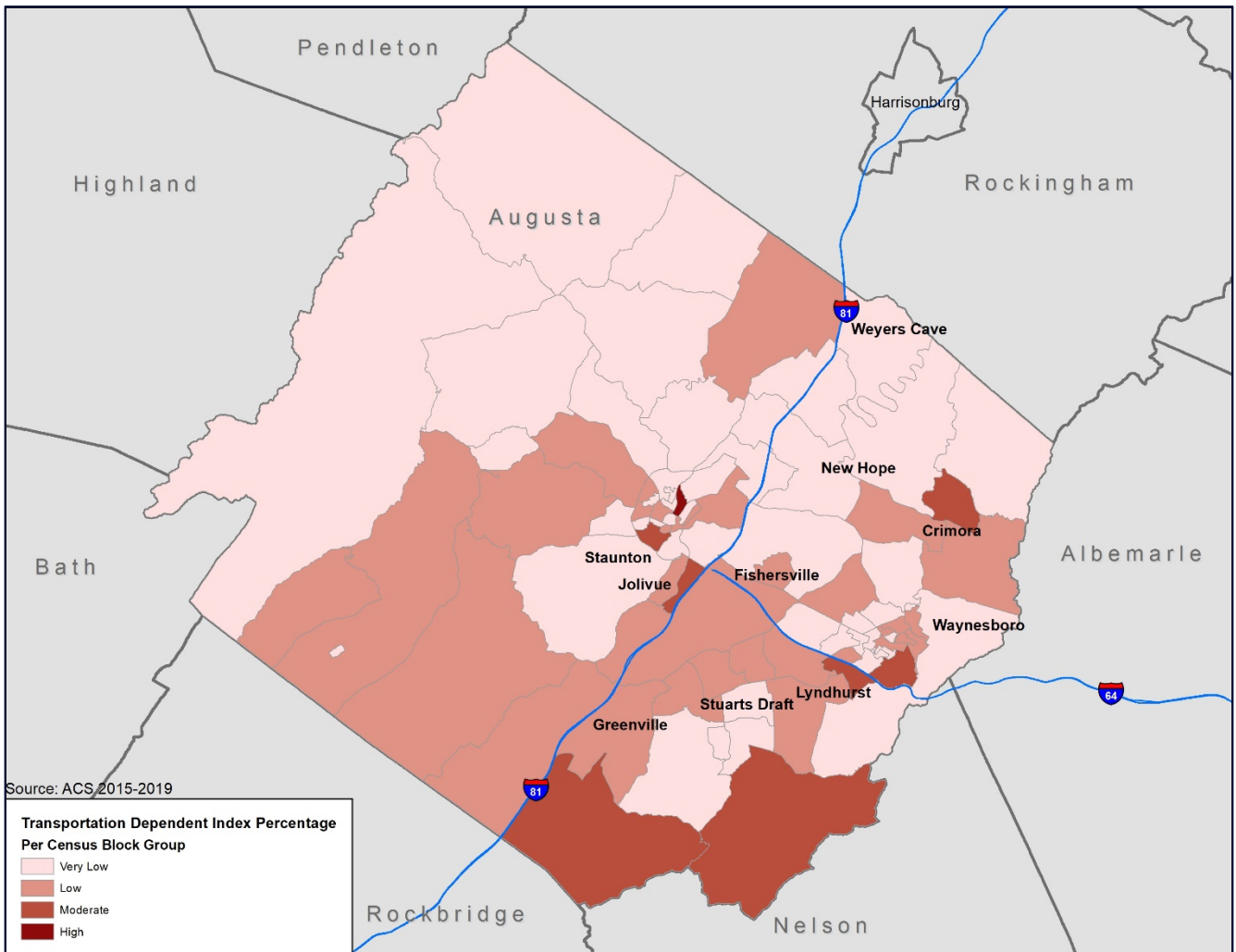


Transit Dependence Index Percentage

The Transit Dependence Index Percent (TDIP) provides a complementary analysis to the TDI measure. It is nearly identical to the TDI measure except for the exclusion of population density. Block groups with a moderate to high TDIP score are in the following areas: Jolivue, Crimora, Staunton, Waynesboro, and the southernmost portion of the region consisting of Saint Mary’s Wilderness, part of the George Washington and Jefferson National Forests.

TDIP rankings for the region is represented in Figure 3-34.

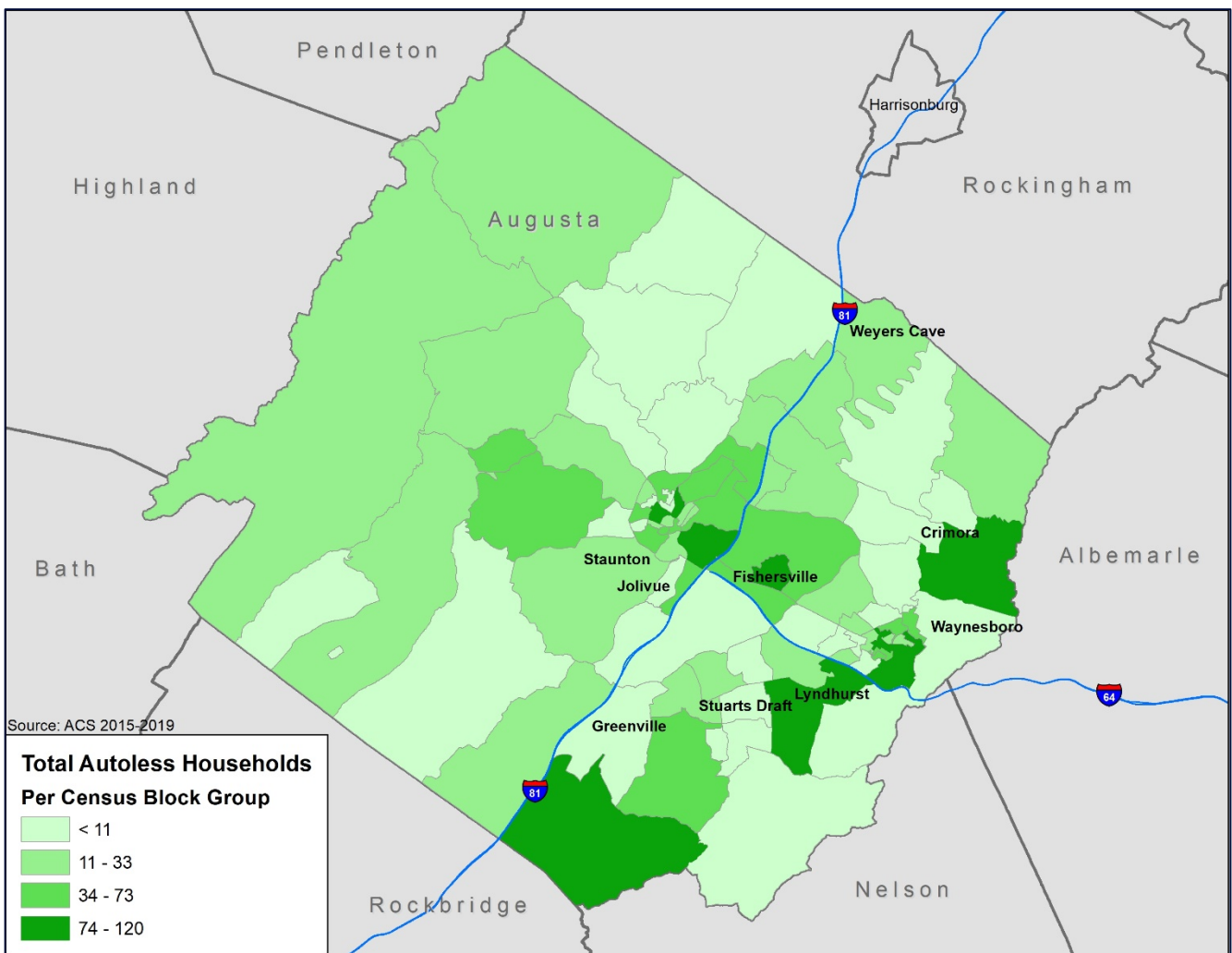
Figure 3-34: Transit Dependence Index Percentage for the Study Area



Autoless Households

Households without at least one personal vehicle are more likely to depend on the mobility offered by public transit than those households with access to a car. Figure 3-35 displays the relative number of autoless households for the study area. Block groups with a higher concentration of autoless households are in the following areas: Staunton, Fishersville, Waynesboro (including the rural northeastern area), Lyndhurst, the eastern part of Stuarts Draft, and the southernmost portion of the county adjacent to I-81.

Figure 3-35: Autoless Households in the Study Area



Older Adult Population

Individuals ages 65 and older may scale back their use of personal vehicles as they age, leading to greater reliance on public transportation compared to those in other age brackets. Block groups with a higher concentration of older adults are located in the following areas:

Staunton – In the northeast and southeast, east of I-81

Waynesboro – Particularly the north and northeastern portion

Fishersville

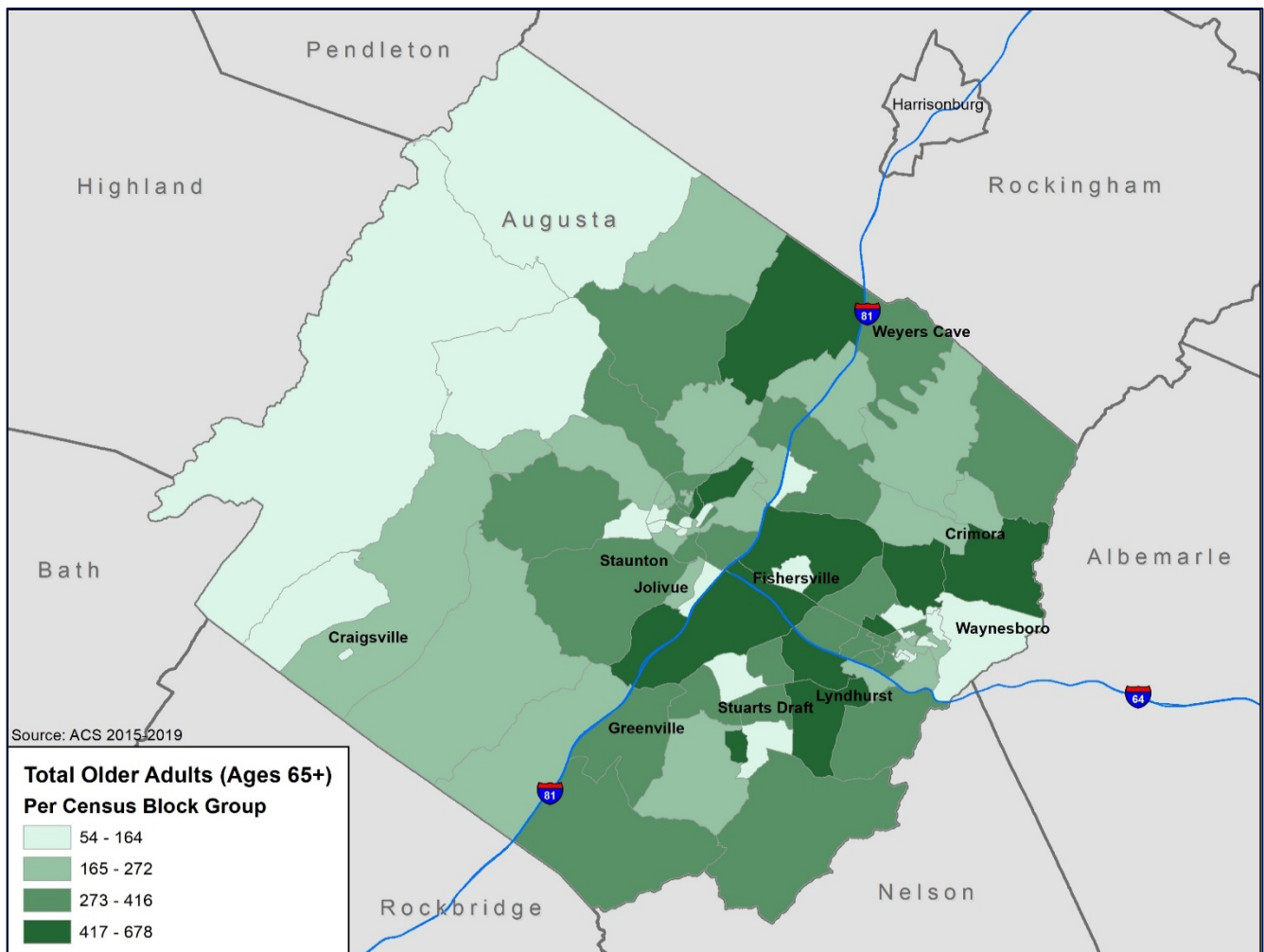
Stuarts Draft – The eastern side

Lyndhurst

Weyers Cave – An area west of I-81 near Weyers Cave

A map of the older adults per Census block group is shown in Figure 3-36.

Figure 3-36: Older Adult Population in the Study Area



Youth Population

Youths and teenagers, ages 10 to 17 years, who cannot drive or are just beginning to drive but do not have an automobile available, appreciate the continued mobility from public transportation. Block groups with high levels of the youth population are located in the following areas:

Staunton – In the eastern portion adjacent to I-81

Waynesboro – Particularly near the city center

Fishersville – Most of the Fishersville area, particularly in the northern portion

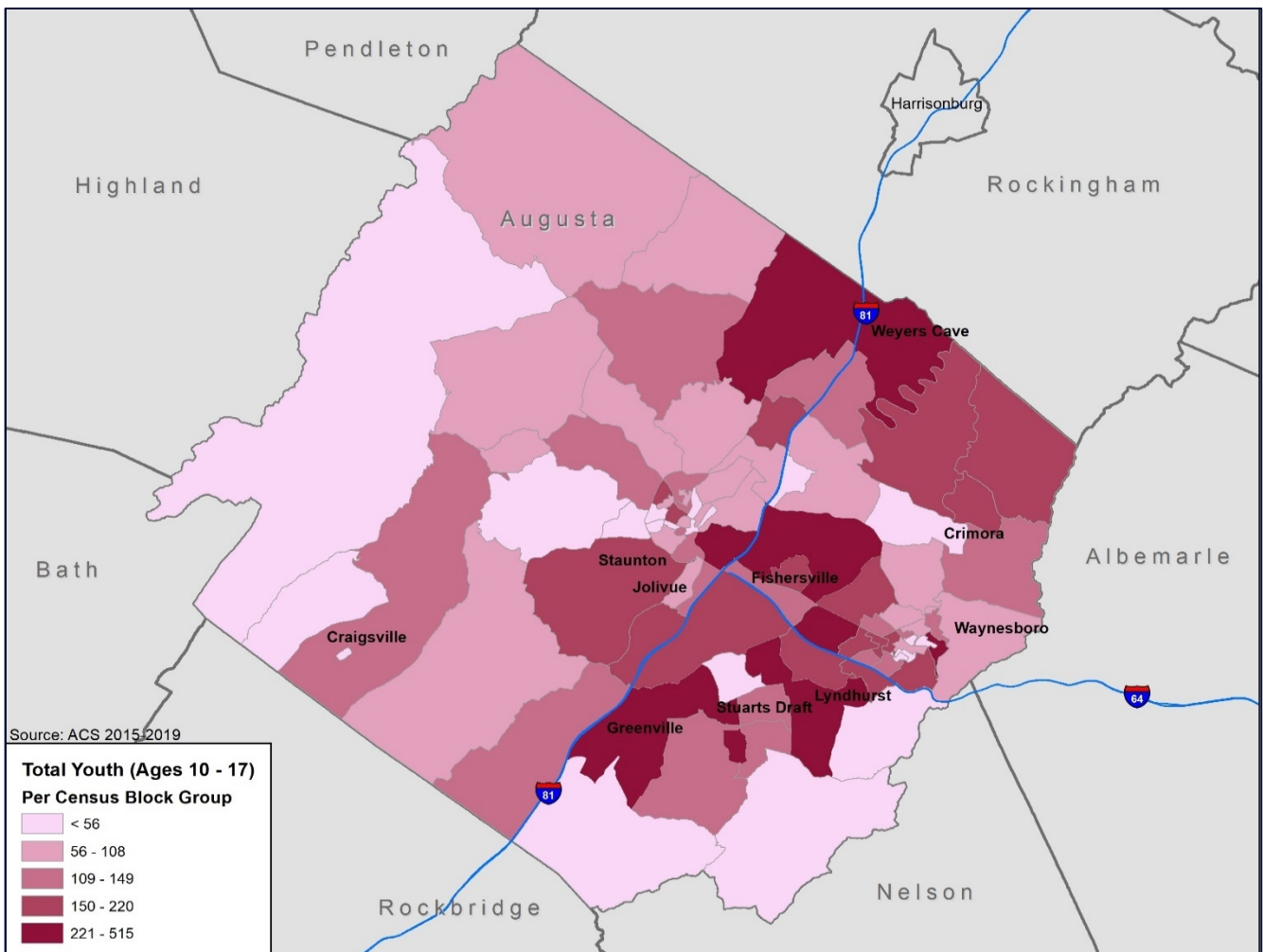
Lyndhurst

Weyers Cave

Stuarts Draft and Greenville – The western and eastern part of Stuarts Draft and most of Greenville

A map of the youth population by Census block group is shown in Figure 3-37.

Figure 3-37: Youth Population in the Study Area



Individuals with Disabilities

Individuals with disabilities may be unable to operate a personal vehicle and consequently more likely to rely on public transportation. Block groups with higher concentrations of individuals with disabilities are located in the following places:

Staunton – Near the center and eastern parts of the city

Fishersville – In the northern part

Lyndhurst

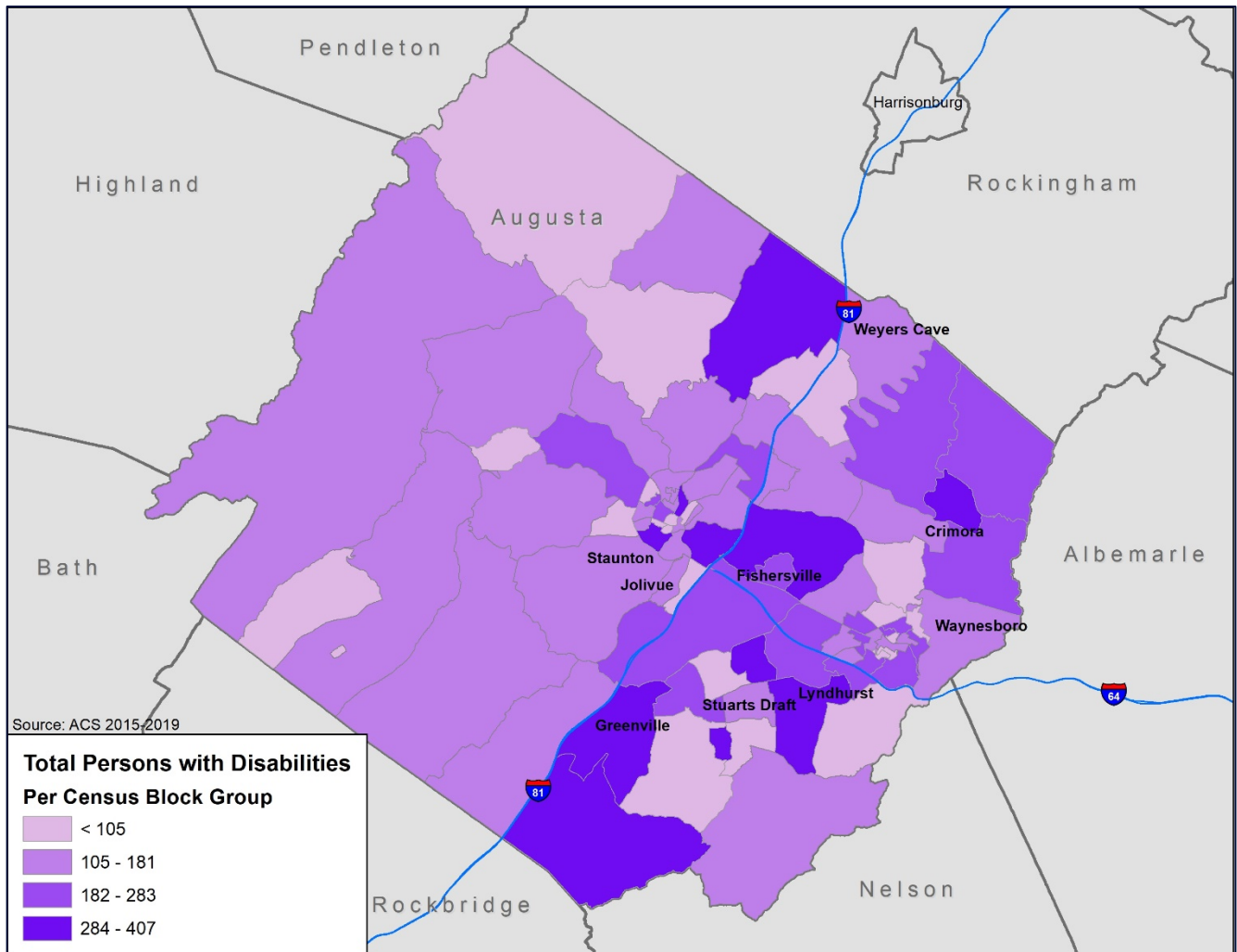
Weyers Cave – West of I-81

Stuarts Draft and Greenville – Parts of Stuarts Draft, most of Greenville and the southern region of the County

Crimora

A map of individuals with disabilities by Census block group is shown in Figure 3-38.

Figure 3-38: Individuals with Disabilities in the Study Area



Title VI Demographics Analysis

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

BRITE Transit is not required to evaluate its service and fare changes under Title VI because it does not meet the FTA thresholds regarding urbanized area (UZA) population and the number of vehicles operated in peak service. However, it should still consider the following analysis before implementing any changes as a part of this TDP.

Minority Population

It is important to ensure that areas with an above average percentage of racial and/or ethnic minorities are not disproportionately impacted by any proposed alterations to existing public transportation services. Figure 3-39 depicts the approximate number of minority persons per block group in the study area. The average percentage of minority persons per block group is 13.3%. Of the 32 block groups in the study area with an above average percentage of minority persons, 12 are in Waynesboro, 11 are in Staunton, and nine are in other areas including Craigsville, Weyers Cave, Fishersville, Stuarts Draft and Lyndhurst.

Low-Income Population

The second socioeconomic group included in the Title VI analysis represents those individuals who earn less than the federal poverty level. These individuals face financial hardships that may make the ownership and maintenance of a personal vehicle difficult. In such cases, they may be more likely to depend on public transportation. The average percentage of low-income persons per block group is 10.4%. Of the 32 block groups in the study area with an above average percentage of individuals living below the poverty level, nine are in Staunton, nine are in Waynesboro, and 14 are in other areas including Jolivue, Greenville, Crimora, Waynesboro, Stuarts Draft, and Lyndhurst. These data are mapped in Figure 3-40.

Figure 3-39: Minority Population in the Study Area

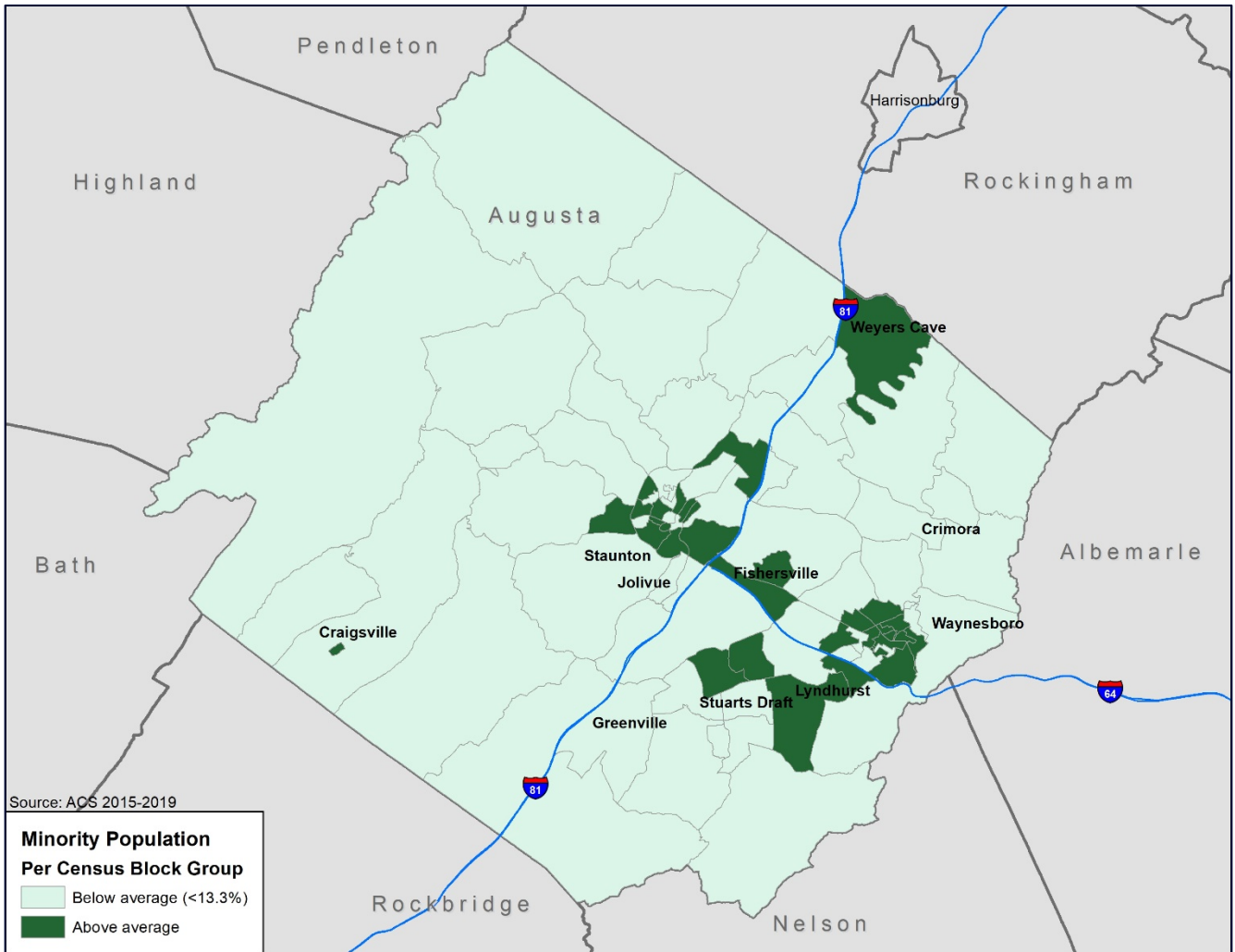
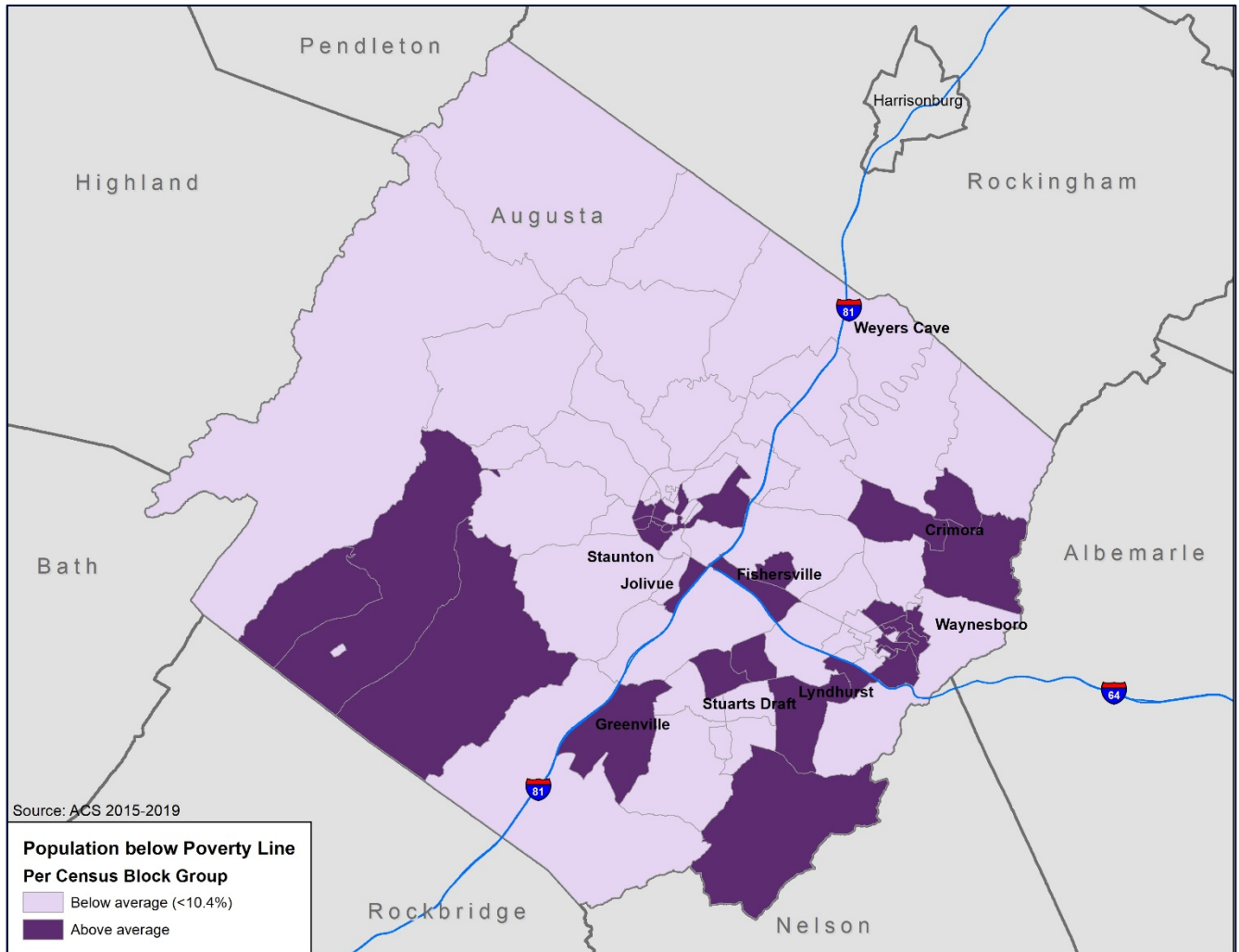


Figure 3-40: Low-Income Population in the Study Area



Limited English Proficiency

In addition to providing public transportation for a diversity of socioeconomic groups, it is also important to serve and disseminate information to those of different linguistic backgrounds. As documented in the CSPDC's Title VI Plan and in Table 3-33, residents in the service area predominately speak English (93 - 96% of the five and older population). Spanish is the largest LEP group. Waynesboro has the greatest percentage of households where a non-English language is spoken at home (5%). Most of those households are also able to speak English only or "very well." Less than 1% of the total population in each jurisdiction speaks English less than "very well," making the need for resources to address the LEP population relatively low.

Table 3-33: Limited English Proficiency in Service Area

Service Area	Augusta County		Staunton City		Waynesboro City	
Population (Age 5+)	71,761		22,982		20,730	
Language Spoken at Home:						
English	69,200	96%	21,744	95%	19,320	93%
Spanish	1,615	2%	329	1%	1,039	5%
Other Indo-European languages	612	1%	356	2%	151	1%
Asian/Pacific Island languages	213	0%	280	1%	185	1%
Other languages	31	0%	273	1%	35	0%
Speak non-English at home	2,471	3%	1,238	5%	1,410	7%
Ability to Speak English (18+)	Augusta County		Staunton City		Waynesboro City	
English only or "Very Well"	59,427	99.50%	19,215	99.30%	16,372	99%
Less than "Very Well"	278	0.50%	143	0.70%	155	0.90%

Land Use Analysis

Identifying major trip generators in the service area complements the above demographic analysis by indicating where transit services may be most needed. Trip generators attract transit demand and include common origins and destinations like multi-unit housing, major employers, medical facilities, educational facilities, non-profit and governmental agencies, and shopping centers. Trip generators are mapped in Figures 3-41, 3-42, and 3-43.

In downtown Staunton, there are a range of key trip generators and employers including the city government, Mary Baldwin University, and the cluster of downtown retailers. Important corridors for goods and services leaving the downtown include Greenville Avenue (U.S. 11); Richmond Avenue (U.S. 250); and Business Route 11. Downtown is served by BRITE's Staunton Loops and the Downtown Trolley, while the corridors are served by BRITE's 250 Connector (Greenville Ave. and Richmond Ave.) and the BRCC Shuttles (U.S. 11, north of Staunton). Most of the City's multi-family housing areas are within walking distance of a bus stop.

Major employers including Western State Hospital and Walmart are located in the southeastern edge the city, which is also experiencing significant new development. This area is served by the 250 Connector. In Verona, served by the BRCC Shuttles, there are a significant cluster of major county employers, including Daikin Applied, Central Tire, and Shenandoah Valley Social Services. Farther north, key trip generators include Blue Ridge Community College in Weyers Cave, Bridgewater College, and James Madison University.

In Waynesboro, there are a higher number of employers and big box retailers near the Waynesboro Town Center and Walmart Supercenter in the western part of the city. This area is served by BRITE's 250 Connector, the Stuarts Draft Link, and the Waynesboro Circulator. In the center of the city, the Waynesboro Circulator serves a number of residential areas, multi-family housing units, community services and grocers. The Waynesboro Park and Ride has recently been re-constructed and is served by the new Afton Express, which provides service between the Shenandoah Valley and Charlottesville/Albemarle County. The facility is located adjacent to the Waynesboro Town Center.

In Fishersville, the Augusta Health campus is a significant regional medical center and there are a number of medical providers in close proximity. The Wilson Workforce and Rehabilitation Center (WWRC) is also located in the Fishersville area. The 250 Connector serves both the Augusta Health campus and the WWRC campus. A number of new developments have recently been constructed in the Fishersville area, including the relatively new Murphy Deming College of Health and Myers Corners. Additional development is planned for the Fishersville area, which will likely drive additional transit demand to the area.

Major employers in the service area are listed in Table 3-34.

Figure 3-41: Major Trip Generators in the Service Area

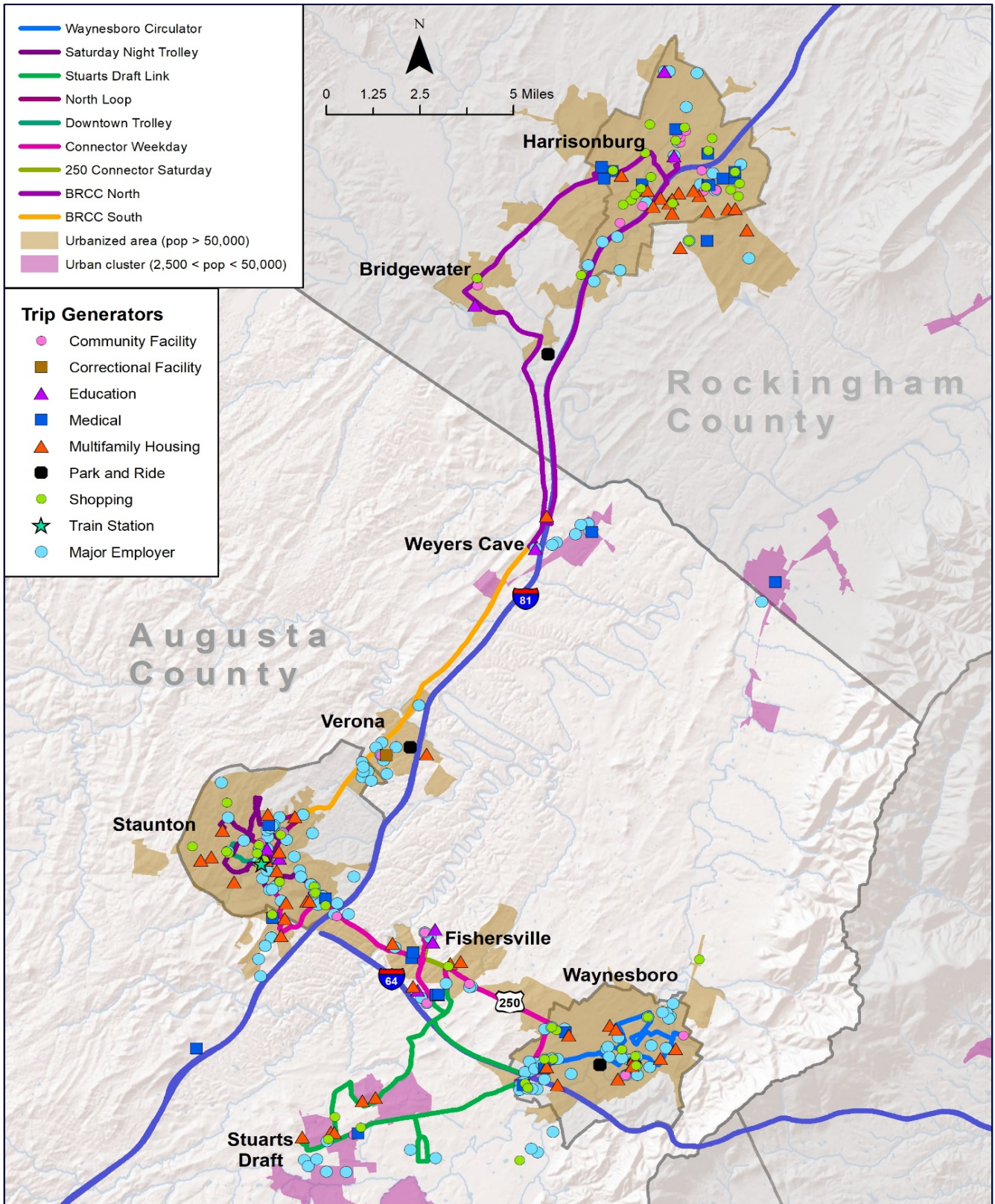


Figure 3-42: Major Trip Generators in Staunton-Verona Area

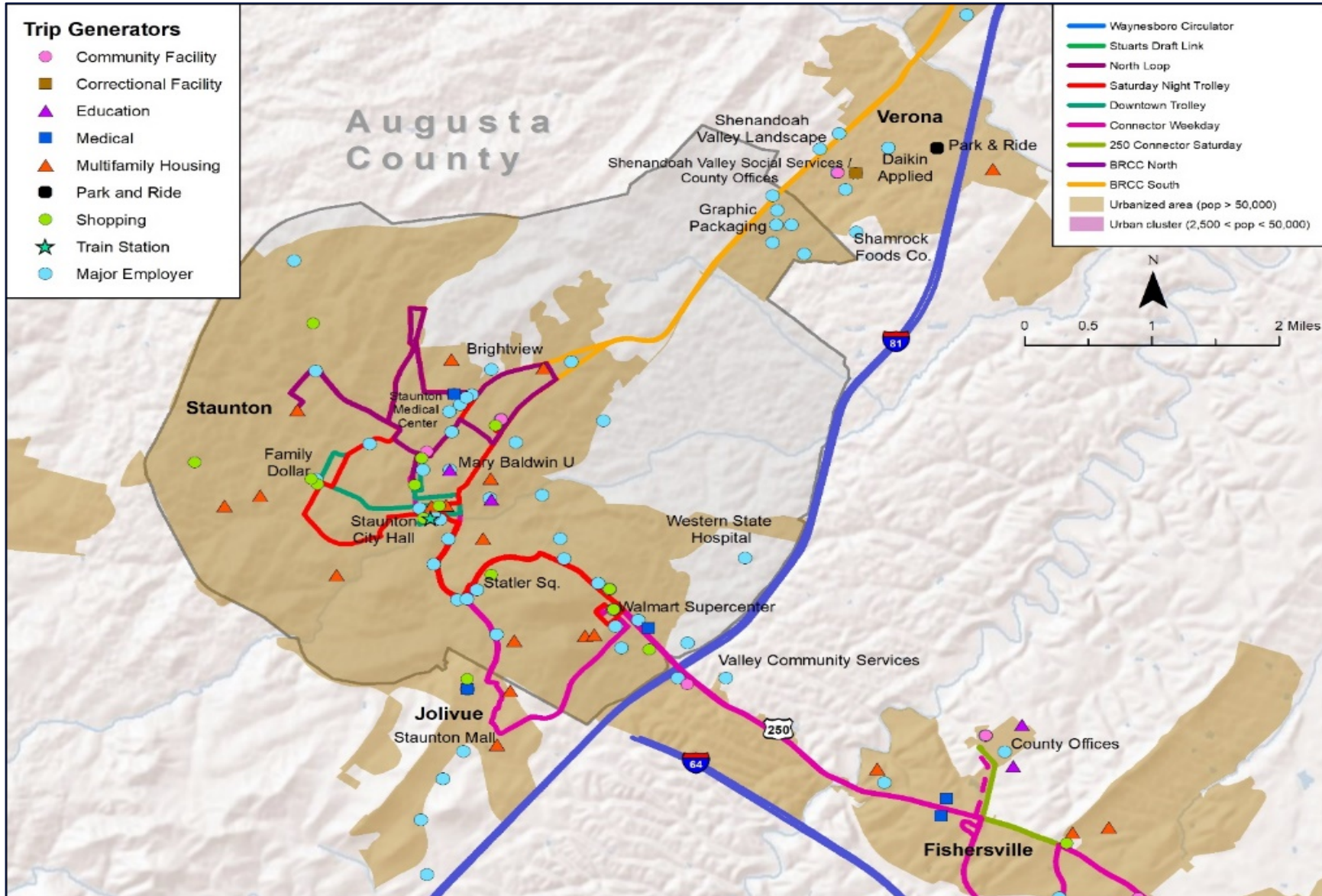


Figure 3-43: Major Trip Generators in Waynesboro-Fishersville-Stuarts Draft Area

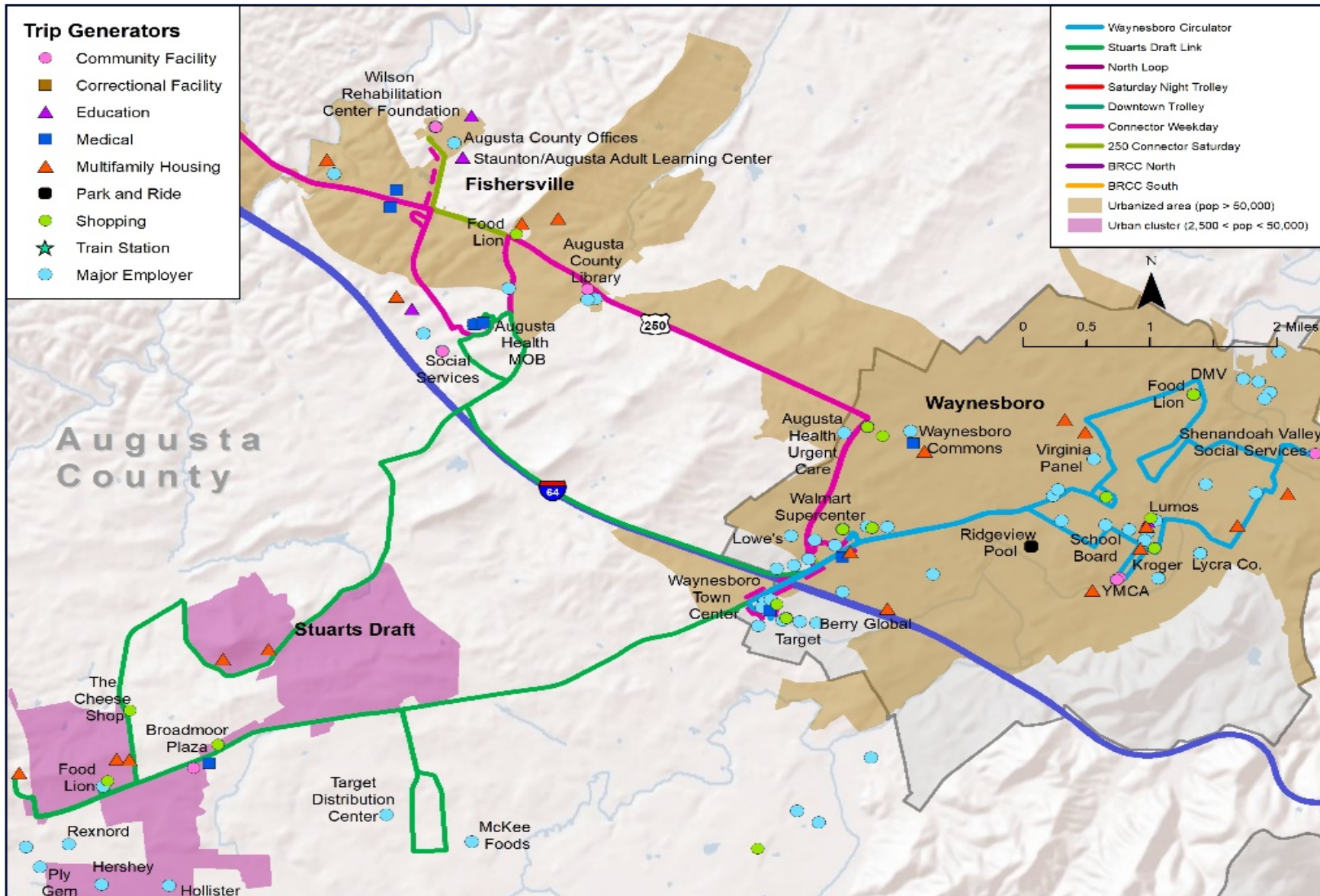


Table 3-34: Largest Employers in Service Area

Augusta County	Address
Augusta Medical Center	78 Medical Center Drive, Fishersville, VA 22939
Augusta County School Board	18 Government Center Ln, Verona, VA 24482
Hershey Chocolate of Virginia	120 Harold Cook Dr, Stuarts Draft, VA 24477
Target Corp	811 Town Center Dr, Waynesboro, VA 22980
McKee Foods Corporation	272 Patton Farm Rd, Stuarts Draft, VA 24477
Daikin Applied (AAF McQuay, Inc.)	207 Laurel Hill Rd, Verona, VA 24482
Hollister, Inc.	366 Draft Ave, Stuarts Draft, VA 24477
NIBCO of Virginia	131 Johnson Dr, Stuarts Draft, VA 24477
County of Augusta	18 Gov Center Ln, Verona, VA 24482
Augusta Medical Group (multiple locations)	78 Medical Center Drive, Fishersville, VA 22939
Staunton City	Address
Western State Hospital	103 Valley Center Dr, Staunton, VA 24401
Staunton City School Board	116 W Beverley St, Staunton, VA 24401
City of Staunton	116 W Beverley St # 3, Staunton, VA 24401
Mary Baldwin University	101 E Frederick St, Staunton, VA 24401
Fisher Auto Parts Inc.	512 Greenville Ave, Staunton, VA 24401
Brightview Senior Living, LLC	21 Woodlee Rd, Staunton, VA 24401
Walmart	1028 Richmond Ave, Staunton, VA 24401
VDOT	811 Commerce Rd, Staunton, VA 24401
Graphic Packaging International	2 Industry Way, Staunton, VA 24401

Harrisonburg City	Address
James Madison University	800 S Main St, Harrisonburg, VA 22807
City of Harrisonburg	409 S Main St, Harrisonburg, VA 22801
George's Foods	410 Stone Spring Rd, Harrisonburg, VA 22801
Sentara Healthcare (multiple locations)	2010 Health Campus Drive, Harrisonburg, VA 22801
Aramark Campus LLC (contracts at university)	800 S Main St, Harrisonburg, VA 22807
Shenandoah Valley Organic LLC	862 N Liberty St, Harrisonburg, VA 22802
Eastern Mennonite University	1200 Park Rd, Harrisonburg, VA 22802
Virginia Mennonite Retirement	1491 Virginia Ave, Harrisonburg, VA 22802
Walmart	1942 Port Republic Rd, Harrisonburg, VA 22801
Tenneco Packaging	3160 Abbott Ln, Harrisonburg, VA 22801
Waynesboro City	Address
Waynesboro School Board	301 Pine Ave., Waynesboro, VA 22980
Walmart	116 Lucy Ln, Waynesboro, VA 22980
City of Waynesboro	503 W. Main Street, Waynesboro, VA 22980
Lumos Payroll Corp	1 Lumos Plz Waynesboro Virginia
The Lycra Company (A&AT LLC)	400 Dupont Blvd, Waynesboro, VA 22980
Virginia Panel Corporation	1400 New Hope Rd, Waynesboro, VA 22980
Berry Global (Chicopee Incorporated)	1020 Shenandoah Village Dr, Waynesboro, VA 22980
Dupont Community Credit Union	140 Lucy Ln, Waynesboro, VA 22980
Lowe's Home Centers, Inc.	801 Lew Dewitt Blvd, Waynesboro, VA 22980
Mathers Construction Company	435 Essex Ave, Waynesboro, VA 22980

Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 3rd Quarter (July, August, September) 2021

Travel Patterns

In addition to considering the region's major employers, it is also important to consider the commuting patterns of residents and workers. According to ACS five-year estimates for 2015-2019, Augusta County has the highest percentage of workers staying within the county for work (48.9%), followed by Staunton (45.1%), and Waynesboro (38.3%). As shown in Table 3-35, most residents drive alone to work, only about 8% carpool. Staunton has the highest percentage of those walking to work (7%). About 4% of workers don't travel anywhere and work from home, a percentage which is likely higher now due to the rise of telecommuting after the COVID-19 pandemic. The public transportation mode share is very low, ranging from 1.1% in Waynesboro to just 0.2% in Augusta County.

Table 3-35: Journey to Work Travel Patterns

Place of Residence	Augusta County		Staunton City		Waynesboro City	
Workers 16 Years and Over	34,651		11,859		10,256	
Location of Workplace:						
In County of Residence	16,944	48.9%	5,348	45.1%	3,928	38.3%
Outside County of Residence	17,464	50.4%	6,380	53.8%	6,256	61.0%
Means of Transportation to Work	Augusta County		Staunton City		Waynesboro City	
Car, Truck, or Van- drove alone	29,765	85.9%	10,792	91.0%	8,420	82.1%
Car, Truck, or Van- carpooled	2,633	7.6%	783	6.6%	964	9.4%
Public Transportation	9	0.2%	95	0.8%	113	1.1%
Walked	450	1.3%	391	3.3%	256	2.5%
Bicycle	-	0.0%	36	0.3%	10	0.1%
Taxicab, motorcycle, bicycle, other	173	0.5%	130	1.1%	113	1.1%
Worked from home	1,559	4.5%	415	3.5%	390	3.8%

Source: 2019 ACS 5-Year Estimates, Commuting Characteristics

Another source of data that provides an understanding of employee travel patterns is the United States Census Bureau's Longitudinal Employer-Household Dynamics (LEHD) 2019 dataset. LEHD draws on federal and state administrative data from the Census, surveys, and administrative records. Table 3-36 shows that for Augusta County residents, Staunton, Waynesboro, and Stuarts Draft are the top three destinations, with Verona and Harrisonburg a close fourth. For Staunton residents, more than 25% stay within Staunton, while about 6% go to Harrisonburg and Fishersville, and 5% go to Verona and Waynesboro. For Waynesboro, about 20% commute within Waynesboro, while 7% go to Charlottesville, VA (about 30 miles east). The next most common are Staunton and Stuarts Draft.

Table 3-36: Top 5 Work Destinations (Places), by Percentage of Resident Workers

Augusta County Residents		Staunton City Residents		Waynesboro City Residents	
Destination	%	Destination	%	Destination	%
Staunton	11%	Staunton	26%	Waynesboro	20 %
Waynesboro	9%	Harrisonburg	6%	Charlottesville	7%
Stuarts Draft	8%	Fishersville	6%	Staunton	6%
Verona	7%	Verona	5%	Stuarts Draft	6%
Harrisonburg	7%	Waynesboro	5%	Fishersville	5%

Source: US Census, OnTheMap Application and LEHD Origin-Destination Employment Statistics (2019)

Review of Previous Plans and Studies

This section reviews plans and studies that are relevant either to BRITE or to the provision of public transportation in the region and have been completed since the 2015 TDP.

BRITE Transit ITS Study

In 2017 BRITE hired Kimley-Horn to help them explore intelligent transportation systems (ITS) solutions that could help the agency improve the reliability of data, improve efficiency, and enhance the transit experience for riders. The study resulted in a six-year plan and program to implement ITS solutions for the transit program.

The six-year plan included the following eight projects that the CSPDC had planned to implement by 2024, but were delayed due to the pandemic:

- P-1: GTFS Data Feed and Integration with Google Transit
- P-2: Mobile Data Collection System
- P-3: Next Generation Paratransit and Deviated Fixed Route Scheduling Software
- P-4: Real-Time Data Feed for Third-Party Applications
- P-5: Next Bus Arrival Text Message Service
- P-6: Traveler Information Displays at Major Activity Centers
- P-7: Advanced Driver Assistance System
- P-8: Mobile Ticketing³

³ BRITE ITS Study – Study Report and 6-Year Plan, Final Report, November 2017. Prepared for the CSPDC by Kimley-Horn.

BRITE has been able to complete P-1 and is working on P-5, starting with a demonstration of the technology for the Afton Express. BRITE is beginning the process for P-2 and P-3.

250 Connector Route Evaluation and Recommendations

In 2019, BRITE hired Kimley-Horn to assist them in the evaluation of the 250 Connector, including a study of the existing route as well as planned developments in the corridor. BRITE's 250 Connector is the busiest route in the network, providing connections between Staunton, Fishersville, and Waynesboro. The evaluation included a performance analysis and a customer survey. The route evaluation determined that the most important objectives for route improvements were to: improve reliability, provide more direct service between activity centers, connect to areas of future growth, and improve bus stop safety.⁴

The recommendations included a three-phased approach to improving the reliability, convenience, and connectivity of the route. These are outlined below.

Phase 1 – Cost neutral routing changes to improve travel time; changing the Valley View Senior Apartments to a call stop; adding service hours for the BRITE Access service to reduce the need for deviations; adding Friday evening service hours on the BRCC shuttles.

Phase 2 – Evaluate the effects of Phase 1. If reliability is still an issue and funding is available, introduce a South Loop to provide service between the Lewis Street Hub and the Staunton Walmart via Greenville Avenue and the Staunton Mall. This will allow the 250 Connector to travel directly along U.S. 250 between the Lewis Street Hub and Waynesboro. Phase 2 also includes a new Waynesboro Hub, adjustments to the Stuarts Draft Link, and bus stop and pedestrian improvements.

Phase 3 – Extend the South Loop to new developments along U.S. 250; extend the hours of the Stuarts Draft Link; and continue to implement bus stop safety, amenity, and pedestrian improvements.

I-81/I-64 Inter-Regional Public Transportation Study

In 2017, the CSPDC, with assistance from the KFH Group, completed the first of two studies to help develop what is now the Afton Express. The focus of the 2017 Inter-Regional Study was to document the need for service between the Shenandoah Valley and Charlottesville and develop a service concept, including recommendations for level of service; fares; vehicle requirements; park and ride needs; and a financial plan. The original concept outlined in the 2017 study included a longer route that traveled between Harrisonburg and Charlottesville. Subsequent implementation work deemed that the segment between Harrisonburg and Staunton would likely add too much time to the route and would likely have lower demand.

⁴ 250 Connector Route Evaluation and Recommendations, Final Report, August 2019. Prepared for the CSPDC by Kimley-Horn.

Afton Express Transit Service Plan

In 2020, with assistance from Kimley-Horn, the CSPDC followed up the Inter-Regional Public Transportation Study with the Afton Express Transit Service Plan. This follow-up study served as a guide to implement the service. Additional work included refinements of the identified needs, budgetary requirements, and sources of federal and state funding. The plan included a synopsis of prior work; a look at peer services; a refreshed needs assessment; a proposed schedule; and a capital and operating plan.⁵

CSPDC Transit Development Plan, 2015

The CSPDC's first TDP was completed in 2015, with assistance from the KFH Group. The TDP reflected the needs of the new Staunton-Augusta-Waynesboro Urbanized Area, as well as the surrounding rural communities. A number of significant issues were addressed within this TDP, including a shift in sub-grantees; the formalization of a local funding formula; the development of consolidated urban/rural program; and a rebranding effort (BRITE). A number of specific route and schedule improvements were also considered as part of the TDP alternatives analysis.

Augusta County Comprehensive Plan Update – Transportation Chapter – 2014/2015

The Transportation Chapter of Augusta County's Comprehensive Plan was updated in 2015. The chapter includes the following primary sections:

1. Introduction
2. System inventory and existing conditions for the County's roadways, sidewalks, greenways, bikeways, public transit, passenger railroads, freight railroads, and airports
3. Land use and planning assumptions
4. Transportation needs assessment
5. Recommended projects

Our review of the plan focuses on the public transportation and land use discussions. The inventory section outlines the current public transportation services administered through the CSPDC. The land use and planning assumptions section documents that the population of Augusta County is aging and the prevalence of senior citizens in the western portion of Augusta County pose a mobility challenge, as limited demand response service is available for these residents.

The land use section further identifies a vision for future growth, which directs 80% of future residential growth to the County's Urban Service Areas, which are expected to be in Fishersville, Stuarts Draft, and Weyers Cave. Verona is also identified as growth area.

⁵ Afton Express Transit Service Plan, January 2020. Prepared by Kimley Horn for the CSPDC and DRPT.

The needs assessment for mobility and public transit notes that the existing system within Augusta County has limited geographic coverage and a lack of frequency, which will be inadequate to meet future mobility needs.

Multi-modal recommendations advocate for the continued development of a transportation system that provides for all modes, including walking, bicycling, and transit. The plan further recommends that urban and rural transit expansion should be considered using a funding model that maximizes local investment by leveraging federal and state transit funding.

City of Staunton Comprehensive Plan

The City of Staunton’s most recent Comprehensive Plan was adopted in 2019 after a two plus year planning effort that was initiated in 2016. Our review of the plan focuses on the transportation and land use sections.

The stated goals for transportation and parking are:

“Provide balanced design that includes a variety of transportation options including pedestrian, bicycle, vehicle, and public transportation within the City.”⁶

An objective assigned to this goal includes the continued participation in the regional transit system as well as an expansion of the existing system when possible to expand the service area within the City.

Within the land use and development section, the plan indicates that the City designated the entire City as an Urban Development Area (UDA) for the purposes of improving the coordination of land use and transportation. In addition to other modes of transportation, the transportation section of the plan documents the services provided by BRITE, as well as the planned park and ride facility at Staunton Crossing, the RideShare program, and passenger rail services. The needs assessment portion of the plan documents the transit needs that were identified in the 2015 TDP, including:

- “Inter-regional transit connections;
- Improving rider safety by adding passenger waiting shelters at key locations;
- Expanding ticket service to include a transit pass program;
- Improving the rider experience through the addition of ITS to provide more efficient service;
- Improve social media connections to inform users of routes, service delays, route modifications, and fare changes;

⁶ City of Staunton, Virginia, Comprehensive Plan 2018-2040. Prepared for the Staunton Planning Commission by the Citizens Advisory Committee with Technical Assistance from the CSPDC, 2019. Page 1-6.

- Expand on-demand and rider assistance services to meet the needs of the City’s growing senior population.”⁷

Additional transportation goals and objectives are outlined within the transportation section and include goals in three areas: 1) Local Transportation Network; 2) Transportation Options; and 3) Regional Transportation.

Recommendations under Goal 2 include encouraging alternative transportation options such as non-motorized uses and public transit; improving connectivity through sidewalk and bikeway improvements; connecting neighborhoods to destinations; and encourage connectivity for all modes of transportation.

The expansion of BRITE services to meet the needs of Staunton’s transit dependent community is specifically cited.

The recommendations under Goal 3 focus on maintaining existing transportation investments; developing a comprehensive funding strategy for the maintenance and improvements; accommodating all transportation modes; providing options that include non-motorized and public transit; and supporting economic vitality by providing multimodal access to employment hubs.

City of Waynesboro 2018 Comprehensive Plan

The City of Waynesboro’s Comprehensive Plan serves as guiding document for decision making within the community. It is organized into the following section: Foundation; Big Things; Goals; Projects; and Implementation. The plan centers on the themes of: “catching up, keeping up, and getting ahead.”⁸

The Foundation section includes the baseline conditions, the community’s values, and the planning principles that will guide the implementation of the plan. Part 2 (Big Things) discusses Waynesboro’s vulnerabilities, standards, and pride.

The Goals section of the plan includes specific goals in the areas of education, economics, infrastructure, quality of life, and neighborhoods. Specific projects to address the goals in these areas are discussed.

While there is no mention of public transportation in the plan, there are a considerable number of sidewalk and trail projects that support pedestrians, including those who use public transportation.

⁷ City of Staunton, Virginia, Comprehensive Plan 2018-2040. Prepared for the Staunton Planning Commission by the Citizens Advisory Committee with Technical Assistance from the CSPDC, 2019, page 10-35.

⁸ City of Waynesboro, VA 2018 Comprehensive Plan. Prepared by czb, LLC for the City

Chapter 4

Service and Capital Improvement Proposals

Introduction

The purpose of this chapter is to present the service and capital improvements that have been developed for the ten-year planning horizon covered by the Transit Development Plan (TDP). These planned improvements were developed based on the data compiled and analyzed in Chapters 1-3, together with input from CSPDC staff, the BRITE Transit Advisory Committee (BTAC), and DRPT. The projects were initially presented in a draft chapter 4, and then prioritized by BTAC. Prior to the discussion of the TDP proposals, there is a discussion regarding changes to the Blue Ridge Community College (BRCC) Shuttle program and the development of a local match funding methodology.

Blue Ridge Community College Shuttle and Local Match Funding Discussion

Blue Ridge Community College Shuttle

Subsequent to the July 2022 BTAC meeting, the representative from BRCC shared some concerns that have arisen since the pandemic. BRCC has seen a decline in student enrollment (and the corresponding student fees), as well as a decline in ridership on the service. In light of the reduced demand, BRCC was interested in exploring service alternatives to better match the level of service provided with the current demand. The options developed for the BRCC Shuttles included a geographic change to the service; a reduction in service hours; and elimination of the route.

After review and discussion by a subcommittee of BTAC, and review and approval by the full committee, it was decided that the most logical decision for the BRCC Shuttle program is to eliminate the evening hours and keep the geographic footprint the same. The data collected for the service evaluation (Chapter 3) indicated that there were very few riders after 6:00 p.m. This service change has been incorporated into the proposed FY2024 budget, pending the outcome of the CSPDC's public process associated with making service changes.

Local partners would also like the CSPDC to reach out to potential additional partners that are currently served by the BRCC North route but do not pay into the system. These partners are located in Rockingham County and the City of Harrisonburg and could include: Rockingham County; the City of

Harrisonburg; James Madison University; the Towns of Bridgewater and Dayton; and Bridgewater College.

Local Match Arrangements

The discussion of local match within the context of BRCC service opened up a broader conversation of how local match is split among the funding partners. During the prior TDP process there was a fairly in-depth analysis concerning the possibility of changing the local funding arrangement among the partners so that it was more transparent. The local match arrangements were “inherited” from the prior organizational model. With all of the changes that were occurring for the program, the consensus was to leave them as-is at the time.

Given that the current TDP was close to completion at the time of the request to re-visit the local funding formula, the CSPDC decided to move forward with the TDP, while at the same time work with the funding partners (with consultant assistance) to develop a transparent formula that can be used going forward. The result of that work is summarized below and more fully documented in a separate report.

Local Match Formula Development

Local funding to help match federal and state transit funds is currently provided by the following eight partners:

- Augusta Health
- Augusta County
- Blue Ridge Community College (BRCC)
- Shenandoah Valley Social Services (DSS)
- Staunton Downtown Development Association (SDDA)
- The City of Staunton
- The City of Waynesboro
- Wilson Workforce and Rehabilitation Center (WWRC)

A BTAC subcommittee was formed to work through the development of a transparent and equitable funding formula. The subcommittee was able to reach consensus on a funding formula to equitably assign responsibility for providing local matching funds among the partners. The full BTAC voted to endorse this formula at its final meeting of 2022, held on December 14, 2022. Note that this formula was developed for the BRITE local transit services. The current Afton Express local match arrangement remains in place. The formula is outlined in Table 4-1.

Table 4-1: Proposed Local Match Assignment by Service for BRITE Transit Services

Route	Proposed Split	# Partners
250 Connector	Augusta County/WWRC/DSS/Augusta Health/ Staunton/ Waynesboro	6
BRCC North	Augusta County/Augusta Health/BRCC/ Staunton	4
BRCC South	Augusta County/BRCC/Staunton/Augusta Health/DSS	5
Staunton Loops	2/3 Staunton; 1/3 Augusta Health	2
Staunton Trolley	2/3 Staunton; 1/3 SDDA	2
Stuarts Draft	Augusta County/Augusta Health	2
Waynesboro Circulator	2/3 Waynesboro; 1/3 Augusta Health/DSS	2
BRITE Access - ADA Service	Augusta County/ WWRC/ Augusta Health/ Staunton/ Waynesboro/BRCC	6

To calculate the exact amounts needed for each year, CSPDC will first calculate the number of service hours that are expected to be operated for each route. Once the number of service hours are calculated for each route, the percent of the total service hours assigned to each route can be calculated. These percentages can then be used to calculate the dollar amount needed for each route, based on the total local match needed for the operating year. A contingency fee of 10% is also included so that the CSPDC can manage unexpected changes and/or capital purchases.

The result of this exercise for FY2024 is provided in Table 4-2. The total local match required is lower in FY2024 than it was in FY2023, in part because the CSPDC has recently leased the top floor of the transit operating facility, which is providing local revenue that can be counted as local match.

Table 4-2: Local Match Calculations for FY2024

Partner	Total Proposed Operating	Contingency 10%	Proposed Total	FY2023 Amounts	Difference
Augusta County	\$44,847	\$4,485	\$49,332	\$43,510	\$5,822
Augusta Health	\$61,158	\$6,116	\$67,274	\$74,166	-\$6,892
BRCC	\$18,037	\$1,804	\$19,840	\$142,122	-\$122,282
SDDA	\$11,367	\$1,137	\$12,504	\$10,612	\$1,892
Social Services	\$21,626	\$2,163	\$23,789	\$27,040	-\$3,251
Staunton	\$77,520	\$7,752	\$85,272	\$111,471	-\$26,199
Waynesboro	\$39,366	\$3,937	\$43,302	\$49,135	-\$5,833
WWRC	\$20,492	\$2,049	\$22,541	\$31,836	-\$9,295
Totals	\$294,412	\$29,441	\$323,853	\$489,892	-\$166,039

Service and Capital Proposals

The service improvements are presented first, followed by the capital projects, which include technology investments and passenger amenities. The projects discussed in this chapter include a summary of each, as well as the potential advantages, disadvantages, and estimates of costs and ridership.

Service

The following projects are discussed within the category of service. These are:

- Microtransit Pilot Project
- Staunton South Route
- Saturday Paratransit
- Sunday Service
- Later Hours of Service
- Modifications to the Waynesboro Circulator
- Modifications to the Stuarts Draft Link
- Consideration of fare-free service
- Afton Express Adjustments

There were two additional projects discussed within the draft version of this chapter that were not chosen to move forward for implementation. These were: additional service to rural Augusta County and direct service between Staunton and Harrisonburg.

Microtransit Pilot Project

A growing number of public transportation providers have begun operating service with an on-demand, e-hailing component. These services, called microtransit, use smaller vehicles and mobile technology to provide dynamic routing and curb-to-curb or corner-to-corner service. Customers use a smart phone application (app) to schedule and/or pay for a ride within a specific geofenced zone.

Microtransit service can provide more flexibility to customers than traditional fixed route and demand response service. Riders can individualize service by selecting both their pick-up and drop-off locations, while dynamic routing capabilities allow drivers to quickly adjust pick-up locations to provide more efficient service. This type of service is particularly useful for “first mile, last mile” portions of a transit rider’s trip. Under the microtransit model, riders are able to request trips in real time via smart phones and are able to track their trips as they wait for the vehicle. Riders who do not have smart phones continue to be able to request trips via a dispatcher. The service areas are defined, geo-fenced areas within each agency’s broader transit service areas.

At the beginning of the microtransit era, the services were almost exclusively implemented in suburban and urban areas. More recently, rural microtransit pilot programs have been implemented, most recently in Wise County, Virginia, and in the Gloucester Courthouse area of Virginia. Cecil County, Maryland (with both rural and urban areas), has also recently implemented a microtransit project that serves a particular rider constituency – participants in the county’s opioid treatment program.

All three of these projects are demonstration projects that were funded through the Federal Transit Administration Integrated Mobility Innovation (IMI) program and operate within defined areas.

The Wise County project is operated by Mountain Empire Transit, which is a division of the multi-service Mountain Empire Older Citizens agency. The agency provides a variety of human service and transportation programs for Lee, Scott, and Wise Counties and the City of Norton in Southwest Virginia. The service, METGo!, operates within the Town of Wise (population 2,906) and parts of the City of Norton (population 3,970). The University of Virginia-Wise is located within the Town of Wise and is an important partner for the program. Mountain Empire Transit is currently using three vehicles for this program, which has been a success for the agency so far.

Gloucester Courthouse, Virginia, is a Census designated place of about 3,000. The new service there is called the "Bay Transit Express" and is operated by Bay Transit, a division of Bay Aging, which is a multi-county agency and provides a variety of services for people in ten counties in the Middle Peninsula and Northern Neck of Virginia.

The pilot projects in Virginia procured the services of a third-party private technology partner (Via) to develop the technology side of the project. The vehicles are owned by the transit agencies and the drivers are transit agency employees. The Virginia Department of Rail and Public Transportation (DRPT) submitted the Federal Transit Administration (FTA) Integrated Mobility Innovation (IMI) grant for the pilot programs on behalf of the two agencies.

The project in Cecil County provides transportation for residents of drug treatment houses to get to work, medical, shopping, and other necessary destinations that are within a 71 square mile service zone. Cecil County focused the service zone primarily along the U.S. Route 40 commercial corridor, as it encompasses the treatment houses, as well as an Enterprise zone and a number of employment opportunities. Cecil County staff reported that they advise passengers to plan an hour ahead of time, but that the average wait time is 11 minutes, and their average ride time is also 11 minutes. While the agency has five vehicles available for the service, they typically only have two in operation at one time. The service thus far has been highly productive, providing about six passenger trips per revenue hour. About fifty unduplicated people use or have used the service. The Cecil County project uses Routematch by Uber as the technology platform and leases five vehicles for the pilot program.

Microtransit for some portions of the BRITE service area could provide helpful expansions of the current fixed route network, providing first mile/last mile service. An important consideration for such a pilot program will be to make sure the service area is small enough to ensure a short response time, as convenience and response time have historically been important features of microtransit programs. For the BRITE service area, it would make sense to try a pilot program in any of the following areas: Staunton (for areas not already served); Waynesboro (for areas not already served); or Fishersville. If BRITE chooses microtransit as a TDP project, the pilot location will likely be chosen based on to the availability of local match. The pilot program could serve as a model for future deployment, if deemed successful and popular with riders. The potential impacts of implementing a microtransit pilot project using two vehicles are provided in Table 4-3.

Table 4-3: Potential Impacts of Microtransit

Advantages	Disadvantages
<ul style="list-style-type: none"> • Provides an on-demand service that riders can access from their smart phones. • Riders would not have to schedule trips the day before or call BRITE. • Introduces a modern approach to public transportation. • Would allow potential streamlining of fixed routes. • Adds service in areas not currently served. 	<ul style="list-style-type: none"> • The service area(s) would need to be relatively small in order to ensure an acceptable response time. • There are significant costs associated with the software platforms. • There are riders who do not use smart phones; however, these riders could use a call-in number.
Cost Estimates	Ridership Impacts
<ul style="list-style-type: none"> • The cost of the software platform varies according to the vendor and the specific set-up. The Virginia projects (using the Via platform) budgeted about \$160,000 for the platform for one agency (for two agencies the budget was \$229,900). There are also monthly subscription and data fees. • The cost for the operations would be same as it is for other BRITE services, (\$67.14 per service hour for FY2023, which includes the contractor rate and fuel). For two vehicles operating five days per week, at ten hours per day, this would equate to between 5,100 and 5,200 hours per year, depending upon holidays. The total operating cost for these hours would be between \$345,771. • The contractor would need to purchase 2 additional vehicles 	<ul style="list-style-type: none"> • Assuming 5,100 annual service hours and relatively compact service area, this type of service could generate about 15,300 annual passenger trips based on a service productivity of 3 passenger trips per revenue hour.

Staunton South Route

The need to provide additional routing options between the Staunton Lewis Street Hub, the Staunton Mall area, and the developing area surrounding Walmart has been identified since the 2015 TDP. The 250 Connector currently provides this service but doing so is a stretch for the schedule and does not allow for additional stops that may be necessary due to new developments in other areas along the route.

In 2019, the CSPDC commissioned a study of the 250 Connector to investigate ways in which it could be improved. The second phase of the recommended improvements included the addition of the Staunton South Loop. This route would connect the Lewis Street Hub to the Staunton Walmart via Greenville Avenue and the Staunton Mall. This route would be extended to serve the Frontier Center and Staunton Crossing, once completed. Adding this route would allow the 250 Connector to stay on U.S. 250 for a shorter travel time back to the Lewis Street Hub.

A map of the proposed Staunton South Loop, as described in the 2019 250 Connector Study, is provided as Figure 4-1 and a map of the proposed revised 250 Connector is provided as Figure 4-2. The potential impacts of implementing the route are provided in Table 4-4.

Figure 4-1: Proposed Staunton South Loop

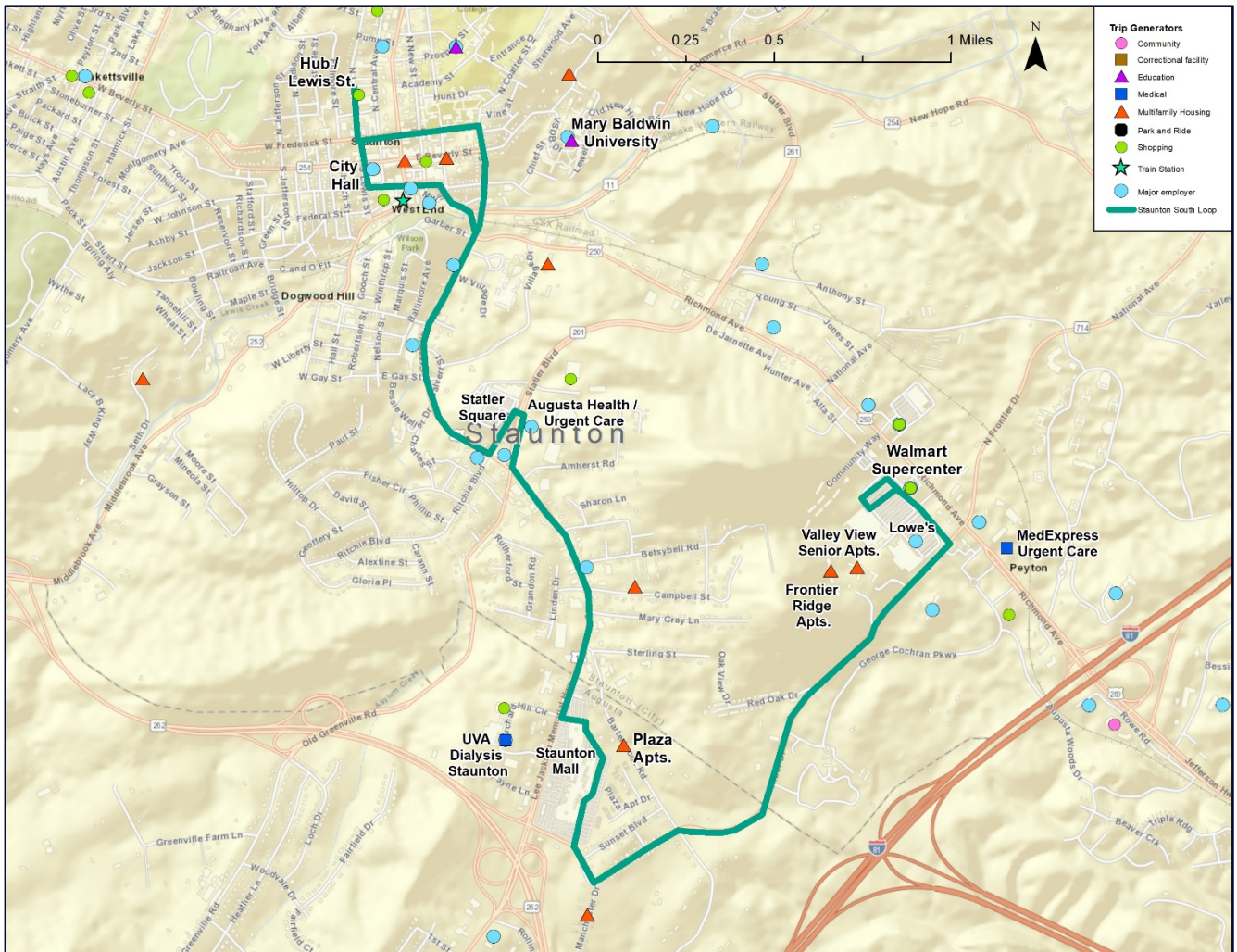


Figure 4-2: Proposed Revised 250 Connector

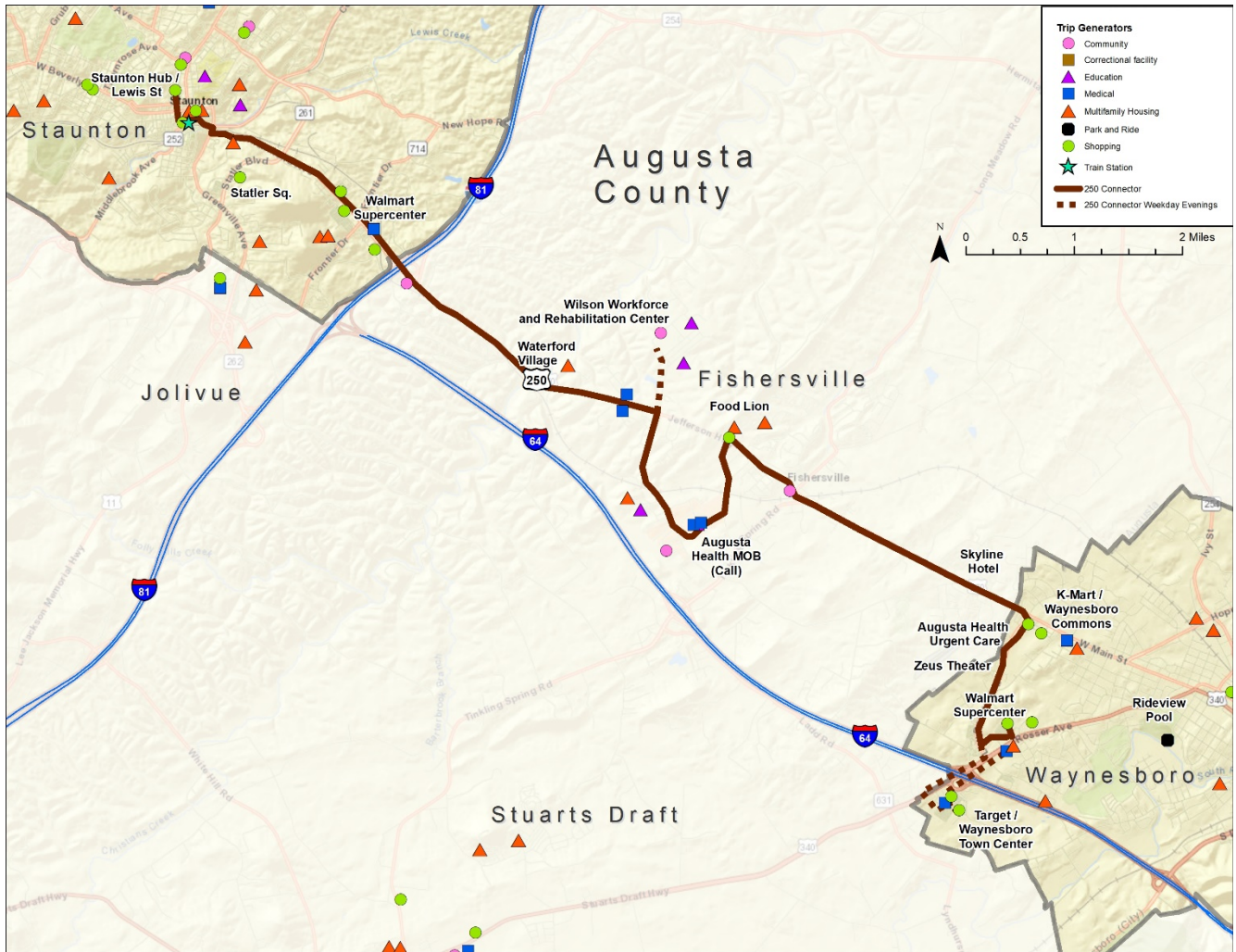


Table 4-4: Potential Impacts of Staunton South Loop

Advantages	Disadvantages
<ul style="list-style-type: none"> • Provides a convenient connection between the Lewis Street Hub, the Staunton Mall area, and Walmart. • Eliminates this segment from the 250 Connector, which will allow it to remain on U.S. 250, adding service to that corridor. • Allows the 250 Connector to provide a more direct connection between the Lewis Street Hub and Waynesboro. • Reduces the mileage of the 250 Connector, which will improve the reliability of the route. • Allows for additional stops to be added on the 250 Connector in growth areas of Augusta County. • Responds to a need that has been identified for several years. 	<ul style="list-style-type: none"> • Adds significant operating costs while adding a relatively small new area of service.
Operating Hours and Cost Estimates	Ridership Impacts
<ul style="list-style-type: none"> • Assuming that the route operating M-F from 7:30 a.m. to 8:30 p.m., and on Saturdays from 8:30 a.m. to 5:30 p.m., the total annual revenue hours would be 3,783. • Using VRT's FY2023 rate plus fuel, the total annual operating expenses would be \$253,990. • A vehicle would be required, which the contractor would need to purchase. 	<ul style="list-style-type: none"> • The FY2019 study estimated that the new route would generate 25,000 passenger trips annually. Some of these trips would be diverted from the current 250 Connector's ridership base.

Saturday Paratransit Service

The BRITE Access rider survey results indicated that providing paratransit service on Saturdays was the highest rated potential improvement. Currently people with disabilities are accommodated via route deviations on Saturdays. Saturday service is offered on the following BRITE routes: Staunton Trolleys; Staunton North and West Loops; Waynesboro Circulator; and the 250 Connector.

For planning purposes, this alternative assumes that one paratransit vehicle will operate on Saturdays. The potential impacts of this improvement are summarized in Table 4-5.

Table 4-5: Potential Impacts of Saturday Paratransit Service

Advantages	Disadvantages
<ul style="list-style-type: none"> • Responds to the needs of current riders with disabilities, addressing the most requested improvement. • Eliminates the need for Saturday route deviations. 	<ul style="list-style-type: none"> • Adds operating costs without adding new service areas.
Operating Hours and Cost Estimates	Ridership Impacts
<ul style="list-style-type: none"> • Assuming a 9-hour service day for one vehicle and 52 service days (depending upon holidays), the annual revenue hours are 468. • The total annual operating expenses are estimated to be \$31,421. 	<ul style="list-style-type: none"> • Assuming a level of productivity that is similar to the current paratransit services (1.8 trips per revenue hour), the total additional ridership is estimated to be 2,246 trips. Some of these trips would likely be new trips and others would be diverted from the current Saturday services.

Service on Sundays

The most requested improvement from the fixed route rider survey was for Sunday transit service. Currently there are no public transit services that operate in the service area on Sundays. For this alternative, the proposal would include providing an eight-hour service day on the Staunton Loops, the 250 Connector, and the Waynesboro Circulator. The routes would deviate to accommodate people with disabilities, similar to the current Saturday pattern. The potential impacts of providing Sunday service are summarized in Table 4-6.

Table 4-6: Potential Impacts of Sunday Service

Advantages	Disadvantages
<ul style="list-style-type: none"> • Responds to the needs of current riders, addressing the most requested improvement. • Provides mobility for riders on Sundays. 	<ul style="list-style-type: none"> • Eliminates the only day off for BRITE, which may be an issue given the current employment environment. • Adds service on a day that typically has lower ridership levels.
Operating Hours and Cost Estimates	Ridership Impacts
<ul style="list-style-type: none"> • Assuming an eight-hour service day for the three routes (four vehicles), the total additional annual service hours would be 1,664. Using the FY2023 hourly operating cost of \$67.14 per hour, the total annual additional operating costs would be about \$111,721. 	<ul style="list-style-type: none"> • Assuming a somewhat lower level of productivity than the current and pre-pandemic fixed route averages, the additional ridership is expected to be about 9,900 annually.

Later Hours of Service

Later hours of service were requested by riders, and the need for later hours of service was also articulated by BTAC stakeholders. Given that the BRCC routes, the 250 Connector, and the Staunton Loops already operate relatively late on most weekdays (BRCC 10:30 – 11:00 p.m.; 250 Connector – 9:30 p.m.; Staunton Loops – 9:00 p.m.), and evening usage is relatively low, the focus of this alternative is to provide later hours of service on weekdays for the Waynesboro Circulator. The focus of this proposal is to extend the hours of service from the current end time of 6:30 p.m. to 8:30 p.m. The potential impacts of providing this modest level of later hours of service are summarized in Table 4-7.

Table 4-7: Potential Impacts of Later Hours of Service for the Waynesboro Circulator

Advantages	Disadvantages
<ul style="list-style-type: none"> • Responds to the needs of current riders, addressing the third most requested improvement. • Allows Waynesboro riders to stay later at their jobs and other activities of daily life. 	<ul style="list-style-type: none"> • There may be low ridership on the additional two hours of service. • It may be difficult to schedule an extra two hours of service, depending upon the way in which the drivers' shifts are constructed.
Operating Hours and Cost Estimates	Ridership Impacts
<ul style="list-style-type: none"> • Two additional hours of service each weekday equates to about 510 additional annual revenue service hours. Using the FY2023 hourly operating cost of \$67.14 per hour, the total annual additional operating costs would be about \$34,241. 	<ul style="list-style-type: none"> • Assuming a somewhat lower level of productivity than the current and pre-pandemic deviated fixed route averages, the additional ridership is expected to be about 2,040 annually.

Modifications to the Waynesboro Circulator

There are two potentially viable requests for service adjustments for the Waynesboro Circulator that have been received via the TDP outreach process. These are: adding Vector Industries and considering service along West Main Street between Lew Dewitt and Rosser.

Vector Industries

Vector Industries is located just off Hopeman Parkway, ½ mile from the current DMV stop along King Avenue and Hopeman Parkway. Vector Industries is a non-profit business that trains and employs people with diverse abilities. Services provided to area businesses include assembly, logistics, and operational support. Many of Vector's employees do not drive. Data provided by VRT indicates that four people currently use BRITE Access to travel to and from Vector Industries on a regular basis.

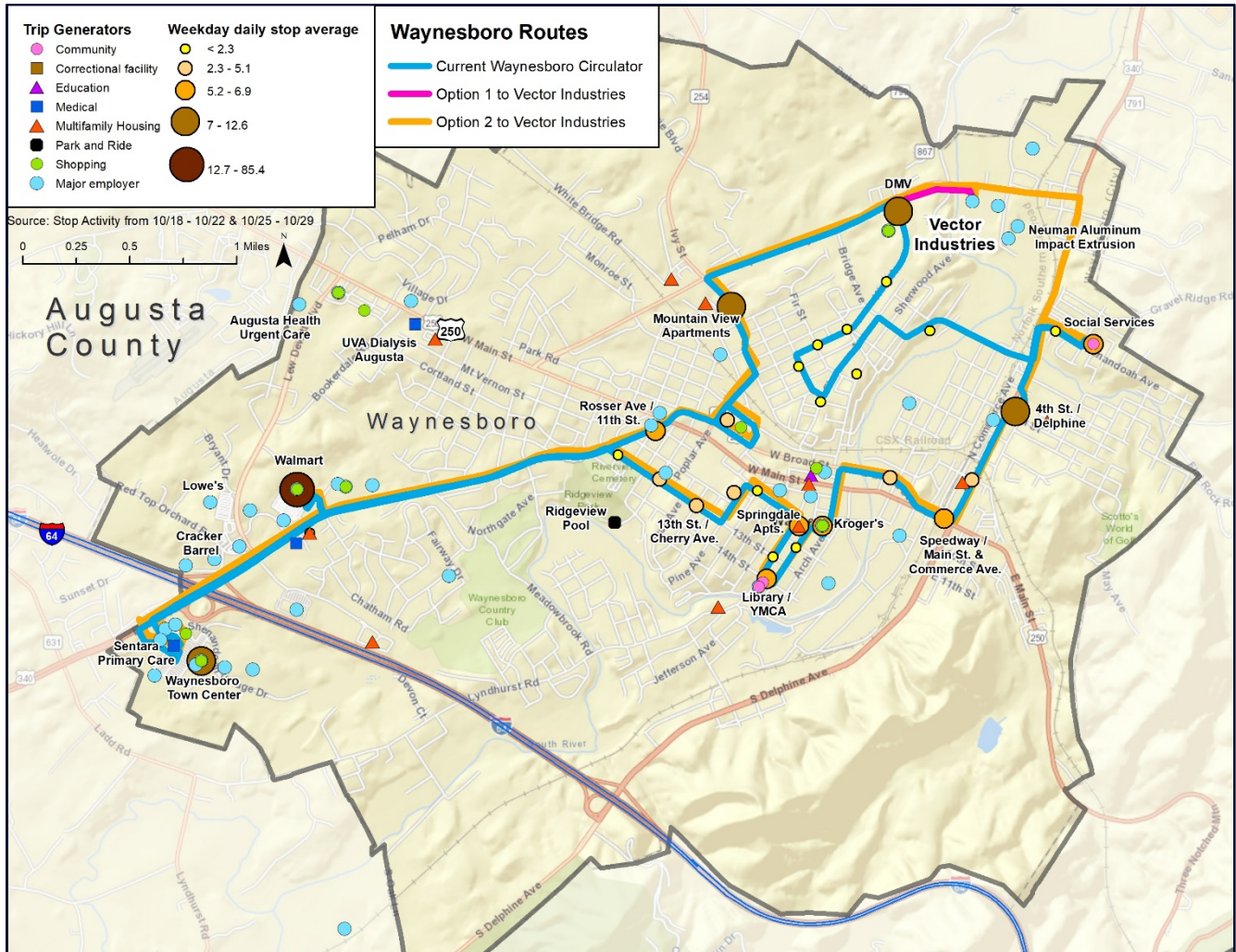
If Vector Industries were to be served by extending the route out and then back in, it would add about a mile to the route. Another option would be for the bus to keep traveling east along Hopeman to N. Delphine, picking up the current route at the Social Services stop. This option would cut out the residential neighborhood segments of the route.

The potential impacts of adding Vector Industries to the route are provided in Table 4-8. Figure 4-3 shows these changes graphically.

Table 4-8: Potential Impacts of Adding Vector Industries to the Waynesboro Circulator

Advantages	Disadvantages
<ul style="list-style-type: none"> • Meets a need that was articulated by stakeholders. • Provides service to a non-profit employer of people with diverse abilities. • May reduce demand for ADA paratransit to the site, assuming that the riders are able to use the fixed route option. 	<ul style="list-style-type: none"> • If the out and back option is chosen and no stops are eliminated, it may not be possible to complete the route within an hour reliability, as a mile would be added to the route. • If the Hopeman to N. Delphine option is chosen, several residential stops would be eliminated, though the route length would be reduced by about a mile.
Operating Hours and Cost Estimates	Ridership Impacts
<ul style="list-style-type: none"> • Adds some incremental costs associated with the added mileage, if the out and back option is implemented. • Provides for a minor reduction in costs is the Hopeman/N. Delphine option chosen. 	<ul style="list-style-type: none"> • If the four current ADA users switch to the Circulator and travel three days per week, then the added annual ridership would be 1,248. There would likely be additional riders who currently travel via family/friends.

Figure 4-3: Potential Ways to Serve Vector Industries



West Main Street

A comment received via the survey (and also from a customer while riding the bus) requested service along West Main Street between Rosser Avenue and Low Dewitt Boulevard. This segment includes both commercial and residential uses.

The Waynesboro Circulator currently uses Rosser Avenue to travel between the Walmart and Downtown Waynesboro. The only stop on this segment is at W. 11th Street, one block off of W. Main Street. The remainder of the Rosser Avenue segment is mostly comprised of low-density residential development that does not generate transit ridership.

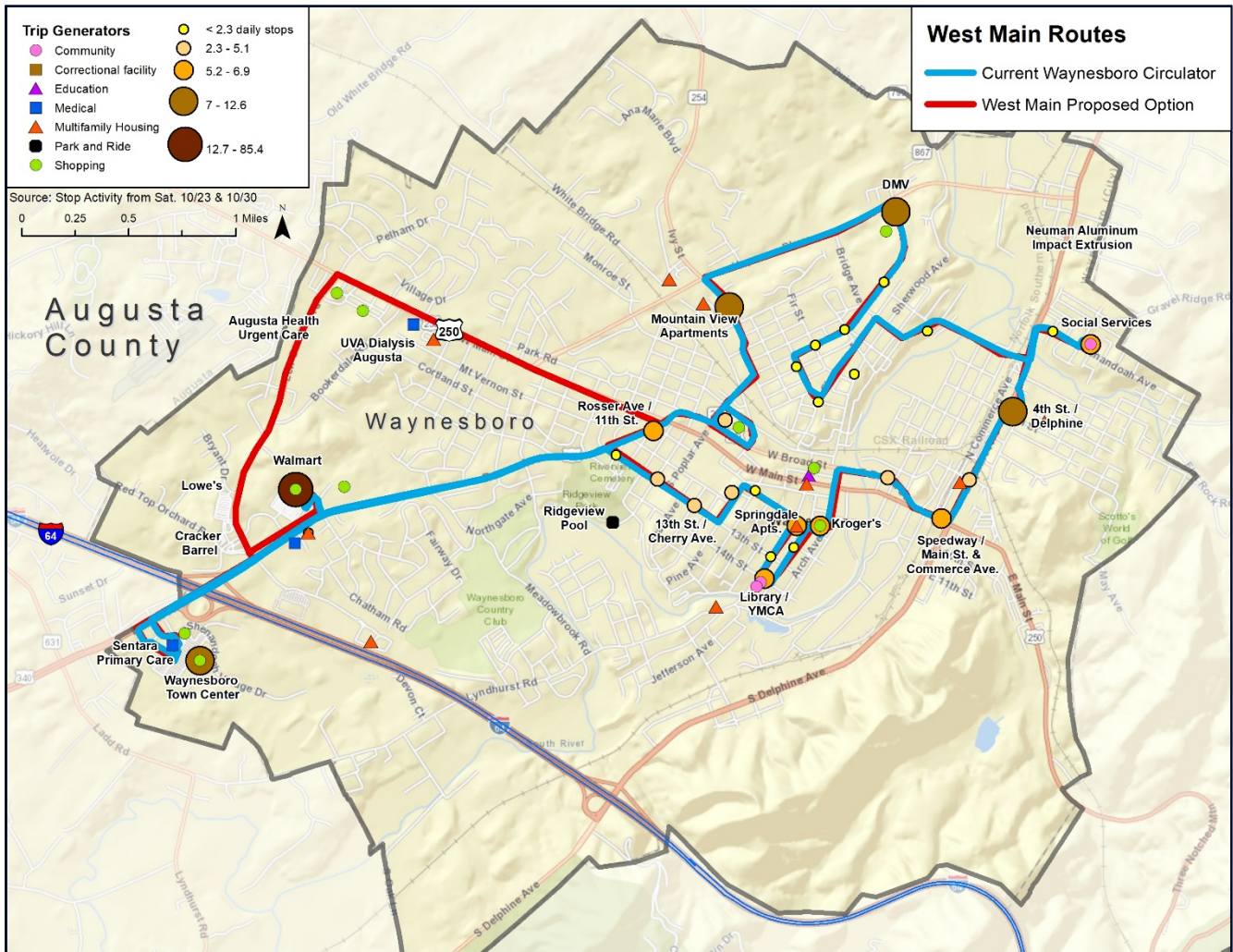
The most logical way for the West Main Street segment to be served would be for the circulator to use Low Dewitt Boulevard and W. Main Street to travel between Walmart and Downtown Waynesboro,

rather than Rosser Avenue. This would add about 1.3 miles to route in each direction and would serve additional origins and destinations. The potential impacts of changing the path of travel are provided in Table 4-9. This option is shown in Figure 4-4.

Table 4-9: Potential Impacts of Adding West Main Street to the Waynesboro Circulator

Advantages	Disadvantages
<ul style="list-style-type: none"> Meets a need that was articulated by stakeholders. Adds additional trip generators to the route. 	<ul style="list-style-type: none"> It may not be feasible to make this change, as it would add 2.6 miles (1.3 miles each way) to the route.
Operating Hours and Cost Estimates	Ridership Impacts
<ul style="list-style-type: none"> Adds the incremental costs associated with the added mileage. 	<ul style="list-style-type: none"> There would likely be a small increase in ridership, as additional transit origins and destinations would be served along West Main Street and Lew Dewitt Boulevard. Note that the 250 Connector already serves Lew Dewitt Boulevard.

Figure 4-4: West Main Street Option for the Waynesboro Circulator



Modifications to the Stuarts Draft Link

The Stuarts Draft Link currently operates as a counterclockwise loop, serving several multi-family communities in Stuarts Draft, then Augusta Health (Stuarts Draft), and the U.S. 340 Corridor to the Walmart in Waynesboro. The route then travels northwest to the Augusta Health campus in Fishersville before heading back south to Stuarts Draft along Tinkling Spring Road and Augusta Farms Road. The route length without any deviations is about 22 miles. VRT is currently working through the process of having the Target Distribution Center and the Stuarts Draft Retirement Community served by request only, as there has not been a lot of demand from these locations.

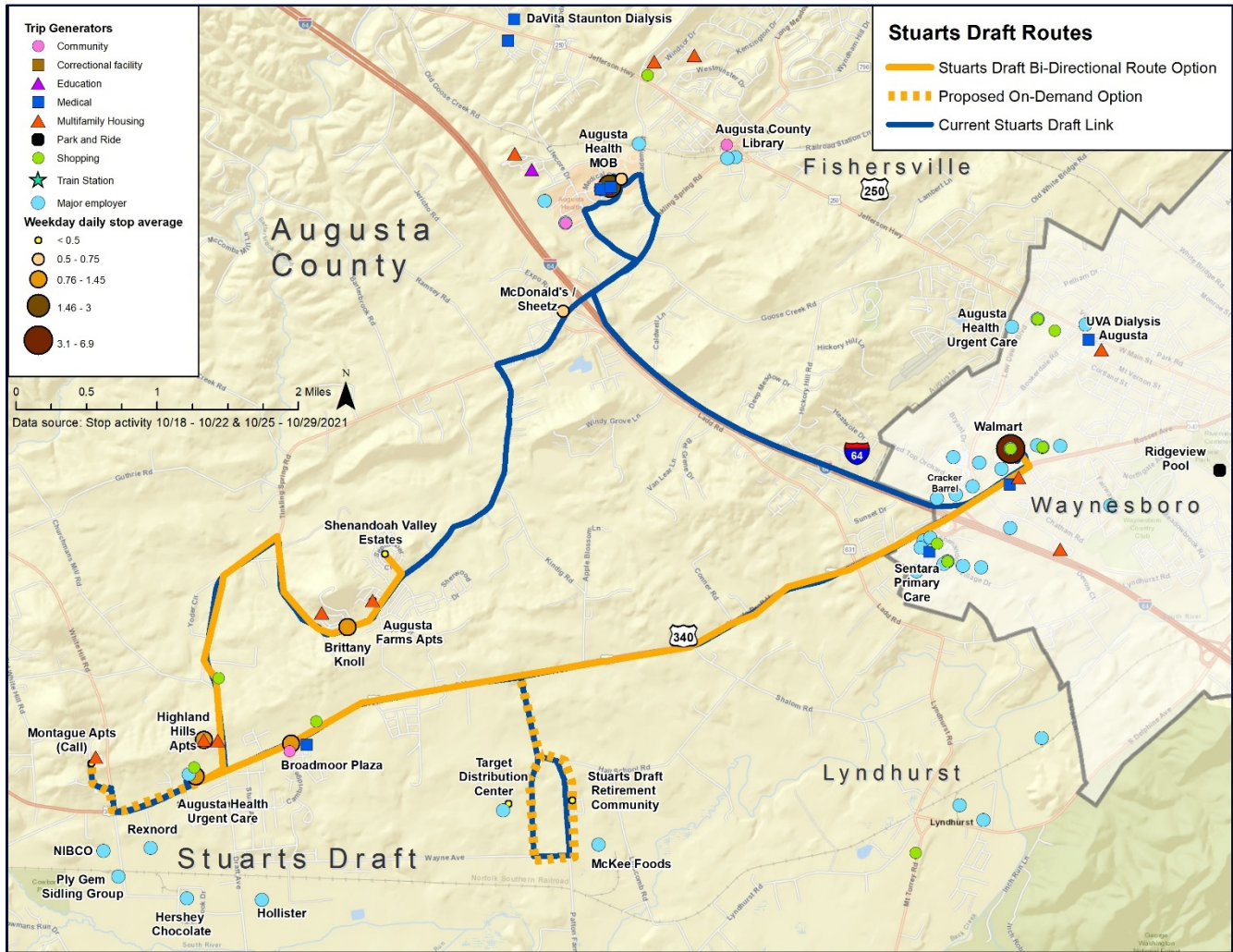
It may be worth exploring an option for this route that allows for bi-directional routing, rather than loop routing to reduce travel time along the route, most notably for riders who travel locally within Stuarts Draft. One such option would be for the route to serve the multi-family communities and the U.S. 340 Corridor to Walmart in Waynesboro and then travel the same path in reverse back to Stuarts Draft.

Riders needing to go to Augusta Health in Fishersville would transfer to the 250 Connector at the Walmart in Waynesboro. The route length for this option would be about 10 miles each way, or 20 miles roundtrip. The potential impacts of changing the route are provided in Table 4-10. A map of this option is provided in Figure 4-5.

Table 4-10: Potential Impacts of Bi-Directional Stuarts Draft Link

Advantages	Disadvantages
<ul style="list-style-type: none"> • Would significantly decrease travel time for local Stuarts Draft trips. • Would eliminate a duplicative route segment (both the 250 Connector and the Stuarts Draft Link travel from the Waynesboro Walmart to August Health, leaving the Walmart on the half-hour). • Minor reduction in total route mileage. 	<ul style="list-style-type: none"> • Would require that Stuarts Draft Riders who travel to the Augusta Health complex in Fishersville make a transfer at Walmart.
Operating Hours and Cost Estimates	Ridership Impacts
<ul style="list-style-type: none"> • Cost neutral – minor change in mileage 	<ul style="list-style-type: none"> • The route would lose some riders that currently travel between Waynesboro and Augusta Health but may gain some local riders who find the current loop inconvenient.

Figure 4-5: Stuarts Draft Bi-Directional Option



Afton Express – Funding Transition and Possible Adjustments

Transition

The Afton Express has been funded in part through a DRPT Demonstration Project Grant. The demonstration period for the project will be completed at the end of FY2023, at which time the program will transition from the demonstration program to the traditional ongoing federal and state programs, assuming federal and state funds are available. Local funding assistance is currently being provided to match the demonstration grant and continued local match funding will be needed as the program transitions from demonstration to traditional. The budget in Chapter 6 reflects this transition.

Route Adjustments

The Afton Express was implemented at the beginning of the development of this TDP. As such, the route is still considered new and is building ridership. Limited feedback was provided via the TDP survey efforts, given that the route was brand new. CSPDC has gotten feedback since that time, via a specific Afton Express Survey and via website comments. The feedback is largely positive, with riders expressing appreciation for the service. A number of suggestions have also been provided, and these form the basis for possible adjustments to the route and schedule.

Adding a Stop at the Fontaine Research Park

There have been several comments that requested a stop at the University of Virginia Fontaine Research Park. This stop could be accommodated as either the first stop upon arriving in Charlottesville or the last stop upon leaving Charlottesville. The location is shown in Figures 4-6 and 4-7, along with the morning and afternoon routings for the Afton Express. The stop is about 1.4 miles southwest of the Bavaro Hall stop and 2.3 miles northwest of Wegmans stop. The best routing to serve this stop will likely require further study, with input from operations staff who have a better knowledge of traffic patterns in the area. Preliminary input indicates that it would not be feasible to make this stop each run, given the time and the roadway constraints. There may be an option to serve this stop on select trips.

Figure 4-6: Proposed Afton Express AM Route with Fontaine Research Park Location

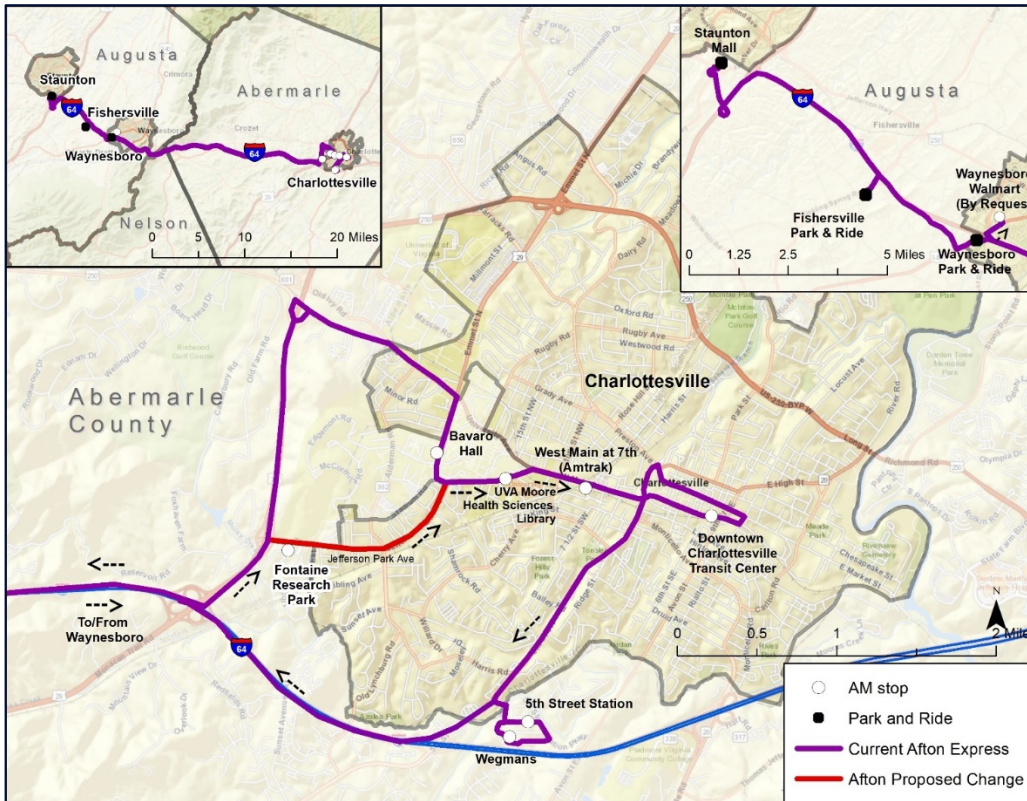
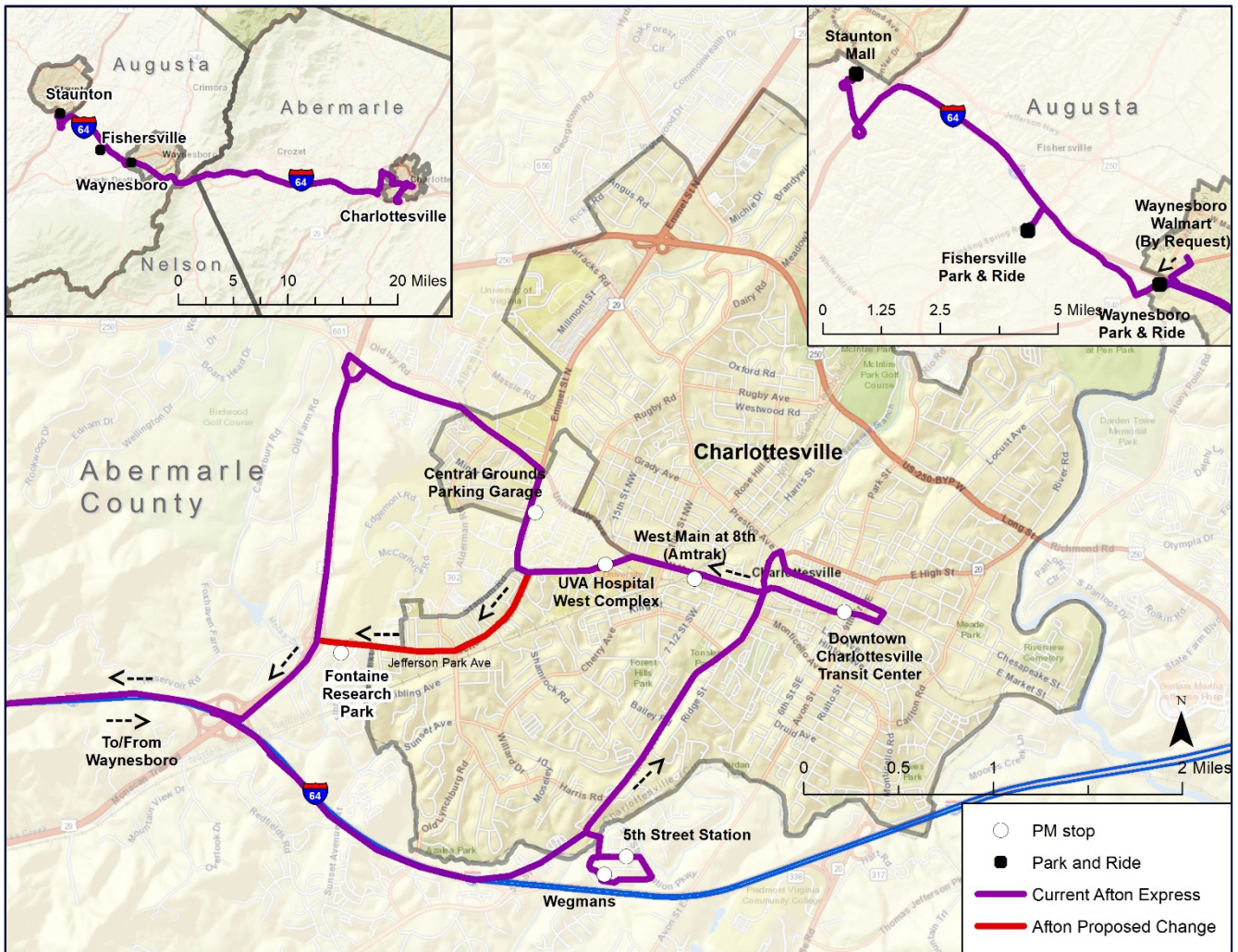


Figure 4-7: Proposed Afton Express PM Route with Fontaine Research Park Location



The potential impacts of adding this stop are discussed in Table 4-11.

Table 4-11: Potential Impacts of Fontaine Research Park Stop

Advantages	Disadvantages
<ul style="list-style-type: none"> Meets a need that was articulated by riders and potential riders. <p>Would add ridership to the route as the Fontaine Research Park is a major employment center (1350 employees) and it is considered too far from the nearest Afton Express stop for most people to walk.</p>	<ul style="list-style-type: none"> Will add travel time to the route, though it appears that it could be served relatively easily, either as the first or last Charlottesville stop.
Operating Hours and Cost Estimates	Ridership Impacts
<ul style="list-style-type: none"> There will be a small incremental increase in expenses if this stop were to be added. 	<ul style="list-style-type: none"> Adding this stop will increase ridership. The exact number is difficult to estimate, but anecdotally 4 people reported that they would use the stop if it were to be offered. This would equate to over one thousand annual passenger trips and is likely a very low estimate, given the 1,350 people who work there, along with clinical services offered.

Adding a Vehicle to the Afton Express

There are currently two vehicles assigned to the Afton Express, with each vehicle making two morning round trips and two afternoon round trips. The morning trips from the Waynesboro Park and Ride are currently scheduled at: 5:35; 6:10; 7:45; and 8:00 a.m., arriving at the first Charlottesville destination at 6:07; 6:42; 8:17; and 8:32 a.m. The evening schedule leaves the Charlottesville Transit Center at 3:00; 4:10; 5:20; and 6:20 p.m.

There have been requests for additional trips that accommodate an 8:00 a.m. arrival in Charlottesville, as well as something in between the 6:10 and 7:45 trips (essentially the same request). There have also been requests for the service to accommodate a 12-hour shift, which would necessitate a departure time from Charlottesville later than the current 6:20 p.m. trip. A 4:45 p.m. Charlottesville pick-up has also been requested. Several of these requests could likely be accommodated with the addition of a third vehicle, which would allow for two additional morning trips and two additional evening trips. The schedules could then be adjusted to optimize the six morning and afternoon trips accordingly.

The third vehicle for the Afton Express has been funded for FY2023 and is included within the Afton Express Budget, presented in Chapter Six.

Fare Free Public Transportation

An additional project that the CSPDC staff would like to explore is the possibility of providing BRITE services fare-free. The current BRITE fares are relatively low (base fare of \$0.50 for the 250 Connector, Stuarts Draft Link, the BRCC Shuttles, and the Waynesboro Circulator; and \$ 0.25 for the Staunton Loops and Trolleys). Students and those traveling to August Health currently ride fare-free. This analysis focuses on the local services and not the Afton Express.

Fare-free transit service is gaining popularity among small and medium-sized transit systems where the fares are relatively modest and do not generate a level of revenue that would be too difficult to replace from other sources. For many systems, the cost of collecting, securing, and accounting for the fare revenue exceeds the amount collected.

National Research

Research conducted for the Transportation Research Board (TRB) in 2012 indicated that at that time fare-free public transit services were offered in over 36 communities in the U.S., not including fare-free downtown districts, exclusive university campus services, or other specialty services.¹

Some interesting findings from that study that are relevant to the BRITE system are summarized below:

- Given that federal funding assistance is reduced by the amount of fare revenue collected, there is some incentive to not collect fares.
- In states where state and federal financial support is partially determined by ridership, agencies can generate more financial support by eliminating fares, as system ridership generally increases substantially.
- The literature review conducted for the study found that ridership increased from between 20% and 60% when fares were eliminated.
- Most new trips were made by existing riders, as well as students and seniors who are price sensitive.
- Fare-free transit can provide an opportunity for local communities to enjoy positive recognition and community bonding.

¹ TCRP Synthesis 101: Implementation and Outcomes of Fare-Free Transit Systems, prepared by Joel Volinski, National Center for Transit Research, University of South Florida, 2012.

There have been a number of more recent articles about fare-free transit, but none included the breadth of cases studied for the 2012 TRB report. The more recent articles have focused on systems in large urban areas and concerns about economic equity. Recent studies have also indicated that transit riders would prefer better service rather than a break in the fare.²

CSPDC Covid-19 Experience

The CSPDC was able to test fare-free transit during the Covid-19 pandemic, during which time fare collection was suspended due to concerns about virus transmission and availability of state and federal relief funds. The BRITE results for providing fare-free transit service are counterintuitive and likely a result of pandemic-related factors and not a true reflection of the long-term effects of fare-free service.

BRITE's ridership data for the first 11 months of FY2020, FY2021, and FY2022 are provided in Table 4-12. These data show that ridership increased 6% between FY2021 and FY2022. The system operated fare-free in FY2021 and reinstated fares in FY2022. The months in FY2022 during which ridership was down coincided with rises in Covid-19 cases.

Table 4-12: BRITE Transit Ridership – FY2020-FY2022 – July-May

Month	FY 2020	FY2021	FY2022	Ridership Comparison
		Fare Free	Fares Re-instated	FY2021 v. FY2022
July	23,410	12,143	13,744	13%
August	24,436	12,172	13,080	7%
September	23,289	12,727	13,470	6%
October	26,323	13,364	13,513	1%
November	21,911	11,663	12,748	9%
December	19,728	10,679	12,480	17%
January	22,275	10,441	9,095	-13%
February	23,050	8,881	11,738	32%
March	17,452	13,282	15,201	14%
April	10,103	14,139	13,773	-3%
May	10,306	14,332	12,973	-9%
Months 1-11	222,283	133,823	141,815	6%

² "Should Public Transit Be Free," Susan A. Hughes, Harvard Kennedy School of Government, June 30, 2021.

Alexandria, Virginia

Alexandria, Virginia, while a much different operating environment than BRITE, had a different experience with pandemic fare elimination. Alexandria's DASH system eliminated fares during the pandemic and made the policy permanent in September 2021. The fare elimination, coupled with newly designed routes, resulted in a 25% increase in ridership. The system reported that the largest ridership increases came from parts of the city that had the highest concentration of low-income riders.³ DASH previously collected about \$4 million annually in fare revenue.

Analysis for CSPDC

BRITE's fare revenue prior to the pandemic was about \$60,000 annually. The FY2023 budgeted amount for fare revenue is \$50,000. Fare revenue for BRITE is collected, counted, secured, and kept by the contractor. The amount of fare revenue received each month is then deducted from the monthly BRITE invoice. Given this scenario, the cost of collecting the fares is absorbed by the contractor and not directly passed on. If fares were eliminated there would be less work for the contractor, but not likely enough to change staffing levels or the agreed-upon rate charged by the contractor for BRITE services. For future contract negotiations, there is a possibility that not collecting a fare could result in a slightly lower rate, however, this scenario also eliminates the cash flow benefit of the contractor accessing the fares immediately.

While the pandemic history with fare-free transit for BRITE does not show increased ridership, it is likely that once the pandemic is over ridership will respond more favorably to fare-free transit, as this has historically been the pattern within the industry. Providing fare-free service may help BRITE restore ridership to pre-pandemic levels. CSPDC stakeholders have decided that a broader analysis of fares will be evaluated further during the TDP period as a technical assistance project.

There are additional potential advantages and disadvantages to fare-free service, and these are outlined in Table 4-13.

³ Route Fifty – Connecting state and local government leaders, "Infrastructure Update: The Outlook for Fare-Free Transit," November 30, 2021, web article authored by Daniel C. Vock.

Table 4-13: Potential Advantages and Disadvantages of Fare-Free Service

Advantages	Disadvantages
<ul style="list-style-type: none"> • Eliminates the need to collect, count, secure, and record passenger fares. • Speeds up the boarding process. • Eliminates conflicts that can occur between passengers and vehicle operators regarding fare payment. • Provides financial relief for riders, many of whom are low-income. • Will likely increase ridership. The pre-pandemic literature suggests at least a 20% increase in ridership. • Reduces costs for fare media (tokens and punch cards). 	<ul style="list-style-type: none"> • Reduces revenue by about \$50,000 annually. This amount will need to come from other sources, such as advertising revenue, local partners, and federal/state sources. • May encourage people to ride with no specific destination. This can be prevented through BRITE policy, but the drivers would have to enforce it.
Financial Implications	Ridership Impacts
<ul style="list-style-type: none"> • Eliminating fares will cost about \$50,000 annually. There will be some minor savings from not having to purchase tokens and punch cards. • Eliminating fares will increase the net operating deficit, which could make BRITE eligible for additional state and federal funds. However, this would only occur if these funds were available. • If ridership increases, then BRITE's performance measures will improve, making the system eligible for more funds under DRPT's performance-based funding. 	<ul style="list-style-type: none"> • The literature suggests that ridership should increase by at least 20%. BRITE did not see this during the pandemic fare elimination but could post-pandemic.

Infrastructure

Lewis Street Hub

The CSPDC has recently been awarded a competitive Federal Transit Administration Section 5339(b) grant to rehabilitate the Lewis Street Hub. The project will rehabilitate the hub by rebuilding the surface with asphalt and concrete, defining separate bus and vehicle parking, constructing a central passenger shelter adjacent to the bus parking with safety lighting and bike racks, and installing conduit for four EV charging stations for park and ride users of transit.

The federal share of the project is \$916,500, which will cover 80% of the costs. DRPT will fund 16% of the costs and the CSPDC will fund 4% of the total costs. Given that the project is already approved and funded, it is included here for informational purposes only.

Connectivity

There was a survey comment that requested service connections between the Afton Express, the BRITE local service, and the Virginia Breeze. These connections will be implemented through the development of the park and ride lot at the Staunton Crossing Development. The park and ride lot has been funded through a SMART SCALE grant and is expected to be completed in FY2023.

Additional Shelters and Benches

The current transit service provided by BRITE is important for many transit-dependent residents in the region. Service for these transit-dependent residents would be improved with additional shelters or benches for riders when waiting for a bus to arrive. Shelters and benches increase the safety and comfort of riders while they are waiting for a bus. Additionally, installing more bus stop amenities can serve as a marketing tool for the agency by increasing the visibility of BRITE services. The survey results also indicated a desire for additional shelters.

BRITE currently has 13 bus shelters for riders. The shelters are generally located at stops with high ridership. Comparing the high ridership stops from Chapter 3 with the list of shelter locations shows that the highest ridership stops are largely served either by shelters or have shelter available (i.e., the Augusta Health Medical Office Building). Based on the count data collected in October 2021, the following stops should be prioritized when contemplating additional shelters:

- Walmart Market, Waynesboro
- West Beverley / Austin, Staunton (stop currently has a bench)
- Delphine / 4th, Waynesboro

Once ridership has recovered more from the pandemic, updated ridership counts may warrant additional shelters. New developments, such as Staunton Crossing will also warrant additional shelters. For planning purposes, we have included five additional shelters to be added during the TDP planning period.

The potential impacts of improving bus stops are shown in Table 4-14.

Table 4-14: Potential Impacts of Providing Additional Shelters and Benches

Advantages	Disadvantages
<ul style="list-style-type: none"> Improves service for transit dependent riders, particularly seniors and people with disabilities. Encourages ridership by improving rider amenities at key bus stop locations. Improves visibility of the transit system and offers marketing and partnership opportunities. 	<ul style="list-style-type: none"> Staff time is needed to assess locations and coordinate shelter/bench installation. Capital costs are needed to purchase additional shelters and benches.
Cost Estimates	Ridership Impacts
<ul style="list-style-type: none"> Cost estimates for a shelter vary by the type of shelter, but typically range from about \$5,000 to \$10,000. 	<ul style="list-style-type: none"> Ridership may improve somewhat with new shelters/benches, particularly as they serve a marketing role for the transit service. But such increases from new passenger amenities at stops are not likely to be significant.

Technology

In 2017 BRITE completed an intelligent transportation systems (ITS) plan (BRITE Transit ITS Study). The purpose of the study was to document the existing ITS resources and recommend a series of ITS solutions to “improve the reliability of data, foster efficiency in service delivery, and enhance the transit experience for customers.”⁴

⁴ BRITE Transit ITS Study: Study Report and 6-Year Plan, prepared by Kimley-Horn for the CSPDC, November, 2017.

The 6-year plan recommended eight projects that were planned for implementation between 2019 and 2024. BRITE has begun implementation, but the implementation period will likely stretch past 2024 due to the pandemic. These projects are as follows:

- GTFS Data Feed and Integration with Google Transit - *this has been implemented*
- Mobile Data Collection System – *slated for procurement in FY2022*
- Next Generation Paratransit and Deviated Fixed-Route Scheduling Software
- Real-Time Data Feed for Third-Party Applications
- Next Bus Arrival Text Message Service – *implementation of this project has begun with the new Afton Express text message system.*
- Traveler Information Displays at Major Activity Centers
- Advanced Driver-Assistance System
- Mobile Ticketing

The projects from the list above that have not yet been implemented, along with the capital and operating expenses are listed in Table 4-15.

Table 4-15: BRITE ITS Plan – Estimated Implementation Expenses

Technology Project	2017 Cost Estimate	2022 Cost Estimate (1)	2017 Annual Operations and Maintenance	2022 Annual Operations and Maintenance (1)
Mobile Data Collection System	\$66,200	\$76,744	\$7,600	\$8,810
Paratransit and Deviated Fixed-Route Scheduling Software	\$182,500	\$211,567	\$21,100	\$24,460
Real-Time Data Feed for Third Party Applications	\$30,400	\$35,242	\$3,500	\$4,057
Next Bus Arrival Text Message Service	\$59,400	\$68,861	\$7,000	\$8,115
Traveler Information Displays at Major Activity Centers	\$45,600	\$52,863	\$5,300	\$6,144
Advanced Driver-Assistance System	\$114,200	\$132,329	\$13,200	\$7,122
Mobile Ticketing	\$22,900	\$26,547	\$24,000	\$27,823
Totals	\$521,200	\$604,153	\$81,700	\$86,531

(1) Assumes 3% inflation per year

The full analysis for these projects is not repeated here, as it is documented within the 2017 ITS Plan that was approved by BRITE. We have included them within this chapter to reflect that the continued implementation of ITS improvements will be part of the 2022 TDP for BRITE.

Fleet Electrification

An all-electric transit vehicle, also called a battery electric bus (BEB), is one that is driven using an electric motor rather than an internal combustion engine. Electricity to operate the vehicle is stored within on-board batteries. There are several appealing features of electric buses, including: zero tail-pipe emissions, zero dependence on oil, quiet and smooth operation, and potentially lower operating expenses than conventionally fueled buses.

Interest in all-electric buses has been growing in the United States, driven by sustainability initiatives, as well as the Federal Transit Administration's Low or No Emission Vehicle Program (Section 5339 (c)) – "Low-No," which was authorized under the FAST Act. Between Fiscal Years 2016 and 2020, these grants totaled over \$400 million and provided financial assistance to 202 transit programs for the purchase or lease of zero-emission and low-emission vehicles and their associated charging infrastructure. Under the Bipartisan Infrastructure Law, the Low-No program has been expanded considerably and includes about \$1.2 billion annually for years FY2022 through FY2026. The CSPDC is eligible for this grant program, though it has historically not invested in vehicles.

As electric vehicles have become more available and tested, the CSPDC has expressed interest in exploring fleet electrification. The following issues will need to be explored as the CSPDC considers fleet electrification.

Vehicle Charging

The following important vehicle charging issues will need to be addressed:

- Is there sufficient electrical infrastructure at the Fishersville facility for charging buses?
- What upgrades to the electrical infrastructure may be needed?
- What are the utility rates at the facility? (CSPDC pays the utilities)
- Are there certain times of the day when the rates are lower?
- What power level will be needed for the vehicles under consideration?
- Which type of charging technology will be the best fit for BRITE?
- How many electric vehicles will ultimately be included in the fleet?

Many of these questions are best answered by the local electric company, Shenandoah Valley Electric Company (SVEC), which will need to be a key partner as the CSPDC investigates fleet electrification.

Operating Environment

Electric vehicles currently have a limited mileage range that can change dramatically according to terrain and weather. Short urban routes are seen as ideal for electric vehicles, not only because they are typically low in mileage, but also because of the relatively high level of acceleration and braking that is associated with city driving. Electric buses can recharge most of the kinetic energy lost with braking back into the batteries, which significantly reduces the wear on the brakes and gives the battery a boost. This is called regenerative braking. The Staunton and Waynesboro routes may be good first candidates for electric

vehicles, given that they are urban circulators. The longer rural routes, such as the BRCC Shuttles, may pose challenges for the currently available electrification technologies.

The United States Public Interest Research Group (US PIRG) recommends that transit agencies test various potential electric vehicle models before the bus procurement process by having them shadow current vehicles on the agencies' routes to see how they perform. Significant performance issues that are identified can be built into the procurement specifications.

Life Cycle Cost Analysis

The life cycle costs of an electric vehicle include: the up-front capital cost, component replacement costs, maintenance costs, and electricity costs. Currently, the up-front capital cost of an electric bus is significantly higher than the cost of a conventionally fueled bus, but the operating costs may be significantly lower. The following analysis of the life cycle cost of an electric vehicle as compared to a conventionally fueled was prepared by the Center for Transportation and the Environment:

- The capital cost of purchasing an electric bus is higher than a conventionally fueled bus.
- The types of costs associated with replacing components is significantly different between the two types of vehicles. Batteries are expensive to replace, and the greater weight of an electric vehicle may cause extra wear on the suspension. These costs may be mitigated as there are fewer moving parts on an electric vehicle and the brakes last longer. The Center for Transportation and Environment advises that mid-life overhaul costs should be used as a comparison – i.e., replacing batteries versus replacing engines.⁵
- The cost of maintenance labor is viewed as comparable but will likely become lower as the mechanics become more familiar with electric vehicles.
- The cost of preventive maintenance is lower for electric vehicles as there is no oil to change and less brake wear.
- The cost of electricity is typically lower than the cost of traditional fuel; however, electricity rates and rate structures are highly variable by location. Diesel costs tend to fluctuate more and be less predictable.

⁵ National Academies of Sciences, Engineering, and Medicine 2018. *Battery Electric Buses State of the Practice*. Prepared by the Center for Transportation and the Environment. TCRP Synthesis 130. Washington, DC: The National Academies Press.

Agency Training Resources

Initial training from the manufacturer is likely to be included in the system procurement, but after the initial period transit agencies will need to incorporate electric bus maintenance and operations training into their programs. The training program will need to ensure that the contractor has the wherewithal to train mechanics and drivers to proficiency so that the vehicles are operated and maintained as intended. CSPDC and the contractor will also need to work with first responders in the region, so they know how to manage an emergency with an electric transit vehicle.

CSPDC/Contractor Model and Vehicle Ownership

The CSPDC has chosen to hire a “turn-key” contractor to provide transit services in the service area. Under this model it is the contractor’s responsibility to provide vehicles for the service. The CSPDC specifies the types of vehicles required within the procurement specifications. The CSPDC is able to be reimbursed for contract expenses at a higher-than-average rate, as the agency takes advantage of the FTA’s capital cost of contracting provisions.

As the CSPDC moves to investigate the possibility of fleet electrification, there are some issues that may arise with its turn-key model. The primary issue will likely be the cost of the vehicles. Private contractors who bid on public agency contracts must finance the vehicles privately and electric vehicles are significantly more expensive to purchase. The cost would be passed on to the CSPDC in the form of a higher per-hour rate, but it may be more difficult for the private contractor to finance the higher-priced vehicles. Most electric vehicles purchased thus far in the U.S. have had significant subsidy through either the Low-No program or through pandemic-era subsidies.

Decision-Making

The CSPDC will need to assess its ability to electrify the fleet based on the exploration of each of the issues discussed above. For the TDP, the potential project is to fully evaluate the potential for the CSPDC to electrify some or all of the fleet used for service.

Summary of Proposed TDP Projects

Table 4-16 provides a summary of the TDP projects. For the service projects where additional vehicles are required, we have indicated “contractor” in the table. The cost to provide the vehicles is part of the CSPDC’s turn-key contract with VRT. Note that there may need to be rate negotiations with VRT if a substantial number of additional vehicles were to be needed for BRITE services. There will be a re-bid process for the turn-key operating contract in FY2026 for a new contract in FY2027, when the current contract is executed for the last extension. The new contract will likely also affect the cost per hour for service. FY2027 will be Year Five of the planning period covered by this TDP.

Table 4-16: Summary of Proposed TDP Projects

Service and Capital Improvement Proposals	Total Annual Costs FY23 Dollars		Capital Costs
Operating:			
BRCC Evening Hour Reduction	-\$184,836		
Microtransit Pilot - 2 vehicles (1)	\$369,771		Contractor
Staunton South Loop	\$253,990		Contractor
Saturday Paratransit Service	\$83,791		\$0
Service on Sundays	\$111,721		\$0
Later Hours of Service - Waynesboro	\$34,241		\$0
Waynesboro Adjustments	Incremental		\$0
Stuarts Draft Adjustments	Incremental		\$0
Afton Express Adjustments	Incremental		\$0
Subtotal Operating	\$668,678		\$0
Capital/Infrastructure/Technology:			
	Total Annual	One Time Costs-Operating	Total Capital Cost
Lewis Street Hub - already funded through S.5339 grant			
Microtransit Pilot Initial Software Investment			\$225,000
Additional Shelters and Benches (2)			\$100,000
Technology Plan Implementation (4)	\$86,531		\$604,153
Evaluation of Fare Structure		\$40,000	
Electrification Study - Fleet and Facility Tasks (4)		\$50,000	
Microtransit Feasibility Study (4)		\$50,000	
Subtotal Capital/Infrastructure/Technology	\$86,531	\$0	\$929,153
Total Cost of All Potential TDP Proposals	\$755,209	\$100,000	\$929,153

Funding Sources

Funding sources for BRITE transit services currently include: farebox revenue; other local revenue (such as rental income); local match from funding partners; federal funding from FTA's S.5307 urban program and FTA's S.5311 rural program; the State Demonstration Program for the Afton Express, and state transit assistance. CSPDC also received federal COVID-19 relief funds in FY2020; FY2021 and FY2022, but these will not continue into future years. Funding for the Afton Express will need to transition from the State Demonstration Program (80% state/20% local) to the traditional funding programs at the end of the demonstration period.

The CSPDC takes advantage of the capital cost of contracting provision within FTA's funding programs. This allows the agency to take advantage of the more advantageous matching ratios (80% federal; 16% state; 4% local) for **half** of the cost of the operating contract. This provision can be used for turn-key contracts to recognize the fact that capital is also being provided via the contract. The remaining half of the contract costs are typically split as traditional operating costs, with following matching ratios: 50% federal; 30% state; 20% local.

Funding sources for capital items are typically 80% federal; 16% state; and 4% local.

It is anticipated that any new services proposed for implementation will be funded through these same programs, with the local match required being provided through the jurisdiction(s) served using the newly developed local match funding formula. The full financial plan is provided in Chapter 6.

Chapter 5

Implementation Plan

Introduction

The Implementation Plan provides a general outline of the steps required to implement the Service and Capital Improvement Plan described in Chapter 4. This first section includes a discussion of the major activities for each year of the plan, followed by a capital replacement plan for passenger amenities and technology systems. Vehicles are not included in the plan, as the CSPDC operations model is based on a turn-key transit operations contract.

Transit Development Plan Initiatives by Year

Each planning year covered by the BRITE 2022 TDP is listed below, followed by the list of improvements scheduled for the year, along with some general implementation steps. Greater detail is provided for the short-term projects than for the longer-term projects. It should be noted that this schedule has been constructed using currently available information with regard to service priorities and funding constraints. Additional resources or shifting priorities may change this schedule and BRITE can address these changes through the annual TDP update process.

FY2023

- Lewis Street Hub rehabilitation – final design
- Waynesboro route adjustments
- Stuarts Draft route adjustments
- The addition of a third bus for the Afton Express
- Procurement process for Mobile Data Collection System
- Development of an updated local funding formula
- Adjustments to the Blue Ridge Community College Shuttle

FY2024

- Transition Afton Express from Demonstration Project to traditional funding programs
- Implement Saturday paratransit service
- Implement Mobile Data Collection System- last project in ITS Plan – Phase I
- Participate in DRPT electrification study
- Complete Lewis Street Hub rehabilitation - construction
- Evaluate Waynesboro and Stuarts Draft route adjustments

- Install shelter at one of the identified locations
- FTA Triennial Review

FY2025

- Conduct microtransit feasibility study
 - Seek demonstration grant funding for following year if deemed feasible
- Evaluate fare structure and collection methods
- Conduct procurement process and install new paratransit scheduling software
- Install a shelter at one of the identified locations

FY2026

- Conduct procurement process for new turn-key contract
 - Incorporate results from fare and electrification studies into RFP
 - Hire consultant to assist with RFP process
- Microtransit implementation
- Implement real-time schedule information
- Install shelter at one of the identified locations

FY2027

- Start new contract with turn-key transit operations provider
- Implement the Staunton South Route
- Extend the hours of service for the Waynesboro Circulator later into the evening
- Implement the Traveler Information Displays
- Install shelter at one of the identified locations

FY2028

- Add a second vehicle to the microtransit program
- Implement Sunday service
- Implement the Advanced Driver Assistance program
- Implement Mobile Ticketing
- Install shelter at one of the identified locations

FY2029

- Prepare for a full TDP Update

FY2030- FY2032

- Begin implementing projects recommended within the FY2029 TDP

Capital Needs

BRITE is different from many transit programs in Virginia, as the system hires a turn-key contractor that provides transit management, operations, maintenance, and vehicles. BRITE owns the operating and maintenance facility that is used by the contractor to provide transit services for the program. Given this arrangement, BRITE's capital needs are largely provided through the contract and the program makes use of FTA's capital cost of contracting provisions, which allows BRITE to use the higher capital matching rate for half of the contract cost.

BRITE's capital needs for the TDP planning period focus on improving passenger amenities and implementing a number of intelligent transportation system (ITS) improvements. These are highlighted below.

Passenger Amenities

Lewis Street Hub

The most significant amenity project for BRITE will be the renovation of the Lewis Street Hub. The project will rehabilitate the hub by rebuilding the surface with asphalt and concrete, defining separate bus and vehicle parking, constructing a central passenger shelter adjacent to the bus parking with safety lighting and bike racks, and installing conduit for four EV charging stations for park and ride users of transit.

CSPDC was successful in their pursuit of a competitive FTA Section 5339(b) grant to help fund this project. It is not included within the TDP budget, as it is already approved and funded. This project will be completed during FY2023.

Passenger Shelters

The TDP includes the addition of five shelters that are to be funded through BRITE's traditional funding sources. These are included within BRITE's ten-year TDP capital budget (Chapter 6). The tentative locations for these shelters are:

- Walmart Market, Waynesboro
- West Beverley/Austin, Staunton
- Delphine/Fourth Street, Waynesboro
- Kate Collins Middle School, Waynesboro
- Staunton Crossing, Staunton

Pedestrian improvements and transit amenities have also been included within a SMART SCALE project that has been approved for three areas within the BRITE system:

- U.S. Route 250 and Sangers Lane
- U.S. Route 11 and Dick Huff Lane
- U.S. Route 250 and Lew Dewitt Boulevard

Technology and Equipment

The BRITE Transit ITS Study, completed in 2017, outlined a series of ITS improvements that BRITE is working to implement. These projects, listed below, are included within the TDP. The ten-year capital budget is provided within Chapter 6.

- GTFS Data Feed and Integration with Google Transit - *this has been implemented*
- Mobile Data Collection System – *slated for procurement in FY2023*
- Next Generation Paratransit and Deviated Fixed-Route Scheduling Software
- Real-Time Data Feed for Third-Party Applications
- Next Bus Arrival Text Message Service – *implementation of this project has begun with the new Afton Express text message system*
- Traveler Information Displays at Major Activity Centers
- Advanced Driver-Assistance System
- Mobile Ticketing

Chapter 6: Financial Plan

Introduction

This chapter provides a financial plan for funding existing and proposed BRITE Transit services for the TDP's ten-year planning period. The projects indicated in Years 1-3 should be considered short-term, those in Years 4-7 are considered mid-term, and those planned for years 8 through 10 should be considered long-term projects. The financial plan addresses both operations and capital budgets, focusing on the project and capital recommendations that were highlighted in Chapter 4 and the implementation schedule and capital needs highlighted in Chapter 5.

It should be noted that over the course of the ten-year period there are a number of unknown factors that could affect transit finance, including: the future economic condition of the Central Shenandoah region and the local funding partners; the availability of funding from the Federal Transit Administration; and the availability of funding from the Commonwealth Transportation Fund.

Operating Expenses and Funding Sources

Tables 6-1 and 6-2 provide a financial plan for the operation of BRITE's transit services under the ten-year plan. Table 6-1 summarizes the annual revenue hours of service for the existing transit program as well as for the service projects that are recommended. Table 6-2 provides operating cost estimates, and Table 6-3 identifies the funding sources associated with these service projects. A number of assumptions used in developing the operating cost estimates are described below.

For FY2023, the current year, the expenses and revenues are based on BRITE's adopted budget for the fiscal year. The FY2024 budget is based on the projects that are scheduled for implementation in the first full year of the updated TDP. The projected cost per revenue hour and the operating costs to maintain the current level of service between FY2025 and FY2032 assume a 3% annual inflation rate. Note that the current inflation rate is higher than this, so this factor may need adjustment depending upon how the economy continues its recovery from the pandemic. The operating cost per hour is based on the contractor's recently approved rate (\$56.22) plus the cost of fuel that has been translated to an hourly cost (\$10.92 per hour). A reduction in hours for the BRCC Shuttles is incorporated into the budget starting in FY2024.

For the revenue and funding portion of the budget, it is understood that none of the funding partners are committing to these operating funding levels, but that they are planning estimates. The current farebox recover for the BRITE local system is about 1.9% and this was raised to 2% to reflect pandemic

recovery. CSPDC recently re-leased the second floor of the operating facility, which will provide \$79,200 annually. These funds will be used in the following manner: 10% reserve, with the remaining amount split as 87% local match for the BRITE local system and 13% local match for the Afton Express. The split between the BRITE local service and the Afton Express is based on the number annual service hours provided for each. Note that the same match was carried through, though in future years the match ratio may need to be re-calculated as service hours are added on either side. This new source of local match will reduce the total local match required from the funding partners. A separate task is currently underway to develop a new local funding formula to determine an appropriate method to split the remaining local match responsibility for annual operating expenses and a contingency/capital fund among the local funding partners.

The funding side of the budget was constructed by first deducting the passenger fares from the total annual operating expenses to arrive at the net deficit. The current funding split to cover the net deficit (between federal, state, and local funding) is assumed to remain the same throughout the TDP period. This ratio is as follows:

- 50% of the turnkey contract is split 80% federal; 16% state; and 4% local
- 50% of the turnkey contract is split 50% federal; 30% state; and 20% local
- All other operating expenses (fuel, utilities, contract oversight, grants administration, etc.) are split: 50% federal; 30% state; 20% local.

The budgets prepared for the ten-year period covered through the TDP are planning estimates. Specific funding amounts for each year will be determined during the annual budget process and informed by the level of federal and state funds that are available.

The planning and technical assistance projects for the TDP period are highlighted in Table 6-4. These are typically funded as follows: 50% state; 50% federal (Section 5303)/local. Recent planning and technical assistance projects have been funded at 50% state/46% federal/4% local. This funding split has been assumed for the planning and technical assistance projects that are included in the TDP.

The financial plan for the Afton Express is provided separately, starting on page 6-7. Note that Afton Express will transition from the State Demonstration Program to traditional transit grant programs in FY2024.

Table 6-1: BRITE 10-Year Plan – Annual Revenue Service Hours

Projects	Budget FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032
Projected Annual Revenue Service Hours										
Current Level of Service - BRITE with reduced BRCC	34,436	31,385	31,385	31,385	31,385	31,385	31,385	31,385	31,385	31,385
TDP Improvements BRITE										
Projected Additional Annual Revenue Service Hours										
Saturday Paratransit Service - One vehicle		470	470	470	470	470	470	470	470	470
Microtransit Pilot - One Vehicle				2,550	2,550	2,550	2,550	2,550	2,550	2,550
Microtransit Pilot - 2nd Vehicle						2,550	2,550	2,550	2,550	2,550
Staunton South					3,783	3,783	3,783	3,783	3,783	3,783
Sunday Service						1,664	1,664	1,664	1,664	1,664
Later Hours - Waynesboro					510	510	510	510	510	510
Total Proposed Transit Revenue Hours	34,436	31,855	31,855	34,405	38,698	42,912	42,912	42,912	42,912	42,912

Budget Notes:

- 1) Federal and state assistance includes capital cost of contracting
- 2) Inflation is included at 3% per year
- 3) A new contract will be in place for FY2027, which may impact the contractor rate
- 4) The hourly operating rate includes the contractor's hourly rate plus the fuel that is purchased through CSPDC
- 5) Afton Express is shown on separate budget table
- 6) This version assumes BRCC service is reduced to 4,905 hours annually, down from 7,658 annually, beginning in 2024
- 7) All budgets assume that federal and state funding will be available

Table 6-2: BRITE Ten-Year Plan – Annual Operating Cost Estimates

Projects - BRITE	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032
Projected Operating Expenses										
CSPDC Expenses, less fuel	\$389,541	\$401,227	\$413,264	\$425,662	\$438,432	\$451,585	\$465,132	\$479,086	\$493,459	\$508,263
Contractor Cost Per Revenue Hour + Fuel	\$67.14	\$67.14	\$69.15	\$71.23	\$73.37	\$75.57	\$77.83	\$80.17	\$82.57	\$85.05
Current Level of Service	\$2,636,671	\$2,508,416	\$2,583,669	\$2,661,179	\$2,741,014	\$2,823,244	\$2,907,942	\$2,995,180	\$3,085,035	\$3,177,587
TDP Improvements - Operating Projects										
Saturday Paratransit Service		\$31,556	\$32,502	\$33,478	\$34,482	\$35,516	\$36,582	\$37,679	\$38,810	\$39,974
Microtransit Pilot Operating - 1 vehicle				\$181,634	\$187,083	\$192,695	\$198,476	\$204,430	\$210,563	\$216,880
Microtransit Pilot - 2nd vehicle						\$192,695	\$198,476	\$204,430	\$210,563	\$216,880
Staunton South					\$277,542	\$285,869	\$294,445	\$303,278	\$312,376	\$321,748
Later Hours-Waynesboro					\$37,417	\$38,539	\$39,695	\$40,886	\$42,113	\$43,376
Sunday Service						\$125,743	\$129,515	\$133,401	\$137,403	\$141,525
Fees Associated with ITS Improvements										
Mobile Data		\$9,346	\$9,626	\$9,915	\$10,213	\$10,519	\$10,835	\$11,160	\$11,494	\$11,839
Scheduling Software			\$26,728	\$27,530	\$28,356	\$29,206	\$30,083	\$30,985	\$31,915	\$32,872
Microtransit Monthly fees				\$26,225	\$27,012	\$27,823	\$28,657	\$29,517	\$30,402	\$31,315
Real Time Data Feed				\$4,566	\$4,703	\$4,844	\$4,989	\$5,139	\$5,293	\$5,452
Next Bus Arrival				\$9,133	\$9,407	\$9,689	\$9,980	\$10,279	\$10,588	\$10,905
Traveler information					\$7,122	\$7,336	\$7,556	\$7,782	\$8,016	\$8,256
Advanced Driver Assistance						\$8,504	\$8,759	\$9,022	\$9,293	\$9,571
Mobile Ticketing						\$33,222	\$34,219	\$35,245	\$36,303	\$37,392
Total Projected Operating Expenses	\$2,636,671	\$2,549,318	\$2,652,525	\$2,953,659	\$3,364,350	\$3,825,444	\$3,940,208	\$4,058,414	\$4,180,166	\$4,305,571

Table 6-3: BRITE Ten-Year Plan – Revenue and Funding Source Estimates

	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032
Total Projected Operating Expenses	\$2,636,671	\$2,549,318	\$2,652,525	\$2,953,659	\$3,364,350	\$3,825,444	\$3,940,208	\$4,058,414	\$4,180,166	\$4,305,571
% Change Year by Year		-3%	4%	11%	14%	14%	3%	3%	3%	3%
Anticipated Revenue and Subsidies										
Passenger Revenue	\$50,000	\$50,841	\$53,051	\$59,073	\$67,287	\$76,509	\$78,804	\$81,168	\$83,603	\$86,111
Other Revenue	\$11,500									
Subtotal, Revenue	\$61,500	\$50,841	\$53,051	\$59,073	\$67,287	\$76,509	\$78,804	\$81,168	\$83,603	\$86,111
Net Deficit	\$2,575,171	\$2,498,477	\$2,599,475	\$2,894,586	\$3,297,063	\$3,748,935	\$3,861,403	\$3,977,246	\$4,096,563	\$4,219,460
Federal Funds	\$1,568,223	\$1,517,872	\$1,577,021	\$1,755,709	\$1,986,168	\$2,282,409	\$2,314,661	\$2,384,101	\$2,455,624	\$2,529,293
State Funds	\$641,587	\$624,181	\$651,074	\$725,098	\$811,327	\$934,997	\$950,230	\$978,737	\$1,008,099	\$1,038,342
Portion of Lease Funds Assigned to BRITE		\$62,013	\$62,013	\$62,013	\$62,013	\$62,013	\$62,013	\$62,013	\$62,013	\$62,013
Partner Funds	\$365,361	\$294,412	\$309,367	\$351,766	\$437,555	\$469,516	\$534,499	\$552,394	\$570,826	\$589,812
Total	\$2,575,171	\$2,498,477	\$2,599,475	\$2,894,586	\$3,297,063	\$3,748,935	\$3,861,403	\$3,977,246	\$4,096,563	\$4,219,460

Table 6-4: Planning and Technical Assistance Projects

	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032
Electrification Feasibility Study		\$50,000								
Microtransit Feasibility Study			\$50,000							
Evaluate Fare Structure and Collection Methods			\$40,000							
Procurement Process Assistance				\$35,000						
Full TDP Update						\$100,000				
Total Expenses	\$0	\$50,000	\$90,000	\$35,000	\$0	\$100,000	\$0	\$0	\$0	\$0
Federal Funds	\$0	\$23,000	\$41,400	\$16,100	\$0	\$46,000	\$0	\$0	\$0	\$0
State Funds	\$0	\$25,000	\$45,000	\$17,500	\$0	\$50,000	\$0	\$0	\$0	\$0
Local Funds	\$0	\$2,000	\$3,600	\$1,400	\$0	\$4,000	\$0	\$0	\$0	\$0
Total Funding	\$0	\$50,000	\$90,000	\$35,000	\$0	\$100,000	\$0	\$0	\$0	\$0

Afton Express

The financial plan for the Afton Express is provided in Table 6-5. The data in this table shows that starting in FY2024, the program will need to transition from the State Demonstration Funding program to the standard FTA and DRPT operating funding sources. As with BRITE's other services, the Afton Express federal and state funding will also be eligible for the capital cost of contracting provision. A portion of the facility lease revenue has been assigned as local match for the program.

Table 6-5: Afton Express Financial Plan FY2023-FY2032

Projects	Budget FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032
Projected Annual Revenue Service Hours										
Current Level of Service - Afton Express	4,458	4,458	4,458	4,458	4,458	4,458	4,458	4,458	4,458	4,458
Improvements:	Projected Additional Annual Revenue Service Hours									
Third Bus - Full Year		256	256	256	256	256	256	256	256	256
Total Proposed Transit Revenue Hours	4,458	4,714	4,714	4,714	4,714	4,714	4,714	4,714	4,714	4,714
AFTON EXPRESS	Budget FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032
Projected Operating Expenses										
CSPDC Expenses, less fuel	\$24,450	\$25,184	\$25,939	\$26,717	\$27,519	\$28,344	\$29,195	\$30,070	\$30,973	\$31,902
Contract for Service	\$354,264	\$389,471	\$401,155	\$413,189	\$425,585	\$438,353	\$451,503	\$465,048	\$479,000	\$493,370
Fuel	\$106,005	\$112,099	\$115,462	\$118,926	\$122,494	\$126,168	\$129,953	\$133,852	\$137,868	\$142,004
Total Projected Operating Expenses	\$484,719	\$526,753	\$542,556	\$558,832	\$575,597	\$592,865	\$610,651	\$628,971	\$647,840	\$667,275
Anticipated Revenue and Subsidies	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032
Passenger Revenue	\$34,020	\$36,873	\$43,404	\$50,295	\$57,560	\$59,287	\$61,065	\$62,897	\$64,784	\$66,728
Net Deficit	\$450,699	\$489,880	\$499,151	\$508,537	\$518,038	\$533,579	\$549,586	\$566,074	\$583,056	\$600,548
Federal Funds		\$303,361	\$309,749	\$316,247	\$322,856	\$332,542	\$342,518	\$352,794	\$363,378	\$374,279
DRPT Demonstration Grant	\$360,560									
State Funds		\$119,701	\$121,665	\$123,638	\$125,620	\$129,389	\$133,271	\$137,269	\$141,387	\$145,628
Portion of Facility Rental		\$9,266	\$9,266	\$9,266	\$9,266	\$9,266	\$9,266	\$9,266	\$9,266	\$9,266
Local Funds	\$90,140	\$57,552	\$58,472	\$59,386	\$60,295	\$62,382	\$64,531	\$66,745	\$69,025	\$71,374
Total	\$450,700	\$489,880	\$499,151	\$508,537	\$518,038	\$533,579	\$549,586	\$566,074	\$583,056	\$600,548

Capital Expenses and Funding Sources

DRPT has implemented a capital assistance prioritization process that allows DRPT to allocate and assign limited resources for projects that are deemed the most critical.¹ DRPT's capital program now classifies, scores, and prioritizes projects into the following categories:

- **State of Good Repair (SGR).** This category includes projects and programs that replace or rehabilitate existing assets.
- **Minor Enhancement (MIN).** This category includes projects and programs to add capacity, new technology, or a customer facility, and meet the following criteria:
 - Total project cost of less than \$2 million; or
 - Vehicle expansion of not more than 5 vehicles or 5% of the existing fleet size, whichever is greater.
- **Major Expansion (MAJ).** This category includes projects or programs that add, expand, or improve service with a cost exceeding \$2 million or, for expansion vehicles, and increase of greater than 5 vehicles or 5% of fleet size, whichever is greater.

The following three types of projects are exempt from the prioritization scoring process:

- Capital projects that do not receive any state transit capital funding contribution.
- Debt service agreements approved in previous fiscal years.
- Track lease payments and capital cost of contracting requests.

This exemption applies to BRITE for its use of capital cost of contracting for the turnkey operating contract. The TDP for BRITE only includes capital projects in the MIN categories, as described below.

Minor Enhancements

Eligible investments under the Minor Enhancement (MIN) category include:

- Fleet expansion (fewer than 5 vehicles or 5% of fleet)
- New customer amenities (parking facilities, bus shelters, benches, accessibility improvements, signage)
- New equipment and technology
- New small real estate acquisition
- Capital project development less than \$2 million (engineering and design, construction management)
- All assets that fall in the Special Assets Categories (listed below)

¹ DRPT, Making Efficient Responsible Investments in Transit (MERIT), Capital Assistance – Program Prioritization, FY 23 Technical Documentation.

Special Asset Categories:

- Tools: all tools needed to provide maintenance services (i.e., new/replacement tools, tool cabinets, etc.)
- Maintenance Equipment: all equipment needed to maintain vehicles, infrastructure, and/ or other assets (i.e., bus lift, tire mounting device, forklifts, etc.)
- Spare Vehicle/Rail Parts: all spare vehicle and rail parts that will be used to maintain assets in working order that are not part of a larger rehabilitation project (i.e., alternators, transmissions, engines, rail track, seats, windows, gas tanks, etc.)
- Building/Facility Items and Fixtures: all individual, small facility parts and fixture that are being replaced outside of a larger rehabilitation project (i.e., concrete floors, stairs, escalators, hand dryers, fans, lighting systems, etc.)
- Grouped Assets/Programs of Projects (less than \$2 million): includes large groups of assets that cannot be broken down into subcomponents (i.e., general “SGR” purchase of parts or track) – does not include: Grouped or Program of Project for vehicle rehab or replacement
- Other Financial Tools: includes funds for needed capital investments that cannot be scored as a replacement/rehabilitation (i.e., capital cost of contracting, track lease payments, debt service on previously approved projects)

For BRITE, the following minor enhancement projects are included within the capital plan:

- Customer amenities
- New equipment and technology

Table 6-6 provides the ten-year TDP financial plan for minor enhancements.

Table 6-6: Capital Budget

Capital Items	Budget FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032
TDP Improvements										<i>Pending TDP Update</i>
ITS Implementation										
Mobile Data		\$81,418								
Scheduling Software			\$224,451							
Real Time Data Feed			\$38,510							
Next Bus Arrival				\$77,504						
Traveler information					\$61,283					
Advanced Driver Assistance						\$158,008				
Mobile Ticketing						\$31,699				
Passenger Amenities										
Lewis Street Hub - prior budget year										
Bus Shelters		\$20,000	\$20,600	\$21,218	\$21,855	\$22,510				
Total Capital		\$101,418	\$283,561	\$98,722	\$83,138	\$212,217				<i>Pending TDP Update</i>
Federal Funds		\$81,134	\$226,849	\$78,978	\$66,510	\$169,774				
State Funds		\$16,227	\$45,370	\$15,796	\$13,302	\$33,955				
Local Funds		\$4,057	\$11,342	\$3,949	\$3,326	\$8,489				
Subtotal, Subsidies	\$0	\$101,418	\$283,561	\$98,722	\$83,138	\$212,217	\$0	\$0	\$0	\$0

Note: CSPDC's capital cost of contracting expenses are shown within the operating budget.

Appendix A: CSPDC Board of Commissioners

CSPDC Board of Commissioners
November 2022

Augusta County

Butch Wells, Board of Supervisors*
Pam Carter, Board of Supervisors
Vickie Moran, Craigsville Town Council
Vacant, Non-Elected Representative

Bath County

Edward Hicklin, Board of Supervisors*

Buena Vista

Billy Fitzgerald, City Council*

Harrisonburg

Richard Baugh, City Council*
Laura Dent, City Council
Adam Fletcher, Non-Elected Representative

Highland County

David Blanchard, Board of Supervisors*

Lexington

Frank Friedman, City Council*

Rockbridge County

Jay Lewis, Board of Supervisors
Chris Slaydon, Non-Elected Representative

Rockingham County

Steven Schofield, Bridgewater Town Council
Sallie Wolfe-Garrison, Board of Supervisors
Rhonda Cooper*, Non-Elected Representative
Vacant, Non-Elected Representative

Staunton

Carolyn Dull, City Council*
Sharon Angle, Non-Elected Representative

Waynesboro

Terry Short, Treasurer, City Council*
Jim Shaw, Non-Elected Representative

*Denotes Executive Committee

Appendix B: BRITE Transit Advisory Committee Members

BRITE Transit Advisory Committee (BTAC) Members

November 2022

Leslie Beauregard, City of Staunton

Jennifer Whetzel, County of Augusta

Leslie Tate, City of Waynesboro

Alisande Tombarge, Alternate, City of Waynesboro

Krystal Moyers, Augusta Health

Anastasia Triplett, Blue Ridge Community College

Terry Rodgers, Shenandoah Valley Social Services

Mike Kelley, Wilson Workforce & Rehabilitation Center

Greg Dunaway, Alternate, Wilson Workforce & Rehabilitation Center

Greg Beam, Staunton Downtown Development Association

Paul Terry, General Public, Transit Rider

Rebecca Messer, General Public / ADA-Transit Service Rider

Steven Hennessee, Virginia Department of Rail and Public Transportation (DRPT)

Steve Wilson, Contracted Service Provider (Virginia Regional Transit)

Appendix C






Passenger and Paratransit Surveys



How's your ride on the bus today?

- 1. What is your primary mode of transportation?**
 Public Transit Drive alone Carpool Taxi Uber/Lyft
 Walk Bicycle Other: _____
- 2. How did you get to your bus stop from your home today?**
 Walked Drove vehicle Caught a ride
 Rode Bicycle Other: _____
- 3. Which transit route(s) are you taking for your trip today?**
 250 Connector Staunton Downtown Trolley
 Afton Express Staunton Saturday Night Trolley
 BRCC Shuttles Staunton North Loop
 Stuarts Draft Link Staunton West Loop
 Waynesboro Circulator BRITE Access
- 4. Did or will you TRANSFER to another bus to complete this trip?**
 No Yes
- 5. What is the purpose of your trip today?**
 Work School Shopping/Errands Social/Recreation
 Medical Governmental/Social Service Other: _____
- 6. On average, how often do you use public transit?**
 5-6 days a week 3-4 days a week 1-2 days a week
 Less than once a week Less than once a month
- 7. If you were not taking the bus, how would you make this trip?**
 Drive Walk/Bicycle Family/Friends Wouldn't make trip
 Taxi Uber/Lyft Other: _____
- 8. Which of the following potential transit service improvements would be the most helpful to you? Please choose up to 3.**
 More frequent service Service later in the evenings
 Additional Saturday service Service earlier in the mornings
 Service on Sundays Bus shelters and benches at stops
 Faster, more direct routes Improved bus stop accessibility
 Better timeliness Improved bus amenities
 Service to additional locations (where?): _____
 On-demand service using my smartphone
 Other: _____

9. Please rate BRITE's services in the following areas by placing a check mark or X:

	 Strongly Satisfied	 Satisfied	 Neutral	 Dissatisfied	 Strongly Dissatisfied
Overall service					
Days/hours of service					
Buses running on-time					
Frequency of buses					
Availability of information					
Route brochures					
Website					
Cost of bus fare					
Sense of security					
Cleanliness of buses					
Bus drivers					
Bus stops/shelters					
Signage					

Please answer a few questions about yourself. These are for reporting purposes only.

What is your zip code? _____

How old are you?
 Under 18 18-24 25-34 35-54 55-64 65+

Do you have an internet enabled "smart" phone? Yes No

Do you have a valid driver's license? Yes No

Do you have access to a functioning vehicle? Yes No

Do you consider yourself Hispanic/Latino? Yes No

Which one of the following best describes your race? (check all that apply)

White/Caucasian African American/Black Asian Prefer not to answer

American Indian/Alaskan Native Native Hawaiian/Pacific Islander

What is your employment status? (check all that apply)

Employed (Full-time) Student (Full-time) Retired Unemployed

Employed (Part-time) Student (part-time) Homemaker Other

What is your annual household income? (optional)

\$14,999 or less \$15,000 - \$29,999 \$30,000 - \$44,999

\$45,000 - \$59,999 \$60,000 - \$74,999 \$75,000 or higher

Comments:

To be eligible for a gift card drawing, please enter your contact information below.






Name: _____ Email or phone: _____



How's your ride on the bus today?

Access

1. **Do you sometimes ride the BRITE fixed or deviated routes?**
 Yes No
2. **What is the purpose of your trip today?**
 Work School Shopping/Errands Social/Recreation
 Medical Governmental/Social Service Other: _____
3. **On average, how often do you use BRITE Access?**
 5 days a week 3-4 days a week 1-2 days a week
 Less than once a week Less than once a month
4. **If you were not taking BRITE Access, how would you make this trip?**
 Drive Walk/Bicycle Family/Friends Wouldn't make trip
 BRITE fixed route or deviated route service Taxi
 Uber/Lyft Other: _____
5. **Please rate BRITE's services in the following areas by placing a check mark or X:**

 Strongly Satisfied	 Satisfied	 Neutral	 Dissatisfied	 Strongly Dissatisfied
---	--	--	---	--

Overall service				
ADA Certification Process				
Trip Scheduling Process				
Telephone Customer Service				
On-time Performance				
Days/Hours of Service				
Availability of information				
Route brochures				
Website				
Cost of bus fare				
Sense of security				
Cleanliness of vehicles				
Bus drivers				
Bus stops/shelters				
Signage				



6. Which of the following potential transit service improvements would be the most helpful to you? Please choose up to 3.

- More convenient trip scheduling
- Saturday service
- Service on Sundays
- Bus shelters and benches at stops
- Faster, more direct routes
- Better timeliness
- BRITE Access service availability for more areas of Augusta County
- Service to additional locations (where?): _____
- On-demand service using my smartphone
- Other: _____
- Service later in the evenings
- Service earlier in the mornings
- Improved bus amenities
- Improved bus stop accessibility

Please answer a few questions about yourself. These are for reporting purposes only.

What is your zip code? _____

How old are you?

- Under 18 18-24 25-34 35-54 55-64 65+

Do you have an internet enabled "smart" phone? Yes No

Do you have a valid driver's license? Yes No

Do you have access to a functioning vehicle? Yes No

Do you consider yourself Hispanic/Latino? Yes No

Which one of the following best describes your race? (check all that apply)

- White/Caucasian African American/Black Asian Prefer not to answer
 American Indian/Alaskan Native Native Hawaiian/Pacific Islander

What is your employment status? (check all that apply)

- Employed (Full-time) Student (Full-time) Retired Unemployed
 Employed (Part-time) Student (part-time) Homemaker Other

What is your annual household income? (optional)

- \$14,999 or less \$15,000 - \$29,999 \$30,000 - \$44,999
 \$45,000 - \$59,999 \$60,000 - \$74,999 \$75,000 or higher

Comments:

To be eligible for a gift card drawing, please enter your contact information below.

Name: _____ Email or phone: _____

Appendix D

Public Transportation Survey



Public Transportation Survey

BRITE Bus is conducting a Public Transportation Survey. Please help us learn more about community transportation needs in the region by completing this survey.

1. Are you aware of the services provided by BRITE Bus?
 Not Aware Aware; overall positive impression Aware; overall negative impression
2. How do you **usually** get to where you need to go within the community for work, school, shopping, errands, or medical appointments? *Please choose only one.*
____ I drive ____ I use public transportation ____ I walk
____ Friends/family drive me ____ I ride a bicycle ____ I take a taxi
____ I use Uber or Lyft
3. Do you currently use any of the following transportation services?
 Afton Express BRITE Bus
 BRITE Access Vanpools or carpools
 Harrisonburg Department of Public Transportation Virginia Breeze
 Valley Program for Aging Services or other Human Service Transportation Programs
 Taxis Uber/Lyft Other: _____
 I do not currently use public transportation
4. If you **DO** use public transportation, what are the primary reasons why you choose public transportation?
Please check all that apply
 I do not have access to a vehicle It saves me money I do not like to drive
 I am unable to drive For environmental reasons Public transit is safer
 I do not have a driver's license Public transit is more convenient than other modes
 It saves me time Other: _____
5. If you **DO NOT** use public transportation currently, **OR ARE ONLY ABLE TO USE IT FOR SOME TRIPS**, what transit service improvements would be needed for you to choose to ride public transportation more frequently? *Please check all that apply.*
 Better service availability near my home/work/school- location: _____
 Improved access to transit information Shorter travel time
 More frequent buses Service earlier in the morning
 Service to areas outside the region Service later in the evening
 Guaranteed ride home for emergencies/overtime Less crowded vehicles
 Improved reliability Additional weekend service
 Better security on board the vehicles Other: _____
 Bus stop/shelter improvements I would not ride, I prefer to drive
6. Would you use public transportation if there was a service that met your travel needs?
 Yes No
7. Do you think there is a need for additional or improved public transportation in Augusta County and/or the Cities of Staunton and Waynesboro? Yes No (*If you checked "No", skip to Question #10.*)

continued on back ↪

8. Please indicate what public transportation improvements are needed in Augusta County and the Cities of Staunton and Waynesboro. *(Check your top three choices):*
- | | |
|--|--|
| <input type="checkbox"/> Service later in the evenings | <input type="checkbox"/> Service earlier in the mornings |
| <input type="checkbox"/> Additional Saturday service | <input type="checkbox"/> Sunday service |
| <input type="checkbox"/> On-demand service using my smartphone | <input type="checkbox"/> Safer buses |
| <input type="checkbox"/> Expanded service outside Augusta County and the Cities of Staunton and Waynesboro | |
| <input type="checkbox"/> Cleaner buses | <input type="checkbox"/> Improved on-time performance |
| <input type="checkbox"/> Improved access to transit information | <input type="checkbox"/> Lower fares |
| <input type="checkbox"/> Bus stop/shelter improvements | <input type="checkbox"/> No fares |
| <input type="checkbox"/> Other: _____ | |
9. Are there specific locations in the region that are not currently served by public transportation, but you feel should be in the future? Please be as specific as possible.
10. Would you support additional funding to expand public transportation in the future? Yes No
11. Please provide any comments you may have concerning public transportation in Augusta County and the Cities of Staunton and Waynesboro.

Please answer a few questions about yourself

12. What is your zip code? _____
13. How old are you? Under 18 18-24 25-34 35-54 55-64 65+
14. Do you have an internet enabled “smart” phone? Yes No
15. Do you have a valid driver’s license? Yes No
16. Do you have access to a functioning vehicle? Yes No
17. Do you consider yourself Hispanic/Latino? Yes No
18. Which one of the following best describes your race? (check all that apply)
- | | | | |
|---|---|--------------------------------|---|
| <input type="checkbox"/> White/Caucasian | <input type="checkbox"/> African American/Black | <input type="checkbox"/> Asian | <input type="checkbox"/> Prefer not to answer |
| <input type="checkbox"/> American Indian/Alaskan Native | <input type="checkbox"/> Native Hawaiian/Pacific Islander | | |
19. What is your employment status? (check all that apply)
- | | | | |
|---|--|------------------------------------|-------------------------------------|
| <input type="checkbox"/> Employed (Full-time) | <input type="checkbox"/> Student (Full-time) | <input type="checkbox"/> Retired | <input type="checkbox"/> Unemployed |
| <input type="checkbox"/> Employed (Part-time) | <input type="checkbox"/> Student (part-time) | <input type="checkbox"/> Homemaker | <input type="checkbox"/> Other |
20. What is your annual household income?
- | | | |
|--|--|--|
| <input type="checkbox"/> \$14,999 or less | <input type="checkbox"/> \$15,000 - \$29,999 | <input type="checkbox"/> \$30,000 - \$44,999 |
| <input type="checkbox"/> \$45,000 - \$59,999 | <input type="checkbox"/> \$60,000 - \$74,999 | <input type="checkbox"/> \$75,000 or higher |

To be eligible for a gift card drawing, please enter your contact information below.

Name: _____ Email or phone: _____