TRANSIT STRATEGIC PLAN • FY 2025 – FY 2034

Appendices

HAMPTON ROADS
TRANSIT

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APPENDIX A

Agency Profile and System Overview

FY2025 – FY2034

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Contents

Tables

Figures

Appendix A: Agency Profile and System Overview

A.1 History

Hampton Roads Transit (HRT) serves a 438 square mile area within the Hampton Roads region. HRT consists of six member cities: Chesapeake, Hampton, Newport News, Norfolk, Portsmouth, and Virginia Beach. The combined population of the six jurisdictions is approximately 1.15 million;[1] the 2045 projected population for the six jurisdictions is 1.53 million, a 13 percent increase over a 30-year period.[2] Out of the six cities, Chesapeake is projected to see the largest actual and percentage population increase over that period, with a projected growth of 78,383 people or 33 percent.[3] The average population density of the six cities is approximately 3,100 persons per square mile; however, there is a wide range of population densities in the service area, from over 22,000 persons per square mile in part of Downtown Norfolk to less than 20 persons per square mile in Chesapeake near the Great Dismal Swamp National Wildlife Refuge. The six cities served by HRT account for approximately 58.4 percent of economic activity in the region.[4]

The service area is divided by the James River. The service area on the *Southside* of the river consists of Chesapeake, Norfolk, Portsmouth, and Virginia Beach, and the service area on the *Peninsula* or *Northside* (between the James River, York River and Chesapeake Bay) is made up of Hampton and Newport News.

All six jurisdictions in the service area are home to United States military installations and various federal facilities, including: Naval Station Norfolk, Joint Expeditionary Base Little Creek - Fort Story, Naval Air Station Oceana, and Joint Base Langley-Eustis; there are approximately 150,000 active duty and civilian personnel in the region, and Norfolk is home to the world's largest naval base. The command headquarters of the North Atlantic Treaty Organization (NATO) is also located in Norfolk. Estimated Department of Defense (DOD) direct spending in Hampton Roads is estimated at $25.3 billion dollars in 2021.[5]

Originally, two transit systems developed independently on the Southside and Peninsula, Tidewater Regional Transit and Pentran, respectively. Electric trolleys operated in both areas before the turn of the 20th century and were gradually replaced by buses between the 1920s and 1940s. Paratransit service began in both areas of the region in 1979-1980, and ferry service between Norfolk and Portsmouth–operated by Tidewater Regional Transit– was established in 1983. Late night bus service began on the Peninsula in 1991.

Tidewater Regional Transit and Pentran merged in 1999 to create the Transportation District Commission of Hampton Roads (TDCHR), which operates as HRT. In 2008, HRT began an eight-route express bus service linking the seven jurisdictions that were part of the TDCHR at the time. In 2011, HRT completed and opened Virginia's first light rail line, The Tide, which provides service connecting Downtown Norfolk to the border of Norfolk and Virginia Beach. HRT currently operates 69 fixed-route bus services, including four seasonal routes serving oceanfront and recreational destinations in Virginia Beach.

A.2 Governance

HRT is a local government agency created pursuant to the Transportation District Act of 1964, Virginia Code §§ 33.2-1900, et seq. A 15-member board of commissioners (the Commission) governs the affairs of HRT, including its statutorily mandated functions as a regional transportation authority. The Commission typically meets on the fourth Thursday of every month and alternates meeting locations between its administrative facilities in Norfolk and Hampton.[6] In addition to monthly meetings of the full board, governance and oversight activities of the Commission are carried out with the advisement of several committees. These include Audit and Budget

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[1] US Census American Community Survey 2015-2019 5-Year Estimates.

[2] HRTPO, "Hampton Roads 2045 Socioeconomic Forecast and Transportation Analysis Zone Allocation" Accessed at https://www.hrtpo.org/uploads/docs/Hampton%20Roads%202045%20Socioeconomic%20Forecast%20and%20TAZ%20Allocation%20Report.pdf

[3] Ibid.

[4] 2019 Hampton Roads State of the Region Report, Dragas Center for Economic Analysis and Policy, Old Dominion University, Accessed at https://www.ceapodu.com/wp-content/uploads/2019/10/SOR%202019.pdf

[5] 2022 Hampton Roads State of the Region Report, Dragas Center for Economic Analysis and Policy, Old Dominion University, Accessed at https://digitalcommons.odu.edu/sor_reports/

[6] http://www.gohrt.com/about/governing-board/

Review; Operations and Oversight; Planning and New Starts Development; External and Legislative Affairs; Smart Cities and Innovation, Paratransit Advisory Committee; Management and Finance Advisory; and the Transit Riders Advisory Committee.

A.2.1 Membership

The Transportation District of Hampton Roads (TDCHR) has six member cities: Chesapeake, Hampton, Newport News, Norfolk, Portsmouth, and Virginia Beach. The board is comprised of two commissioners from each of its six member cities, representatives from the Virginia Senate and the Virginia House of Delegates, and a representative of the Transportation Secretariat. For commissioners representing member cities, there is one commissioner appointed by the member city, usually a city council person, and one non-legislative citizen commissioner who resides in the member city and is appointed by the Governor of Virginia. Terms of commissioners are typically four years. The Chairman of the Commonwealth Transportation Board (CTB), or their designee, serves as a commissioner *ex officio*, with voting privileges. **Table A-1** lists current TDCHR Commissioners. Officers of the Commission, elected at the annual meeting of the Commission to a one-year term, are also noted in **Table A-1**.

Table A-1: TDCHR Officers

Location	Officer	Term Expires
Virginia Beach	*Hon. Amelia Ross-Hammond (Past Chair)*	City Council Appointed
	Vacant	June 30, 2024
Newport News	Hon. Patricia P. Woodbury *(Chair)*	City Council Appointed
	Comm. August B. Bullock	June 30, 2024
Norfolk	Hon. Andria McClellan	City Council Appointed
	Comm. Kirk T. Houston	June 30, 2024
Chesapeake	Hon. Don Carey *(Vice-Chair)*	City Council Appointed
	Comm. Stephens Johnson	June 30, 2026
Hampton	Hon. Jimmy Gray	City Council Appointed
	Comm. Roland J. White	June 30, 2026
Portsmouth	Hon. Shannon E. Glover.	City Council Appointed
	Comm. Brad Hunter	June 30, 2026
CTB	Comm. Jennifer DeBruhl	Appointed
Virginia Senate	Hon. Lionel Spruill	Elected Office
Virginia House of Delegates	Vacant	Elected Office

A.2.2 Funding

In addition to agency-generated revenues through passenger fares, advertising, and other contract revenues, funding for HRT services is provided by federal, state, regional, and local subsidies. Local funding is provided based on a Cost Allocation Agreement, where service allocation in each city is based on the subsidy it provides after all federal, state, and farebox revenues are applied.[7] HRT, as with its predecessor agencies, has had no other significant revenue source since its founding in 1999. In 2020, however, the Virginia General Assembly passed historic legislation to establish the Hampton Roads Regional Transit Fund (HRRTF, or the "Fund"). This fund, comprised of a mix of sources, is expressly dedicated to supporting a regional program of public transportation that is planned and operated through HRT–the Hampton Roads Regional Transit Program (the "Program").

When establishing the HRRTF, the Virginia General Assembly emphasized the importance of having effective multimodal transportation, as it is essential for the region's economic growth, vitality, and competitiveness. To this

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[7] TDCHR Cost Allocation Agreement.

end, the Hampton Roads Regional Transit Program is documented in Chapter 6 of this TSP, as required by and consistent with the purposes and requirements outlined in the Code of Virginia related to the Program and usage of the Hampton Roads Regional Transit Fund. Namely, the Program is established to define and supply resources for the development, operating, and capital needs for both expansion and state of good repair of reliable regional transit operations. Pursuant to Virginia Code section 33.2-2600.1, et seq., the Program is explicitly for a "core regional network of transit routes and related infrastructure, rolling stock, and support facilities." The express goal of the Program is "to provide a modern, safe, and efficient core network of transit services across the Hampton Roads region." The adopted Program is also the foundation upon which any complementary regional transit planning is built and encompasses the operating and capital costs for transit infrastructure and operations that are eligible to be funded by the HRRTF.

The HRRTF itself is administered through the Hampton Roads Transportation Accountability Commission. The Fund is for "the development, maintenance, improvement, and operation of a core and connected regional network of transit routes and related infrastructure, rolling stock, and support facilities, to include the operation of a regional system of inter-jurisdictional high-frequency bus service, in a [the] transportation district in Hampton Roads."

Finally, the Hampton Roads Regional Transit Program documented in **Chapter 6** is also aligned to the service planning principles and framework detailed in Chapter 1 in **Section 1.2.2.** and **Section 1.2.3**. This includes top regional priorities of providing more reliable inter-jurisdictional bus service, with priority on more service frequency during hours of the day that most commuters are traveling between work and home.

A.2.3   Special Advisory Committees

Transit Riders Advisory Subcommittee

The Transit Riders Advisory Committee (TRAC) is a subcommittee to the TDCHR Executive Committee. The TRAC may have up to 14 members, including residents from each city in the service area; these residents are HRT customers. TRAC's function is to:

- Provide HRT administration with input and information on issues affecting HRT customers
- Suggest ideas for improving operations and services
- Provide input into HRT's customer outreach activities
- Share information with HRT customers and the community at large about HRT services and avenues for providing input concerning service improvements.

Paratransit Advisory Subcommittee

The Paratransit Advisory Committee (PAC) is a subcommittee to the TDCHR Executive Committee. The PAC may have up to 21 members; of those, up to 14 may be consumers, and up to seven may be service provider agency representatives. The TDCHR defines a consumer as "an individual, or parent, guardian, or caregiver of an individual with a disability, who is certified eligible for ADA paratransit services and has been using the Paratransit services of the Commission during the past six months."[8] The PAC's function is to:

- Advise TDCHR on implementation of HRT's Unified Service Plan & Policy for Complementary Paratransit Services Under the Americans with Disabilities Act
- Advise TDCHR on compliance issues relative to the Plan
- Share information with HRT customers and community-at-large about HRT's paratransit services
- Share information with HRT staff and the TDCHR regarding paratransit customer needs
- Provide input to the staff and the TDCHR on quality of service issues relative to paratransit services provided.[9]

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[8] Paratransit Advisory Committee, Accessed at https://gohrt.com/agency/governing-board/pac/
[9] Bylaws of the Transportation District Commission of Hampton Roads, Accessed at http://www.gohrt.com/wp-content/uplaods/2016/01/revised-bylaws.pdf

Management and Financial Advisory Committee

The Management / Financial Advisory Committee (MFAC) includes a designee of the CTB Chair and staff of HRT and member cities. Members serve as liaisons between the agency and City Managers of the component governments. Some of the key functions of MFAC include:

- To serve as an advisory body to make general or specific recommendations to the Commission
- To review the monthly financial statements as they pertain to each component government
- Ensure all financial information is communicated to the City Managers of the component governments on a regular basis
- To assist HRT in the development of transit services and programs that will complement component government plans and projects
- To facilitate development of HRT annual budgets in coordination with the component government budget development process
- To provide input to the Chief Financial Officer on improving HRT's financial and accounting practices.

A.3   Organizational Structure

A.3.1   Organization

TDCHR staff provide management and administrative support and serve to achieve the agency's goals and objectives. TDCHR staff includes the President and Chief Executive Officer (CEO), the Commission Secretary, Internal Auditor, and the Chief Financial Officer/Commission Treasurer.

The General Counsel and Internal Auditor serve at the pleasure of the Commission and have direct access to the Commission as required. On daily business matters, they report to the President and CEO. Additionally, the following HRT staff report to the President and CEO:

- Deputy Chief Executive Officer
- Chief Safety Officer
- Chief Financial Officer
- Chief Transit Operating Officer
- Chief Planning and Development Officer
- Chief Information and Technology Officer
- Chief Communications and External Affairs Officer
- Chief Engineering and Facilities Officer
- Chief Human Resources Officer
- Corporate Counsel
- Manager of Internal Audit.

Table A-2 provides an overview of these staff and associated departmental responsibilities. **Figure A-1** illustrates the organizational structure.

Table A-2: HRT Executive Team and Departments

Department	Title	Staff	Department Responsibility
Executive Department	President & CEO	William Harrell	Responsible for oversight of all functional areas within HRT. This includes leadership and unity of effort to achieve the vision and mission of the agency, as well as: ■ **Internal Audit:** Provides assurances on HRT's governance, risk management and control processes to help the organization achieve its strategic operational, financial and compliance objectives. ■ **Management Services**: Supports agency-wide programs and strategic activities, including the Capital Improvement Plan, Grants Administration, Title VI, DBE, Hampton Roads Regional Transit Program administration, records management, strategic planning, and performance tracking and reporting. Team members also support special projects and assignments on behalf of the Executive Department. ■ **Government Affairs**: Facilitates the development and implementation of the legislative policy agenda for the TDCHR.
	Internal Auditor	Malika Blume	
	Deputy CEO	Brian Smith	
	TDCHR Secretary	Luis Ramos	
Technology	Chief Information & Technology Officer	Michael Price	■ **Office of the CIO/CTO (Support Services):** Directs and coordinates agency-wide information resource planning to ensure that agency information technology (IT), information management (IM), and IT security resources are selected and managed to provide maximum value to the agency. The CIO/CTO has oversight responsibility over the entire Technology Department IT portfolio and has operational responsibilities consisting of local area networks, wide area networks, desktops and backend services for all HRT modes. The CIO/CTO also promotes entrepreneurship, innovation, investment and alliances to address transit issues by creating technology solutions. The CIO/CTO is also implementing a holistic cybersecurity plan to strengthen HRT's security framework. The CIO/CTO also directly maintains the Technology Project Management Office (TPMO), Fare Technology Operations Office (FTOO) and the Information Technology Security Office (ITSO). ■ **Technology Project Management Office (TPMO):** Serves as the primary point of contact for all technology-related project requests. The TPMO focuses on prioritizing projects and strategically utilizing resources to move projects to success. This includes identifying, prioritizing, authorizing, managing, and controlling information technology projects, programs, and other related work, to achieve specific strategic agency objectives. In addition, TPMO oversees Web Development that supports and maintains HRT's Website. ■ **Fare Technology Operations Office (FTOO):** Serves as the primary administrator and project management office for all fare and revenue technology systems. The FTOO works collaboratively with Revenue Services, Planning and Fleet Services to procure and manage all fare collection and revenue systems, equipment, hardware and software. ■ **IT Security Office (ITSO):** Responsible for ensuring network and information system security. Goals include establishing a standard, integrated approach to ensure HRT becomes secure and compliant as well as making sure that everyone who uses computer or network services understands how to keep their computer, data, and other electronic devices secure which is critical to keeping the agency and its assets protected. ■ **Technology Infrastructure & Operations Services (TIOS):** Provides wired and wireless connections between customer devices (such as workstations and laptops) and agency networks, providing internet access and HRT IT and OT systems, services and applications. Network Services assists with knowledgeable technical support to help manage relationships between HRT and external suppliers such as equipment supply houses and system maintenance vendors. Network Services also aims to provide reliable, high speed, secure, and accessible network services to sustain HRT business needs. The Technology Department runs the agency IT Helpdesk that includes support for all agency workstations, laptops, agency-procured cellular phones, multi-function devices for printing, faxing, scanning and copying. The Technology Department keeps key software and hardware up-to-date, available and secure. ■ **Intelligent Transportation Systems (ITS):** HRT's ITS division focuses on intelligent vehicles, intelligent infrastructure and the creation of an intelligent transportation system through integration with and between these two components. ITS staff manage and support a variety of on-vehicle transit technologies and applications. advanced sensors, computers,

Department	Title	Staff	Department Responsibility
			electronics, and communications technologies as well as management strategies – in an integrated manner – providing traveler information – to increase the safety and efficiency of the transit system. ■ **Enterprise Technology Solutions (ETS):** Responsible for managing the IT Services portfolio which consists of projects that have been approved by the CIO/CTO in collaboration with HRT Executive Management. Maintaining business relationships to ensure awareness of customer needs is the primary focus of ETS. Revenue Systems Support, Database Services, Web Services, Business Intelligence and Analytics are managed through this division. ■ **Enterprise Resource Planning (ERP) Services:** Responsible for providing implementation services and technical support, primarily for users of the agency's ERP systems including: PeopleSoft HCM and payroll, and the new Microsoft Dynamics 365 implementation and finally, the soon to be deployed Enterprise Asset Management System (EAM). ERP Services Staff specialize in application-level technical services and management of the support process with a focus on results oriented, quality support and responsiveness.
Marketing & Strategic Communications	Chief Communications Officer	Alexis Majied	Works across a range of disciplines to strategically share information about the agency's products and services using traditional and web-based platforms. Responsibilities include: ■ **Marketing & Communications**: Works to refine and improve the agency's brand while supporting HRT departments through creating, communicating, delivering, and exchanging information. ■ **Fare Media and Advertising Sales:** Works to increase the sale of fare media through partnerships with area businesses. Responsible for all internal and external bus and rail advertising, the GoPass 365 program, and fare media sales. ■ **Transportation Demand Management (TDM) program (TRAFFIX):** Oversees the administration of the regional TDM program, TRAFFIX, which provides commuter programs for vanpools, carpools, biking, walking, riding transit, and telework options. TRAFFIX staff work closely with DRPT, VDOT, the military, and various employers and local governments to administer programs associated with transportation alternatives. ■ **Public Outreach:** Plans, executes, and oversees all public outreach efforts for HRT.
Engineering & Facilities	Chief Engineering and Facilities Officer	Sibyl Pappas	Responsible for managing and maintaining HRT's engineering, construction projects and facilities. This includes the development, implementation, and continual improvement of HRT's physical infrastructure. Emphasis is placed on reducing costs, minimizing liability, and improving efficiency and quality of services. The Department is organized into five divisions: Construction; Engineering; Environmental Compliance & Sustainability; Asset Management and Project Management.
Finance Department	Chief Financial Officer	Conner Burns	Responsible for developing strategic goals and objectives, assessing, and monitoring financial and administrative performance, safeguarding the agency's assets, and ensuring the effective use of financial resources. Other responsibilities include: ■ **Accounting:** Provides accurate and timely financial accounting and reporting services. Responsible for the post-award financial and fiscal reporting functions for all HRT grant awards. Analyzes and prepares monthly financial reports and Comprehensive Annual Financial Report. ■ **Budget & Financial Analysis:** Prepares and submits the annual operating budget that supports the agency's goals and objectives. Establishes budgetary guidelines, communicates policies, procedures and best business practices and monitors compliance with HRT, federal and state policies. Reports statistical data to FTA, DRPT, and the American Bus Benchmarking Group (ABBG). ■ **Procurement:** Acquires supplies and professional and construction services in accordance with Virginia law and FTA regulations. Provides support to DBE efforts, helps identify opportunities for cost-savings. ■ **Revenue Services:** Collects, deposits, and accounts for all farebox revenue, is responsible for fare media purchases, and maintains control over fare media inventory.

Department	Title	Staff	Department Responsibility
Planning & Development Department	Chief Planning and Development Officer	Ray Amoruso	Direct the development and implementation of short and long-range service and system plans and programs for public transportation services and facilities, including HRT's ten-year Transit Strategic Plan (TSP) as well as the development of the information for high-capacity transit corridors, bus routes, schedules, and the annual Transportation Service Plans for member cities in accordance with the Cost Allocation Agreement. ■ **Service Planning & Scheduling:** Provides service planning and scheduling for all bus and trolley services, as well as strategic planning and quality assurance. Develops new routes and schedules, as well as modifies and redesigns existing routes and schedules to improve the efficiency and effectiveness of HRT's service structure. Manages the route planning process including bus stop locations, identification of locations for passenger shelters, and coordination with local governments and businesses. Maintains the agency database for bus stops and passenger shelters. Examines ridership counts, on-time performance data and conducts ride checks to ensure that services are being provided properly. Coordinates long range planning for future routes and services. Conducts data collection, not only for the National Transit Database, but also for the Planning and Scheduling staff when data is required for scheduling improvements and passenger loads. ■ **Customer Relations:** Provides customer service via the contact center and the transit centers. The contact center is the central point in which all customer contacts are managed via the telephone, email, and web. Information is entered into a formal database called the Customer Assistance System (CAS). The database is used to measure customer perceptions related to Key Performance Indicators. ■ **NTD Reporting:** Responsible for all non-safety monthly and annual reporting to the National Transit Database. Coordinates with other departments to obtain, analyze, and submit all relevant data. Also responsible for monthly service data reporting through the State's Online Grants Administration (OLGA) platform. ■ **Long Range Planning & Transit Development:** Facilitates the planning and management of fixed guideway and High-Capacity studies, major capital investment planning as well as transit-oriented development projects. Supports the preparation of requests for federal, state and local funding and manages the planning and environmental assessment for new rail, bus, ferry, and intermodal transportation. Responsible for conducting the agency-wide origin-destination survey every 3-5 years.
Safety	Chief Safety Officer	Dawn Sciortino	■ **Safety:** Achieve the highest practical level of safety for all HRT modes of transit to protect passengers, employees, revenues, and property. HRT has implemented a proactive, agency-wide safety program plan supported by the Federal Transit Administration (FTA). Responsible for the development and implementation of the Safety Management System for HRT. Supports HRT Departments in meeting the requirements set forth in the Public Transit Agency Safety Plan. ■ **Safety Policy:** Promotes commitment to safety performance through SMS. — Establishes clear safety objectives, and commitment to manage to those objectives. — Defines methods, processes, and organizational structure needed to meet safety goals. — Establishes transparency in management of safety through fully documented policy and processes, employee hazard reporting and resolution system, and accountability of management and employees. — Facilitates cross-organizational communication and cooperation. ■ **Safety Risk Management (SRM):** Determines the need for, and adequacy of, new or revised risk controls based on the assessment of system risks. Develops formal process within the SMS composed of: identifying hazards, assessing the risk, analyzing the risk, and controlling the risk. ■ **Safety Assurance (SA):** Evaluates the continued effectiveness of implemented risk control strategies. — Safety Management Systems process management functions that systematically provide confidence that HRT meets or exceed safety requirement.

Department	Title	Staff	Department Responsibility
			— Ensures compliance with SMS requirements and FTA standards, policies, and directives. — Provides insight and analysis regarding methods/opportunities for improving safety and minimizing risk through Information Acquisition, Data Analysis, and System Assessment. ■ **NTD Safety Submission:** HRT is mandated to report monthly to the NTD all Safety and Security accidents and incidents meeting the NTD thresholds. Reporting is required across all HRT modes, and includes data on fatalities, injuries, safety events and reliability. ■ **Safety Promotion:** Includes training, communication, and other actions to create a positive safety culture within all levels of the workforce. Safety promotion activities within the SMS framework include: — Advocating/strengthening a positive safety culture — System and safety communication and awareness — Matching competency requirements to system requirements — Disseminating safety lessons learned
Operations	Chief Operating Officer	Benjamin Simms	■ **Bus Maintenance Department:** — **Fleet Maintenance:** Conducts vehicle maintenance services, as well as management of all corporate inventory functions. There are three maintenance facilities: Norfolk, Hampton and one seasonally operated facility in Virginia Beach. — **Inventory Services:** Responsible for management and operation of two storage and distribution centers, as well as management of all purchase requisitions, delivery schedules, and storage levels of petroleum products, oils, and lubricants. — **Fleet Support Services:** Provides maintenance and support for mobile and portable radios, Advanced Communication System, Wi-Fi on buses, digital security camera systems, fare collection units, isolation boxes, Ticket Vending Machines, dispatcher consoles, towers, and emergency call boxes. Support Services team members are on-call 24 hours a day to respond to service needs. — **Warranty and Assets:** Manages and submits both OEM and vendor warranty claims for bus and rail divisions. Manages various contracts in bus and rail divisions. Works with various assets to dispose of per HRT policy. Assists in inventory and control projects and the day-to-day operation of the bus storeroom. ■ **Bus Transportation Service Department:** — **Transportation Services:** Supervises more than 500 bus operators, and approximately 46 supervisors and dispatchers (during seasonal service). — **Bus Training:** Responsible for training all Bus Operators and Bus Supervisors on the operation of bus vehicles and operating rules and procedures. ■ **Rail Maintenance Service Department:** — **Light Rail Vehicle Maintenance:** Conducts preventive and corrective maintenance, which is accomplished by a preventive maintenance program, nightly cleaning and servicing, and from direct feedback received from the operators on corrective maintenance needs. — **Light Rail Inventory:** Ensures material needs for the department are met, including consumable supplies and spare parts for both LRV maintenance and System's maintenance divisions. — **Light Rail Systems:** Responsible for all maintenance along the Light Rail Right of Way and all HRT Operations Facilities equipment. Staffed 24 hours a day, 7 days a week. ■ **Rail Transportation Service Department**

Department	Title	Staff	Department Responsibility
			— **Light Rail Transportation Services:** Oversees a department of 23 light rail operators, 12 controllers/dispatchers and one Manager of Rail. — **Rail Training:** Responsible for training all Rail Operators and Rail Controllers on the operation of the rail vehicles and associated operating rules and procedures. — **Ferry Services:** HRT contracts with Norfolk-by-Boat to provide ferryboat service on the Elizabeth River between Downtown Norfolk and Olde Town Portsmouth. Ferry service is also provided for special events at Harbor Park Stadium, home to Norfolk's Minor League Baseball team. The fleet consists of three, HRT-owned T-class, 150-passenger ferries that operate with dual control twin diesel engines. — **Paratransit Services:** Oversees a contractor to provide these services which operate the same days and hours as the regular service and are limited to the same areas as HRT's fixed route bus service. The current fleet dedicated to HRT's Paratransit service is comprised of 75 Agency-owned lift-equipped passenger vans complemented by 26 mini vans provided by the contractor along with Taxi/TNC support as needed. ■ **Support Vehicle Services:** Staff maintains a fleet of 134 non-revenue (or support) vehicles used by HRT employees for company business. The department performs all scheduled maintenance and repairs for the support vehicles and is responsible for tracking mileage and drivers and ensuring proper usage of fleet vehicles. ■ **Security:** HRT's President/CEO is ultimately responsible for secure operations and communicating security as a top priority for all employees. The Deputy Chief Transit Operations Officer is the department head, the Security Manager leads the security department daily and has primary responsibility for implementing the tasks and requirements set forth in the HRT SEPP and responsible for developing relationships and agreements with external organizations that contribute to the security program; Manages security services for all HRT facilities, including transfer centers, light rail vehicles, revenue vehicles, as well as non-revenue vehicles; Security card access, surveillance camera systems, and key and lock systems for all agency facilities are also overseen by the Security department. Staff works with police departments throughout the Hampton Roads area. ■ **Buildings and Grounds**: Staff support the ongoing maintenance and care for HRT's facilities and property.
Human Resources	Chief Human Resources Officer	Kimberly Wolcott	HRT has over 1,000 employees who maintain the fleet, operate buses and light rail vehicles, and maintain support services to the organization. Human Resources staff plays an integral role in providing quality supportive and innovative service and advice to our employees and to our management team while promoting a positive, safe, productive working environment that supports a work/life balance. Human Resources departments include Compensation & Benefits, Recruitment, Employee/Labor Relations, Performance Management and Compliance.
Legal	General Counsel	David Burton, Williams Mullen	The Legal Department is comprised of a Corporate Counsel who serves as a member of the Senior Executive Team and is responsible for providing legal advice and services to the President & CEO, other members of the Senior Executive Team, all departments, as well as the Board of Commissioners upon request.
	Corporate Counsel	Robert Travers	

HAMPTON ROADS TRANSIT

Figure A-1: HRT Transportation District Commission of Hampton Roads – Senior Executive Team and Executive Department
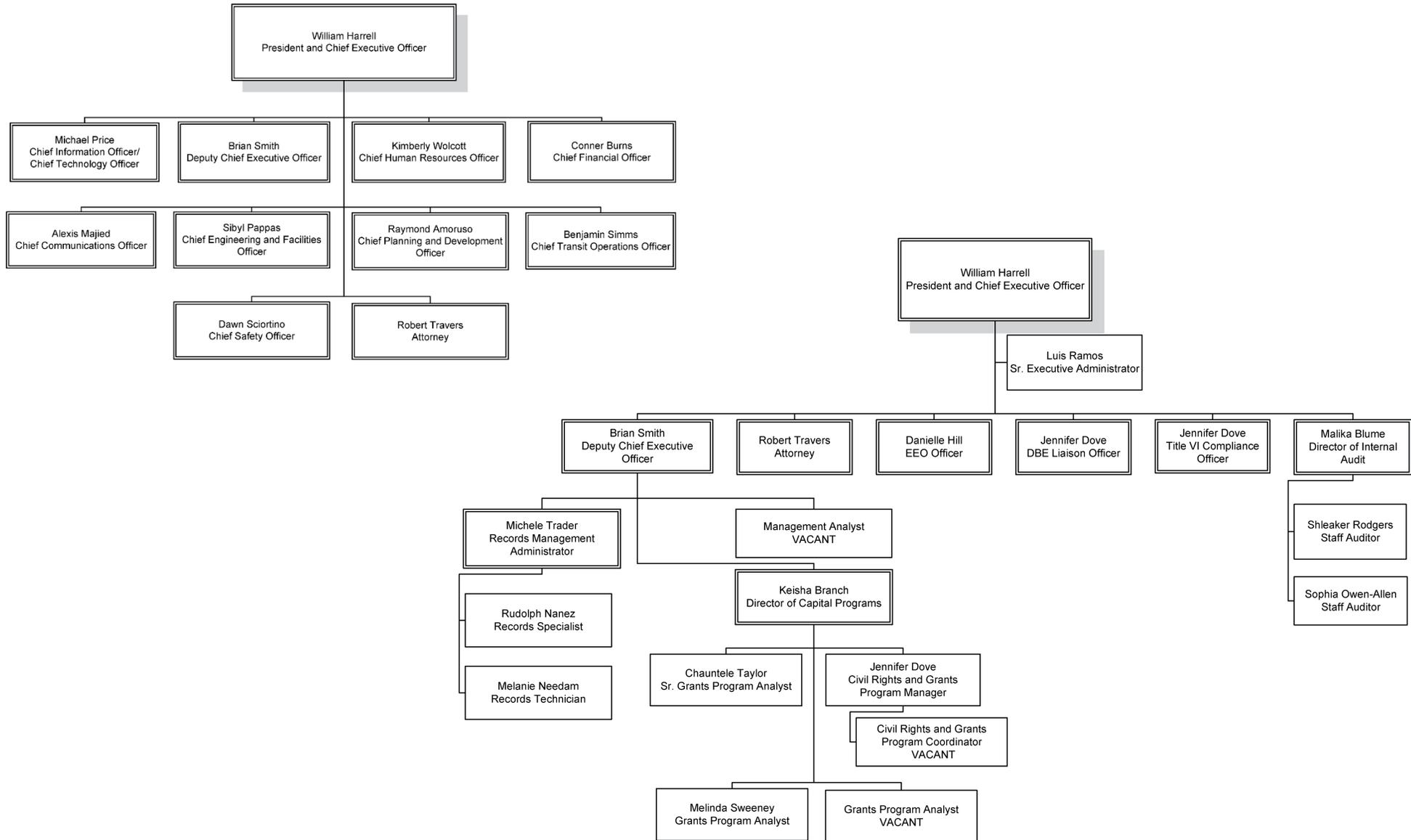
Note: The DBE Liaison Officer, EEO Officer and Title VI Compliance Officer report to the President and Chief Executive Officer for any compliance issues in their respective areas.

A.3.2   Contracted Transportation Services

HRT owns its ferry vessels and contracts to provide ferryboat service on the Elizabeth River between Downtown Norfolk and Olde Town Portsmouth, as well as special event services from April-September to Harbor Park Stadium, home to the Norfolk Tides, Norfolk's Minor League Baseball team. HRT contracts with Via to provide daily paratransit operations (**Table A-3**).

Table A-3: HRT Contracted Transportation Services

Service	Contractor	Contract Expiration
Elizabeth River Ferry	Norfolk-by-Boat	July 11, 2028
Paratransit Operation	Via	June 30, 2024[10]
Naval Station Norfolk Circulator	James River Transportation	August 30, 2025
Microtransit Demonstration Project	Via	June 30, 2023

A.3.3   Labor Unions and Contracts

HRT's contract with Amalgamated Transit Union (ATU) Local 1177 is approved through June 2024 (**Table A-4)**. ATU Local 1177 represents full- and part-time operators and permanent full-time hourly maintenance department employees at HRT, excluding clerical employees, guards, professional employees, or supervisors.[11]

Table A-4: HRT Labor Unions and Contracts

Union	Contract	Contract Length
Amalgamated Transit Union Local 1177	Agreement between ATU Local 1177 and HRT	July 1, 2021 – June 30, 2024

A.4   Services Provided and Areas Served

A.4.1   Area Served

HRT serves a 431 square mile area within the Hampton Roads Region. HRT consists of six member jurisdictions: Chesapeake, Hampton, Newport News, Norfolk, Portsmouth, and Virginia Beach. The population of the six jurisdictions combined is approximately 1.15 million.[12]

A.4.2   Services Provided

HRT provides the following service:[13]

■ Local, limited stop, regional express, and seasonal bus (trolley)
■ Navy Base Circulator (2 routes)
■ Demand response paratransit
■ Passenger ferry
■ Light rail
■ Transportation demand management vanpools.

Table A-5 details the total vehicles operated in maximum service for each mode in FY 2024.

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[10] The current paratransit contract has two one-year options available, which could extend the contract to January 31, 2025.
[11] Agreement between ATU Local 1177 and HRT, Contract Term July 1, 2021-June 30, 2024. Accessed at https://gohrt.com/wp-content/uploads/2021/11/CBA-2021-2024-public.pdf
[12] US Census American Community Survey 2015-2019 5-Year Estimates.
[13] In addition to the primary services, HRT is currently piloting microtransit services which are running from July 2022-January 2023. After the pilot period is over, the pilot will be evaluated.

Table A-5: Vehicles Operated in Maximum Service (November 2023)

Mode	Number of Vehicles
Bus	186
Paratransit	114[14]
Ferry Boat	2
Light Rail	6
Vanpool	26[15]

Local Bus Service
As of November 2023, HRT operates 34 local fixed-route service routes—22 routes on the Southside and 12 on the Peninsula. Fixed-route buses are equipped with bicycle racks and have low floors, ramps, or wheelchair lifts to assist the elderly and passengers with disabilities. Weekday service runs between approximately 4:30 AM and 1:30 AM (until 2:00 AM on the Virginia Beach (VB) Wave service in the summer).

Virginia Beach Wave and Bayfront Shuttle
The VB Wave and Bayfront Shuttle consist of four routes that operate seasonal service for residents and tourists in the Virginia Beach resort area during the summer. The VB Wave (Routes 30, 31, and 34) use replica trolley-style diesel buses and the Bayfront Shuttle (Route 35) uses 29-ft diesel buses.

Peninsula Commuter Service
HRT's Peninsula Commuter Service (PCS) is a five-route, limited stop bus service that provides service to major employers on the Peninsula, including the Huntington Ingalls Shipyard in Newport News. PCS routes offer commuter service with only one or two trips per day, designed to coincide with shift change times of major employers.

757 Express Service
HRT's 757 Express consists of 13 routes that provide regional backbone bus service operating in all six member cities, mostly along interstate highways. There are 10 routes designed for commuters (formerly known as MAX); and 5 Peninsula Commuter Service routes that are also 757 Express services. Some 757 Express routes operate throughout the day; others are designed for commuter service, only operating during peak periods.

Demand Response Paratransit
HRT contracts with Via to provide demand response paratransit service for persons with disabilities. Paratransit service is offered within three-quarters of a mile of any fixed-route bus service during the same hours of service as bus operations. Performance tracking for paratransit operations is accessible at HRT's online Accountability Center at https://gohrt.com/agency/accountability-center/.

Passenger Ferry
HRT contracts with Norfolk-by-Boat to provide daily service on the Elizabeth River between Downtown Norfolk and Old Town Portsmouth, using three 150-passenger ferries. Ferry service is also provided to the Harbor Park baseball stadium between April and September when the Norfolk Tides (Minor League Baseball team) play home games.

The Tide Light Rail
HRT opened Virginia's first fixed guideway light rail system in August 2011, called "The Tide." It operates on 7.4 miles of track in the City of Norfolk, stopping at eleven stations and connecting Downtown Norfolk with the eastern city boundary of Norfolk at Newtown Road and Princess Anne Blvd. The Tide operates nine light rail

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[14] The 114 paratransit vehicles include 86 vehicles from HRT's fleet. Under HRT's current paratransit operating model, transportation network companies and taxis fill the gap between the paratransit fleet size and the vehicles operated in maximum service.
[15] The 26 vanpool vehicles are operated by a third party and are not part of HRT's revenue fleet.

vehicles, powered by an overhead electrical system. Each vehicle can carry up to 160 passengers. Nineteen HRT bus routes offer direct connections to eight Tide stations, and four Tide stations have a combination of almost 800 free parking spaces.

Transportation Demand Management Vanpools
HRT facilitates commuters' access to vanpools, carpools, and telework options through TRAFFIX, the region's transportation demand management (TDM) program. Through TRAFFIX, commuters can utilize a van owned by a third-party leasing company. HRT facilitates commuters' access to vanpools, carpools, and telework options through TRAFFIX, the region's transportation demand management (TDM) program. Through TRAFFIX, commuters can utilize a van owned by a third-party leasing company. In FY 2023, 212 commuters used vanpooling through TRAFFIX.

A.4.3   Bus Stop and Shelter Placement

Bus Stop Location Guidelines
When establishing new bus stops or replacing existing bus stops, HRT coordinates with local jurisdictions to locate and identify mutually acceptable locations. Local jurisdictions make the final decisions about bus stop placement or relocation, as bus stops typically have significant interface with public right-of-way and vehicular traffic. HRT considers many elements when locating a bus stop:

■ Stops should be placed based on population density and/or major passenger generators (i.e. major employment centers, regional shopping centers, hospitals, etc.)
■ Distance between bus stops should be a minimum of 1,056 feet (one-fifth mile) and a maximum of 1,320 feet (one-quarter mile) apart or three to four blocks apart
■ Presence of sidewalks, marked crosswalks, and curb ramps
■ Protected crossings at signalized intersections
■ Connection to nearby pedestrian circulation system
■ Access for elderly and people with disabilities
■ Convenient passenger transfers to other routes
■ Effect on adjacent property owners.

Further guidelines for new bus stops – including bus operations, traffic and rider safety, placement at intersections, passenger boarding areas, bus stop access, and ADA requirements – can be found in HRT's "Bus Stop Location" policy document (PD – 106) (updated June 30, 2023).[16]

Shelters
HRT's Passenger Guidelines in the "Passenger Amenity" policy document (PD – 113) (updated June 30, 2023) classify different types of transit stops by level of use, and identify the appropriate amenities for each stop type, including bus stop shelters (**Table A-6**). Bus benches are typically placed at stops with an average of 25 or more daily boardings. Stops with 40 or more average daily boardings typically would warrant installation of a bus shelter unless there are right-of-way constrictions. As part of the 757 Express Program, HRT will also add additional passenger amenities along Regional Backbone Routes as described in **Chapter 6**. Some of these locations may not currently have 40 boardings per day, but with the increased service frequencies it is anticipated that ridership on Regional Backbone routes will grow substantially.

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[16]"Bus Stop Location" policy document (PD – 106), June 30, 2023.

Table A-6: HRT Amenity Placement Guidelines[17]

Stop Type	Average Daily Boardings	Bench, Trash Can	Shelter
Standard	0-24	N	N
Enhanced	25-39	Y	N
Sheltered	25+ Priority 40+	Y	Y
Transfer Center	5-9 routes	Y	Y
Transit Center	10+ routes	Y	Y
Fixed Guideway	Tide, Ferry	Y (bench only)	N

A.4.4   Bicycle Amenities

All HRT buses and light rail vehicles are equipped with bike racks. Bicycle amenities at HRT transit stops include bicycle parking, bicycle lockers, on-bus racks, or other infrastructure. The distribution of these amenities may be based on a number of factors, including bicycle ridership, local infrastructure requirements, and connectivity. However, bicycle amenities are not currently required at transit stops—for each type of transit stop, HRT's amenity guidelines note that the bicycle amenities will vary.

A.4.5   Pedestrian Amenities

HRT's guidelines for pedestrian amenities, as found in its "Passenger Amenity" policy document (PD – 113), are classified by the level of transit stop. All HRT bus transit stops are required to have an ADA-accessible alighting pad, cover ADA accessibility, a minimum sidewalk width of five feet, and basic signage.[18] At a standard stop, HRT only requires a sidewalk, signage, and an ADA alighting pad; however, enhanced stops, which expect 25-39 average daily boardings, are required to have a bench and trash receptable. Additional amenities, for stops with higher average daily boardings, include shelters, food and beverage vending machines and vendors, restrooms, and water fountains.

A.4.6   ADA Requirements

HRT provides demand response paratransit service for persons with disabilities. Paratransit service is offered to origins and destinations within three-quarters of a mile of any fixed-route service during the same hours of service as bus, light rail, and/or ferry operations. All paratransit riders must be certified through an eligibility application process.[19]

All HRT transit services are wheelchair accessible. HRT's "Bus Stop Location" policy document (PD – 106) also includes ADA design requirements for bus stops, in particular at passenger boarding and alighting areas.[20]

The HRT Paratransit Advisory Committee (PAC) is a subcommittee under the TDCHR Executive Committee. The PAC provides a vital communication link between the TDCHR, persons with disabilities who use or may use HRT services, and service providers to the disabled community on matters related to paratransit service within HRT's service area.

A.4.7   TDM Program (TRAFFIX)

TRAFFIX was established in 1995 as Hampton Roads' regional transportation demand management (TDM) program. TDM has traditionally focused on commuter ridesharing, air quality mitigation, reduced trip generation

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[17] "Passenger Amenity" policy document (PD – 113), June 30, 2023.
[18] Ibid.
[19] HRT Paratransit, Accessed at http://www.gohrt.com/services/paratransit/
[20] "Bus Stop Location" policy document (PD – 106), June 30, 2023.

or parking needs, and increased multi-modal options in transportation plans. However, the U.S. Department of Transportation has updated the definition of TDM to focus on traveler choice:

"Managing demand is about providing travelers, regardless of whether they drive alone, with travel choices, such as work location, route, time of travel, and mode. In the broadest sense, demand management is defined as providing travelers with effective choices to improve travel reliability."[1]

TRAFFIX receives funding through the Virginia Department of Rail and Public Transportation (DRPT) as well as federal funding administered through the Hampton Roads Transportation Planning Organization (HRTPO). HRT administers TRAFFIX and program grants are directed through HRT.[2] Through TRAFFIX, commuters have better access to vanpools, carpools, telework options, as well as parking options.

TRAFFIX Programs[3]

- **Vanpools/Carpools/Telework:** TRAFFIX provides and facilitates access to vanpools, carpools, and telework options for commuters; in FY 2023, 27 vanpools were registered with TRAFFIX and 212 commuters participated in vanpools via the TRAFFIX program. TRAFFIX promotes the annual Telework Week, as well as other telework messaging.

- **Employer Services:** TRAFFIX TDM Programs include Agile Mile, a ride-matching and commuter reward program that offers rewards to commuters logging non-SOV trips. In FY 2023, 14,734 commuters were members of the TRAFFIX Program with 4.7 million reduced vehicle miles traveled recorded in Agile Mile, including carpooling, vanpooling, biking, walking, telecommuting, and taking public transportation.

- **Guaranteed Ride Home:** Provides carpool, vanpool, transit, or active transportation commuters with a reliable ride home if an unexpected emergency occurs after they arrive at work. Commuters can use this program up to two times a month, not to exceed six times a year. In FY 2023, 30 rides were given under this program.

- **GoPass365 Program:** GoPass365 is a discounted bus pass that allows users unlimited usage of HRT's services (light rail, bus, ferry, VB Wave and MAX) by showing a GoPass365 and photo ID. The passes are purchased by colleges, employers, and other businesses to provide a transit incentive or benefit to students or employees. In FY 2023, there were 5054 GoPass365 passes sold, and ridership reached 438,362. The top three GoPass365 clients were Newport News Shipbuilding, Old Dominion University, and Downtown Norfolk Council Consortium.

- **Military Benefits:** To reduce the number of commuters driving alone to military installations, the U.S. Navy, Marines, and Air Force offer a Transportation Incentive Program (TIP) to their members, and the U.S. Army offers a Mass Transportation Benefit Program (MTBP). These transportation benefits are issued as debit cards, which can be used at HRT ticket vending machines or customer service centers.

A.4.8   Transportation Network Companies (TNCs)

Ride hailing services like Uber and Lyft are available across the entire HRT service area, shown in **Figure A-2** and **Figure A-3**, respectively. Both Uber and Lyft offer on-demand services in mid-size or larger vehicles; ride-pooling services (such as UberX or Lyft Line) are not available in the region.

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[1] U.S. Department of Transportation Federal Highway Administration, "Transportation Demand Management." Accessed at http://www.ops.fhwa.dot.gov/plan4ops/trans_demand.htm

[2] TRAFFIX Long-Range Transportation Demand Management (TDM) Plan, 2010. Accessed at http://www.drpt.virginia.gov/media/1256/traffix-tdm-plan_feb-2010.pdf

[3]2021 TRAFFIX Annual Report. Accessed at https://gotraffix.com/wp-content/uploads/2022/01/FY2021-TRAFFIX-Annual-Report.pdf

Figure A-2: Uber Service in HRT Service Area[21]
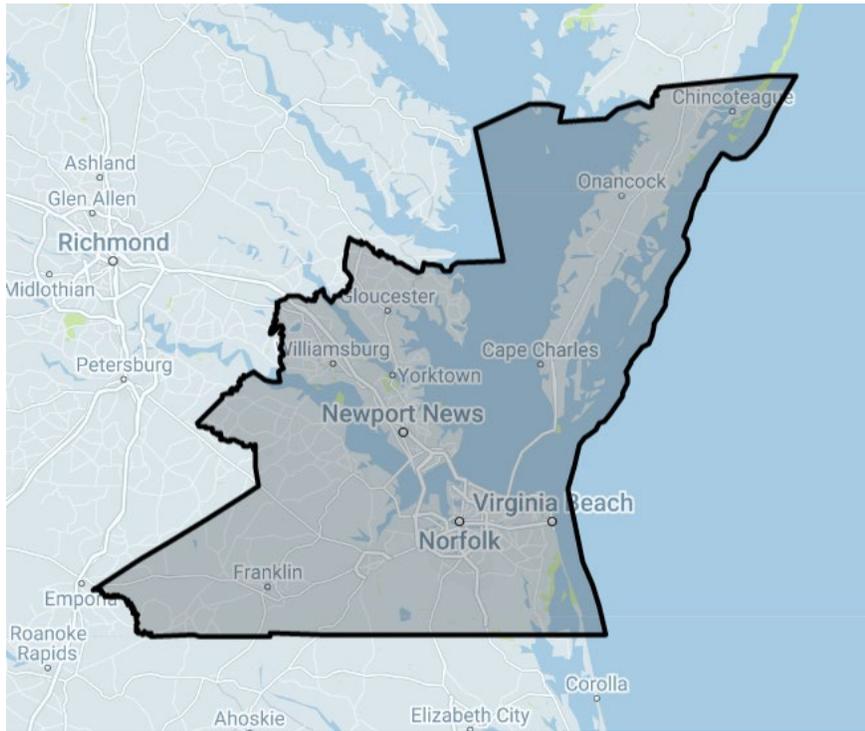
Figure A-3: Lyft Service in HRT Service Area[22]

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[21] Image source: https://www.uber.com/global/en/cities/virginia-beach/
[22] Image source: https://www.lyft.com/rider/cities/virginia-beach-hampton-roads-va
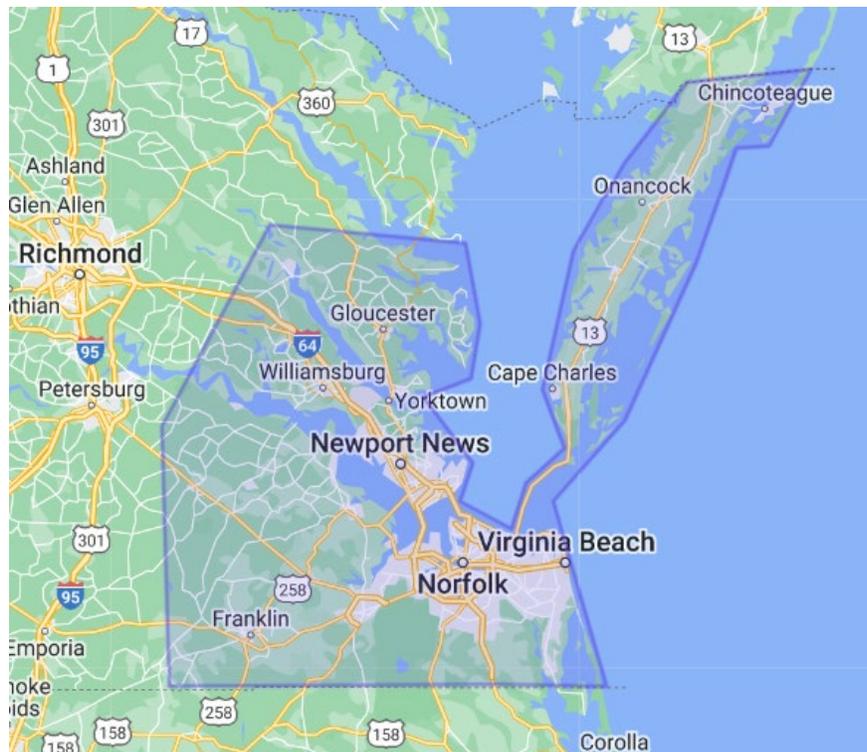
A.4.9   Taxi

For-hire vehicles, including taxis, are governed by each city's local ordinances rather than a taxicab commission. Some cities (e.g., Norfolk) allow the City Manager or a Board to create additional regulations for taxis.

Z-Trip provides a regional taxi dispatch service in the HRT service area, and all taxi services in the region operate under the Z-Trip name. Taxis in the service area can be booked through phone, website, or the smartphone app, App-a-Cab.[23] A full list of taxicabs authorized to operate in the Hampton Roads service area can be found on the Virginia Department of Motor Vehicles website.[24]

A.4.10 Transportation for Seniors

Seniors over the age of 65 qualify to ride HRT fixed-route services for a discounted fare. Seniors who are also paratransit customers using fixed-route services can present valid forms of identification to receive free service on HRT's bus, light rail, and ferry service. Several other organizations in the HRT service area offer senior transportation, including those listed in **Table A-8**.

Table A-7: Senior Transportation HRT Service Area

Organization	HRT Service Area	Service Name
Senior Services of Southeastern Virginia	Chesapeake, Norfolk, Portsmouth, Virginia Beach	I-Ride Transit[25]
Peninsula Agency on Aging, Inc.	Hampton, Newport News	PAA Transportation Services[26]

A.4.11 Other Transportation Services

Amtrak

Amtrak service is available at the Newport News station on the Peninsula and Harbor Park station in Norfolk. Amtrak service is also available in Williamsburg. Both the Norfolk and Newport News stations provide connections to Amtrak's Northeast Regional service, which operates on the Northeast Corridor between Boston and Washington, D.C., with several additional Virginia destinations (**Table A-9** and **Figure A-4**).[27]

On the Peninsula, the City of Newport News is nearing completion of a new multi-modal station near Bland Boulevard in Newport News, which will replace the current Amtrak station near Mercury Boulevard. The new facility is planned to accommodate HRT buses, as well as taxis and airport shuttles. The new station is expected to open in 2024 and will be served by Route 108.

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[23] Hampton Roads Transportation, Inc. Accessed at http://www.hrtitaxi.com/about-us
[24] Virginia DMV, Search/Filter Licensed Transportation Services. Accessed at https://www.dmv.virginia.gov/general/#auth_mc.asp
[25] I-Ride Transit. Accessed at https://www.ssseva.org/page/i_ride-transit/
[26] PAA Transportation Services, Accessed at https://www.paainc.org/transportation-services.html
[27] Amtrak Virginia Service Timetable, Updated November 2016. Accessed at https://www.amtrak.com/ccurl/1018/288/Northeast-Corridor-Scheudle-W06-11416.pdf

Table A-8: Amtrak Service in Hampton Roads

Station	Address	Trains per day	Amtrak Bus Service	HRT Service
Newport News	9304 Warwick Blvd Newport News, VA	**Monday-Thursday:** Two arrivals, two departures **Friday-Sunday:** Two arrivals, one departure	Thruway connecting buses available to Norfolk and Virginia Beach	106, 107
Norfolk	280 Park Ave Norfolk, VA	**Monday-Friday:** Three arrivals, three departures **Saturday-Sunday:** Two arrivals, three departures	Thruway connecting buses available to Virginia Beach and Newport News	The Tide
Williamsburg	468 N Boundary St Williamsburg, VA	**Monday-Sunday:** Two arrivals, two departures	-	121

Figure A-4: Amtrak Train and Thruway Bus Service Connections to Hampton Roads[28]
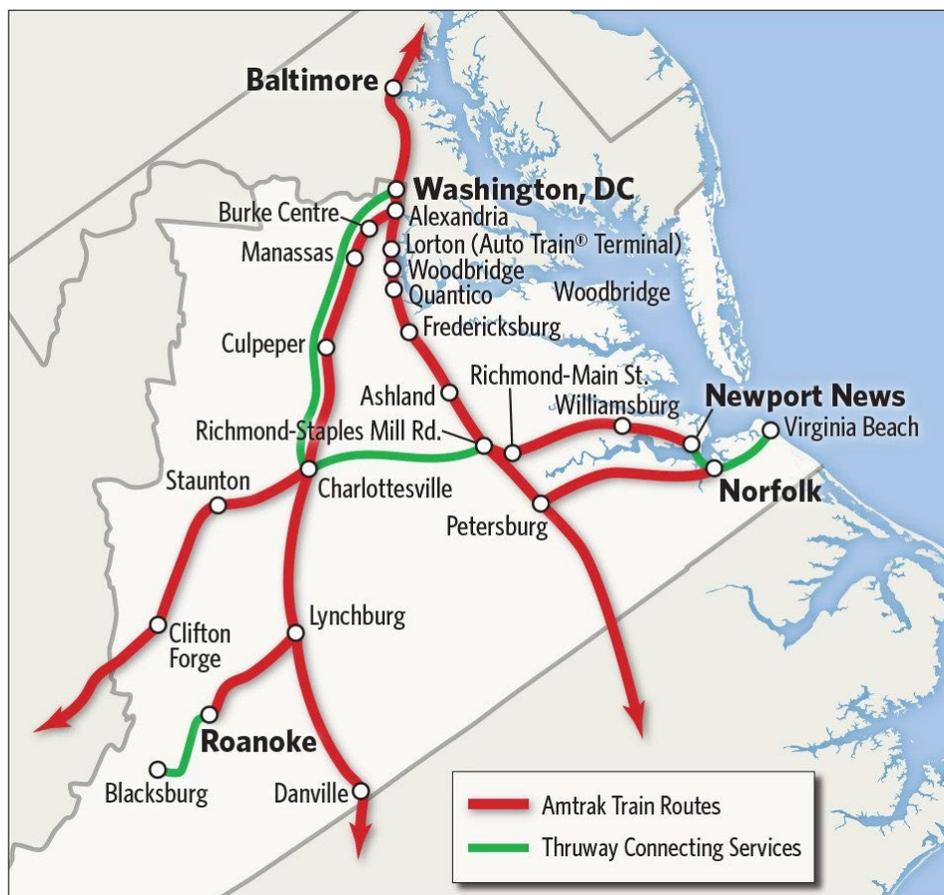
Regional Bus

Greyhound, an intercity bus service with over 2,700 destinations in the United States, stops at four locations in the HRT service area: Hampton, Norfolk, Virginia Beach, and Williamsburg.[29] Megabus, which provides intercity regional bus service in many parts of the United States, stops at the Norfolk Premium Outlets, Newport News Transit Center, and Virginia Beach Visitors Center (**Table A-10**).[30]

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[28] Image source: https://www.amtrak.com/virginia/bus-connections
[29] Greyhound Bus Station Locator, Accessed at http://locations.greyhound.com/
[30] Megabus Route Map, Accessed at https://us.megabus.com/stops

Table A-9: Intercity Bus Service in HRT Service Area

Station	Address	Intercity Bus Services	HRT Service
Hampton Bus Station	2 W Pembroke Avenue, Hampton, VA	Greyhound	Routes 101, 102, 103, 109, 110, 114, 115, 117, 118, 120, 403, 961
Newport News Amtrak Station	9304 Warwick Blvd Newport News, VA	Amtrak Thruway Service	Routes 106, 107
Newport News Transit Center	105 35th Street Newport News, VA	Megabus	Routes 64, 101, 103, 104, 105, 106, 107, 112, 405, 414, 415, 430, 415, 430, 961, 967
Norfolk Amtrak Station	280 Park Ave Norfolk, VA	Greyhound, Amtrak Thruway Service	The Tide
Norfolk Premium Outlets	1600 Premium Outlets Blvd Norfolk, VA	Megabus	-
Circle D Food Market	971 Virginia Beach Boulevard, Virginia Beach, VA	Greyhound	Route 20
Virginia Beach Bus Stop	2100 Parks Ave Virginia Beach, VA	Megabus, Amtrak Thruway Service	Routes 20, 33, 34, 35, 960
Williamsburg Bus Stop	468 N Boundary Street, Williamsburg, VA	Greyhound	Route 921 (WATA Routes 1, 2, 3, 5, 6, 7)

Other Public Transit

The City of Suffolk, located just west of HRT's Southside communities, operates Suffolk Transit, which provides fixed-route and paratransit service to Downtown Suffolk and surrounding areas. Suffolk Transit was formed in January 2012, utilizing Virginia Regional Transit as the City's contracted service provider. Suffolk Transit operates six fixed routes. The Purple route currently connects with HRT Route 47 at the Walmart in Suffolk and the Pink route connects with HRT Routes 44 and 967 at the Chesapeake Square Mall.

The Williamsburg Area Transit Authority (WATA) operates 10 routes serving the City of Williamsburg and parts of James City County, Surry County, and York County. Six WATA routes (Route 1: Lee Hall, Route 2: Richmond Rd, Route 3: Merrimac Trail, Route 5: Monticello, Route 6: Jamestown, Route 7: Mooretown) serve the Williamsburg Transportation Center, which connects to HRT Route 121. HRT Route 108 also connect with the WATA Route 1: Lee Hall at Lee Hall in Newport News.

Carshare

Zipcar, a short-term car-rental service, has cars at Old Dominion University in Norfolk and the College of William and Mary in Williamsburg.[31]

A.5   Fare Structures, Payments, and Purchasing

A.5.1   HRT Fare Structure and Types

Fare Structure

Passenger boardings on HRT buses are subject to the fares shown in **Table A-11**. In 2014, after nine public hearings, HRT raised fares for the first time in 15 years, from $1.50 to $1.75; the fares increased again in October 2017 from $1.75 to $2.00.

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[31] Zipcar, Where the Cars Are. Accessed at http://www.zipcar.com/cities

Table A-10: HRT Fares

Ticket/Pass Type	Adult	Discounted Fare
Local Bus, 757 Express (formerly MAX), Light Rail, & Ferry		
Cash	$2.00	$1.00
1-Day Pass	$4.50	$2.25
1-Day Pass *(Bundle of 5)*	$21.00	$10.50
7-Day Pass	$22.00	n/a
30-Day Pass	$70.00	$40.00
VB Wave		
Cash	$2.00	$1.00
1-Day Pass	$4.50	$2.25
3-Day Pass	$8.00	$4.00
Paratransit		
Clients - Cash	$3.50	-
Personal Care Attendant[32] - Cash	$0.00	-
Guests - Cash	$3.50	-

In July 2023, HRT updated its fare policy to reduce the fare on all 757 Express commuter routes (formerly MAX). Under the new policy all 757 Express routes have a fare of $2.00 per ride or $4.50 for a 1-day pass, down from $4.00 and $7.50 respectively. As a result of this change, all fixed-route services are offered at the same fare for a single trip or 1-day pass.

Under HRT's fare policy HRT staff report annually to the TDCHR with a "review of farebox revenues, farebox recovery ratio and ridership for the entire system and by mode." Tracking and reporting of these metrics and other key performance information is also done on a monthly basis during TDCHR committee and board meetings. HRT staff make recommendations for solutions, which may include fare adjustments, to maximize transit service usage and achieve farebox revenue goals.[33] In that regard, HRT updated the fare policy structure in its July 2021 updated Fare Policy.

Bus/Light Rail Fare Types
The following fare types are available for all HRT bus and light rail services.

- **One Day GoPass:** Unlimited access to all HRT services, except MAX, which requires an additional fee. The One Day GoPass is good for bus, light rail, and ferry services.
- **Children/Youth:** Those 17 years old and younger can ride on any HRT vehicle for free if they:
  — Are accompanied by an adult fare-paying passenger
  — Use a Student Freedom Pass
  — Provide a valid proof of age, including a school ID with photo, DMV identification card, or HRT Youth ID.
- **Senior citizens:** Those 65 years old and over can pay a reduced fare for local bus, light rail, ferry, VB Wave, and 757 Express cash fare (half the full fare for all products except the 30-day pass) with a DMV ID, Medicare ID (with photo ID), HRT's Discounted Fare ID, or any other proof of age that includes a photograph.
- **Persons with Disabilities:** Persons with disabilities can pay a reduced fare for local bus, light rail, ferry, VB Wave, and 757 Express cash fare (half the full fare for all products except the 30-day pass) with an HRT Discounted Fare ID, or an ADA Paratransit ID (with photo). Identification is required at time of farecard purchase.

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[32] A personal care attendant (PCA) provides personal assistance to disabled passengers.
[33] Hampton Roads Transit Fare Policy, July 2023.

- **Medicare Cardholders:** Medicare cardholders can pay a reduced fare for local bus, light rail, ferry, VB Wave, and 757 Express cash fare (half the full fare for all products except the 30-day pass) with a Medicare card ID or HRT Discounted Fare ID.
- **Cash fare:** HRT accepts exact fare only; bus/light rail/ferry operators cannot make change.
- **757 Express (formerly MAX):** Passengers can board the 757 Express (formerly MAX) using any valid fare pass.
- **Paratransit:** Persons with disabilities who have applied for and received an ADA Paratransit ID can use this service and bring a personal care attendant (PCA) at no additional cost and a guest at the same fare as the paratransit-eligible rider.

HRT's complete Discounted Fare ID guidelines and a list of accepted forms of ID are available at https://gohrt.com/fares/discounted-fare-id/ or on an HRT route schedule. HRT does not refund any purchase.

A.5.2   HRT Fare Payment

On-Board Payment Methods
All HRT buses, trolleys, and ferries are equipped with electronic fareboxes which accept cash, coins, and HRT magnetic-stripe farecards.

Ticket Vending Machines
Ticket vending machines (TVMs) are located at transfer centers, Tide light rail stations, Naval Station Norfolk, the High Street ferry dock, and several VB Wave stops (**Table A-12**). TVMs sell fare cards for local bus routes, MAX services, VB Wave, and ferries, as well as reduced fare passes for seniors and persons with disabilities. TVM screens prompt customers to select and purchase a fare card, which is then dispensed from the machine. TVMs accept cash, credit, and debit transactions. Passes are not active until inserted into a farebox.

Table A-11: Ticket Vending Machine Locations

Locations	Address
Downtown Norfolk Transfer Center	434 St. Paul's Boulevard, Norfolk
Newport News Transfer Center	150 35th Street, Newport News
Hampton Transfer Center	2 W Pembroke Avenue, Hampton
Naval Station Norfolk	Building C-9, Bacon & Gilbert, food court/mini-mart area
Elizabeth River Ferry	1 High Street, Portsmouth
The Tide Light Rail Stations	- EVMC/Fort Norfolk - York Street/Freemason - Monticello - MacArthur Square - Civic Plaza - Harbor Park - Norfolk State University - Ballentine/Broad Creek - Ingleside Road - Military Highway - Newtown Road

Retail Outlets
HRT fare cards are also sold at numerous retail outlets in Chesapeake, Hampton, Newport News, Norfolk, Portsmouth, and Virginia Beach. Retail locations include approximately 163 locations, including:

- Grocery stores
- Gas stations
- Convenience stores
- Tourism centers

■ Military bases.

A full list of retail outlets, organized by jurisdiction, is available on the HRT website here: https://gohrt.com/fares/where-to-buy/.

Bulk Purchases
HRT administers bulk purchases of fare cards. Orders can be placed online at HRT's website. There is a $300 minimum purchase for mail orders.[34]

Transfer Agreements
HRT does not currently have any transfer agreements between HRT transit services and other transit services in the region (for example, free or reduced-price transfers, etc.).

A.6   Transit Asset Management Plan - Existing Facilities and Vehicle Fleet

In October 2018, HRT developed and began implementation of its Transit Asset Management Plan (TAM) to achieve a state of good repair (SGR) for all public transit assets. HRT adopted an update to the 2018 TAM Plan in Fall 2022. The TAM Plan supports a data-driven approach to maintenance, rehabilitation, enhancement, and replacement. With over $809 million in value, HRT's assets represent a significant public investment in public transit infrastructure and services. HRT monitors and manages its assets to enhance safety, reduce maintenance costs, increase reliability, and improve performance by implementing the following initiatives:

■ Building an inventory of capital assets with up-to-date asset condition.
■ Setting condition and performance targets for major asset classes.
■ Aligning prioritization criteria across HRT plans.
■ Implementing specific asset maintenance, rehabilitation, enhancement, and retirement actions.
■ Evaluating and reporting agency performance against targets.
■ Identifying and acquiring the necessary resources to meet these targets.

These initiatives are guided by HRT's Asset Management Policy, which is guided by FTA's Final TAM Rule as required by Moving Ahead for Progress in the 21st Century Act (MAP-21).

HRT's Asset Management Policy statement reads:

> *HRT is committed to achieving and maintaining HRT-owned assets in a state of good repair and to fostering a culture of continual improvement in asset management planning and performance in order to provide safe, reliable, efficient and sustainable transit services.*

HRT's TAM Plan contains fundamental guidance for today and serves as the baseline for HRT's future asset management efforts. It is an essential tool for the agency to undergird an organization-wide culture and directive to achieve SGR through a data-driven approach to maintaining, rehabilitating, enhancing, and replacing assets in an efficient, financially responsible, and sustainable way. The plan also demonstrates compliance with the FTA's associated reporting requirements.

Every department at HRT is responsible for implementing asset management practices for their assets. The President and CEO is responsible for overseeing the development of asset management plans and procedures, enforcing policy, and reporting to HRT's governing board on the status of asset management. The Engineering and Facilities department leads the coordination of these activities and maintains the TAM Plan.

HRT will review and update the plan at least once every four years to ensure continued improvement and a relevant strategy for achieving SGR and levels of service commensurate with the needs of HRT's customers. More frequent updates of this plan may occur based on the process for evaluation described in the plan.

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[34] https://gohrt.com/bulk-ticket-sales/

HRT acknowledges the challenge of managing key public transit assets for the region under realistic budget constraints. Therefore, HRT is committed to implementing a data-driven, outcome-based approach to maintaining assets in SGR and prioritizing reinvestments in critical assets. To support ongoing improvement in asset management practices, the TAM Plan includes an Improvement Program to guide HRT's short, medium, and long-term actions to achieve the best level of service from existing assets.

A.6.1   Existing Facilities

HRT service delivery relies on four key asset groups:

- Revenue vehicle fleet (see **Section A.6.2**)
    - Bus fleet
    - Ferry fleet
    - Light rail fleet
    - Demand response fleet
- Light rail guideway and systems
    - Bridges
    - Track
    - Signaling and power (catenary)
- Passenger facilities
    - Bus stops and amenities
    - Transit centers
    - Light rail stations/platforms
    - Ferry docks
    - Park & ride lots
- Support facilities
    - Administrative and employee restrooms
    - Maintenance facilities
    - Maintenance equipment.

Light Rail Bridges

The Tide light rail system includes five bridges, of various lengths, which are inspected periodically and maintained by the Facilities department. These bridges include:

- Smith Creek Bridge
- Lamberts/Brambleton Viaduct
- Sewells Point Branch Bridge
- Moseley Creek Bridge
- Broad Creek Bridge.

Passenger Facilities

Bus Stops & Amenities

HRT operates bus services at approximately 2,700 bus stops—including bus bays at transit centers. A majority of these stops, over 2,300, are "signage only" stops where HRT only owns the bus route signs. The remainder of stops include HRT-owned passenger amenities, which can be any combination of the following:

- Signage/display cases
- Shelter(s)
    - As of August 2023, 482 shelters were installed at HRT bus stops.
    - By the end of 2023 there will be 500+ shelters installed at bus stops.
- Benches/seating
    - By the end of 2023 there will be 50 new benches installed at bus stops.
    - Trash cans are also installed when benches are installed.

- Trash cans
  — Benches are also installed when trash cans are installed.
- Lighting
  — There are approximately 15 bus stops with solar lights as of August 2022. No additional solar lights were installed at a bus stop between August 2022 and November 2023.
- Bike racks
- Security cameras
- Site improvements (pedestrian sidewalks, paving, landscaping, etc.).

HRT is currently upgrading bus stops along Regional Backbone routes with shelters, benches, trash cans, and solar lights, funded by the Hampton Roads Regional Transit Fund. More information can be found in **Chapter 6**.

Transit Centers

HRT maintains four transit centers, the most recent opening in 2016:

- Downtown Norfolk Transit Center
- Hampton Transit Center
- Newport News Transit Center
- Silverleaf Transit Center.

Light Rail Stations and Platforms

As already noted, The Tide includes 19 platforms serving 11 passenger stations, which all opened in 2011.

Ferry Docks

HRT operates its Elizabeth River Ferry from four ferry docks. The oldest ferry dock, Waterside, is believed to have opened in 1983—though the structure may be older. Harbor Park and High Street opened in 1997, and North Landing in 2001. HRT completed full reconstruction of all ferry docks in 2020.

Park & Ride Lots

Table A-13 shows the number of park & ride lots available in the HRT service area, available within five of the six member cities. All lots have free parking and are monitored by security officers. Lot sizes range from 32 to over 500 parking spaces and feature passenger waiting pavilions, lighting and surveillance systems, emergency call boxes, signs, and public address systems.

Table A-12: HRT Service Area Park & Ride Lots and Operators

City	Number of Lots	Lot Names (Operator)
Hampton	2	Virginia Peninsula Community College (TRAFFIX) Hampton Transportation Center (HRT)
Newport News	3	Lee Hall (VDOT) Denbigh Fringe (VDOT) Huntington (City of Newport News)
Norfolk	4	Newtown Road (HRT) Military Highway (HRT) Ballentine/Broad Creek (HRT) Harbor Park (HRT)
Portsmouth	1	Park & Sail (VDOT)
Virginia Beach	2	Silverleaf (VDOT) Indian River Road (VDOT)
Total	**12**	-

Support Facilities

Administrative and Employee Restrooms

HRT operates two dedicated employee restroom facilities and three administrative buildings with bathroom access for operators, as listed in **Table A-14**.

Table A-13: HRT Administrative and Restroom Facilities

Facility	Facility Type	Municipality
Newtown Road Operator's Restroom	Restroom	Norfolk
Ward's Corner Operator's Restroom	Restroom	Norfolk
Southside Complex (four small buildings)	Administration	Norfolk
Southside Operations & Maintenance / Administration Facility, Building 4	Administration	Norfolk
Northside Operations & Maintenance / Administration Facility	Administration	Hampton

Maintenance Facilities

Facilities that mix administrative, operations, and maintenance functions are described in the TAM Plan as "Maintenance Facilities" which include:

- Norfolk Tide Facility (NTF)
- Northside Operations & Maintenance / Administration Facility
- Coleman Place (Norfolk, off of Princess Anne Road)
- Southside Operations & Maintenance / Administration Facility, Building 1
- Southside Operations & Maintenance / Administration Facility, Building 2
- Southside Parking Deck Building 3
- Northside Daily Services Building
- Virginia Beach Trolley Base.

HRT owns its maintenance, operations, and administration facilities, with the exception of the rail warehouse which is leased. Maintenance equipment within the facilities include bus and train lifts, bus and train washers, fueling stations, oil tanks, air compressors, and more. The maintenance equipment located at the maintenance and operations facilities is owned by HRT.

Bicycle Facilities

Transit

HRT bicycle amenities include bicycle parking, bicycle lockers, on-bus racks, bike share programs, or other infrastructure. The distribution of these amenities may be based on a number of factors, including bicycle ridership, local infrastructure requirements, and connectivity. Bicycle amenities, while listed in HRT's passenger amenity guidelines, are not currently required at transit stops—for each type of transit stop, the amenity guidelines note that the bicycle amenities will vary.[35]

Paths and Trails

There are over 1,300 miles of shared use paths, bike lanes, paved shoulders, wide sidewalks, signed shared roadways, shared roadways, and trails in the Hampton Roads metropolitan planning organization area.[36] Major trails (two miles or longer) in the HRT service area include:[37]

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[35] "Passenger Amenity" policy document (PD - 113), June 30, 2023.
[36] Hampton Roads TPO, "The State of Transportation in Hampton Roads – 2018."
[37] Descriptions of existing trails adapted from the Rails to Trails Conservancy, accessed at www.traillink.com

- **South Hampton Roads Trail:** A planned 41-mile trail connecting Suffolk and the Virginia Beach Waterfront. Over three miles of the trail near the Suffolk Seaboard Coastline is currently open.[38]
- **Elizabeth River Trail Atlantic City Spur (9.5 miles):** The Elizabeth River Trail-Atlantic City Spur runs between Harbor Park Stadium and the Norfolk International Terminals.
- **Wesley Drive/Haygood Road Trail (2.7 miles):** The trail runs parallel to its namesake roads between Independence Boulevard and Baker Road (Virginia Beach).
- **Little Neck Road Trail (3.3 miles):** The trail runs parallel to its namesake road between W. Little Neck Road and Virginia Beach Boulevard (US 58) (Virginia Beach).
- **Cape Henry Trail (7.5 miles):** The Cape Henry Trail crosses the heavily wooded First Landing State Park, located on Cape Henry north of Virginia Beach. The trail provides access to the Narrows Recreation area, located in the park, as well as to neighborhoods and shops just west of the park boundary (Virginia Beach).
- **General Booth Boulevard Trail (6.1 miles):** The trail runs parallel to its namesake road between Princess Anne Road and Norfolk Avenue (Virginia Beach).
- **Virginia Beach Boardwalk (2.6 miles):** The trail runs between 40th Street on the north and Rudee Inlet on the south with access to the Atlantic Ocean the whole way (Virginia Beach).
- **Birdneck Road Trail (2.1 miles):** The trail runs parallel to its namesake road between Norfolk Avenue and General Booth Boulevard (Virginia Beach).
- **Great Neck Road/London Bridge Road Trail (11.5 miles):** This 11.5-mile paved trail begins in the busy commercial area just south of Shore Drive/US 60 in Virginia Beach and ends at the Virginia Beach Boardwalk (Virginia Beach).
- **Rosemont Road Trail (3.5 miles):** The trail runs parallel to its namesake road between Holland Road and Whiteberry Lane (Virginia Beach).
- **Dam Neck Road Trail (7.9 miles):** The trail runs parallel to its namesake road between Salem Road and Terrier Avenue, along the southern border of the Dam Neck Naval Air Station (Virginia Beach).
- **Lynnhaven Parkway Trail (6.4 miles):** The trail runs parallel to its namesake road between Lishelle Place and Stewart Drive (Virginia Beach).
- **Independence Boulevard Trail (3.8 miles):** The trail runs parallel to S. Independence Boulevard in two disconnected segments (Virginia Beach).
- **Kempsville Road Trail (7.3 miles):** The trail runs parallel to its namesake road between Providence Road (SR 40) and Battlefield Boulevard (Virginia Beach/Chesapeake).
- **Newport News Park Bikeway (5.3 miles):** The trail is a loop through woodlands in Newport News Park in the northern part of the city (Newport News/York).
- **Trillium Trail - Sandy Bottom Nature Park (3.3 miles):** Sandy Bottom Nature Park is a 456-acre recreational oasis in Hampton, bordered on the northeast side by Interstate 64 and surrounded by busy residential, shopping and entertainment areas (Hampton).

A.6.2   Vehicle Fleet

The following sections summarize the revenue fleet by mode and the non-revenue fleet by type. The FY 2025 - FY 2034 Capital Improvement Plan provides in-depth fleet asset management plan, with a detailed schedule for replacement, expansion, overhaul and rebuild for each vehicle within the fleet.

Revenue Fleet

The HRT fixed-route bus fleet consisted of 295 vehicles, as of FY 2024. The majority of the fleet were manufactured by Gillig. The HRT fleet also includes seven Nova buses, six Proterra battery electric buses, and 14 Hometown replica Trolley buses. Hometown Trolley buses are only operated on VB Wave routes, which operate during summer months. Aside from the trolley-style buses, the remainder of HRT's fleet is made up of standard buses that range in length from 29-ft to 40-ft. HRT has no articulated buses or over-the-road coaches.

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[38] Hampton Roads TPO, "The State of Transportation in Hampton Roads – 2018."

In addition to the buses listed above, HRT owns three ferry vessels, nine light rail transit vehicles, and 96 paratransit vehicles. HRT is also responsible for the federal reporting of an additional 6 Mercedes Mertis vans leased and operated by Via, HRT's current paratransit service contractor. Regardless of ownership, all paratransit vehicles are operated by Via.

HRT does not own the vehicles used in its vanpool program. Instead, vanpool drivers use a van leased from a third party or one that they themselves own. The vanpool drivers are also responsible for vehicle maintenance.

Table A-15 summarizes the number of revenue vehicles in HRT's fleet by mode, across both fixed route and demand responsive vehicles. Because HRT rotates vehicles between routes to ensure mileage is distributed appropriately among its vehicles, individual vehicles are not separated into an active or reserve fleet. HRT's spare ratio for its bus fleet in October 2023 was 28 percent. This high ratio is due to pandemic-related service reductions and ongoing operator shortages.

Table A-14: Revenue Fleet by Mode (FY 2024)

Mode	Fleet Size	Vehicles Operated in Maximum Service	Spare Ratio
Bus	238	186	28%[39]
Light Rail	9	6	33%
Ferry	3	2	33%
Paratransit	102	114[40]	-

Non-Revenue Fleet

HRT's non-revenue fleet consists of sedans, vans, SUVs, pick-up trucks, and special purpose vehicles that are used as system support vehicles by HRT's administrative and maintenance staff. In total, there are 123 non-revenue vehicles employed by HRT for purposes that range from revenue vehicle maintenance to facility upkeep to sedans driven by HRT staff for field work purposes (**Table A-16**).

Table A-15: Non-Revenue Fleet by Type

Type	Count of Vehicles
Vans and SUVs	52
Sedans	20
Pick-Up Trucks	28
Special Purpose Vehicles	26
Total	**126**

ADA Accommodations

Transit

HRT fixed route buses offer low floor "kneeling" buses, which allow the operator to bring the entire bus down to curb level, eliminating steps for boarding passengers, as well as wide doors and front aisles, interior visual and audio destination and stop announcements, and priority seating for those in need. In addition, the buses are equipped to accommodate two wheelchairs at one time.

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[39] This spare ratio is high temporarily due to pandemic-related service reductions. HRT is actively managing a contingency fleet to address its high spare ratio. Currently HRT maintains a spare ratio of 35 vehicles, which are not counted towards HRT's total fleet size and spare ratio. In addition, HRT owns three Proterra buses that are currently inactive due to missing parts. These three vehicles are also not included in the total fleet size.

[40] Under HRT's current paratransit operating model, transportation network companies and taxis fill the gap between the paratransit fleet size and the peak vehicle need. This also means there are no spares.

HRT Tide light rail stations offer tactile strips on every platform, audio and Braille Ticket Vending Machines, directional Braille tablets at platform entrances, height accessible 911 emergency call buttons on platforms, platform level train vehicles for easy boarding, and priority seating for those in need. Visual and audio departure, arrival, and destination signage and announcements are used on all trains/stations, as well as visual and audio indicators for door opening and closing operations. Each train vehicle is equipped to accommodate four wheelchairs.[41]

All HRT ferries are accessible; ramps and boarding docks allow for level boarding.

Paratransit

HRT provides demand response paratransit service for persons with disabilities. Paratransit service is offered within three-quarters of a mile of any fixed route service during HRT's hours of operation. All paratransit riders must be certified through an eligibility application process.[42]

A.7 Transit Security Program

HRT has a commitment to creating a quality safety and security program:

- In 2000, HRT developed the Security Manager position.
- In 2004, the TDCHR approved the support to pursue a Special Police appointment.
- In 2011, HRT hired a Chief of Safety and Security Officer and a Safety Manager.
- In 2019, HRT reorganized the Safety and Security Department, separating the two and placing the Security Department under Operations; hired the Emergency Management Security Specialist; hired the Security Specialist; and hired the Security System Specialist.
- In May 2020, the HRT Security Department developed an additional mobile security mechanism through an expanded partnership with the agency's contracted private security firm. These mobile patrol staff collaborated with transportation control centers across the bus, light rail, and ferry modes to both proactively patrol the Hampton Roads Transit service area as well as respond to calls for service.
- In 2022, the Department re-branded under the banner Security and Emergency Preparedness, to better address responsibilities to the organization to provide emergency management support; hired two Transit Security Officers, the first cadre of internal employees who are trained and certified to address transit-specific security needs; and, expanded in line with regional growth, adding additional Security and Security Systems Specialists.
- Currently, HRT has an additional Extra Duty Officer (EDO) Supervisor, nearly 25 law enforcement officers, and additional contracted security.
- In 2023, the Department of Security and Emergency Preparedness filled positions for Emergency Preparedness Manager as well as Assistant Security Manager and added a Preparedness Specialist position as well as two (2) additional Transit Security Officers. These positions provide depth and reach to the Department, which is responsible for security and preparedness efforts for not only the HRT staff population, but for ridership and transit assets.

A.7.1 Security and Emergency Preparedness Plans

HRT has completed a Security and Emergency Preparedness Plan (SEPP). The SEPP establishes methodologies for threat and vulnerability assessments for the Tide light rail system and establishes roles and responsibilities for personnel involved in the organization's security and emergency readiness postures. It delineates security practices for HRT's security contractors, off-duty police officers working for HRT, and all pertinent employees engaged in security and emergency preparedness. HRT also has security policies for the bus, ferry, and trolley, and has established a program to routinely inspect HRT facilities and other assets for security vulnerabilities.

In accordance with the Agency Safety Plan (ASP) and 49 CFR Part 673, the Safety Department is required to document its Integration with Public Safety and Emergency Management. This ensures integration of programs

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[41] HRT Service Accessibility, Accessed at http://www.gohrt.com/services/hrt-accessibility/
[42] HRT Paratransit Service, Accessed at http://www.gohrt.com/services/paratransit

that have input into, or output from, the Safety Management Systems. Safety and Risk Management as well as Security and Emergency Preparedness work in parallel to establish procedures for both external organizations and internal departments for dealing with emergencies and abnormal operations, as well as the return to normal operations. Emergency Preparedness procedures are developed to ensure the safety of employees, passengers, assets, and the community, which in turn helps to protect the business investment itself.

Emergency Preparedness Preparations include:

- Developing plans founded on the principles of emergency management.
- Obtaining buy-in from the leadership team ensuring personnel (e.g., employees, affiliates, patrons) will be safe in emergencies.
- Planning for business and operations continuity under emergency conditions.
- Preparing contingency plans and redundancies.
- Conducting drills, exercises, and training with multiple stakeholders.
- Building resilience.

HRT has always worked to be prepared, to the greatest extent possible, to respond to all-hazard disasters and emergencies. However, HRT has become increasingly aware of how disasters and emergencies could interrupt its primary mission of moving people safely. Considering this, HRT has determined to develop and maintain a Continuity of Operations (COOP) Plan and communicates best practices through an enterprise-wide Comprehensive Preparedness Guide. The Guide (or CPG) has annexes for various threats, hazards, and emergency best-practices. Thes plans and guides are designed to develop and implement programs that preserve, maintain, and reconstitute the ability to function effectively in the event of a threat or occurrence of any disruptive disaster or emergency.

A.7.2   Fare Inspection
Fares on HRT's light rail system are inspected by contracted security personnel across A variety of schedules designed to mirror hours of service. Fares are also inspected in on the light rail system at random, by Department Staff and Extra Duty Police Officers. Mobile ticketing solutions, which are currently in design and implementation stages, will additionally assist inspectors.

A.7.3   Security Features on Vehicles
HRT maintains video cameras on buses, light rail vehicles, trolleys, and ferry vessels that can be used to investigate incidents aboard, as well as to validate customer complaints about operators, justify employee discipline and/or termination, and verify workers' compensation claims and auto claims from drivers involved in crashes with HRT buses and vessels.

HRT also has in place an audio monitoring system that records calls between bus operators and dispatchers, which can aid in investigations of safety or security incidents onboard HRT vehicles. Each vehicle has security features to enable the driver or operator to contact dispatch for emergency situations, and GPS systems.

A.7.4   Security Features at Transit Stations and Facilities
At Tide light rail stations, emergency call boxes can be used to contact the City of Norfolk's 911 system. The FY 2024 - FY 2033 HRT Capital Improvement Plan proposes purchasing and installing passenger information display systems for all Tide stations. In addition, HRT is in the process of implementing displays at key bus transfer locations. Once installed, these displays will provide both audio and visual security alerts to passengers. Transit stations are also monitored and patrolled by contract security and augmented by a municipal police presence, as available.

HRT facilities are secured through identification-based card access controls, key and lock systems, and surveillance cameras. Cameras benefit riders, employees, and the public by both deterring crime and helping to investigate incidents on HRT property. Gates and guards also secure entrances to HRT's 18th Street (Southside) and 3400 Victoria Boulevard (Peninsula) facilities. All HRT properties are fenced and are designed using Crime Prevention Through Environmental Design (CPTED) concepts.

HRT's 3400 Victoria Boulevard facility currently has a functionally obsolete system that is used to collect the farebox revenue from the buses in which the revenue is transferred into an antiquated collection box. HRT plans to install an in-wall vault system consistent with what is used at 18th Street as part of Phase II of the renovations, slated to be funded starting in FY 2025.

Significant resources have been allocated to the Norfolk Tide facility, where new access control hardware and software as well as a public announcement system were installed. The security technologies added to the site greatly strengthened the building's security and emergency preparedness posture and represented a first step towards enterprise-wide investments that will close capability gaps and work towards increasing agency resilience.

A team of agency stakeholders has made significant progress in bringing valuable change by addressing security technology system needs and performing research and various project management efforts. The team has been able to bring the organization closer to enhancing crisis communications capabilities through the acquisition of a mass alert notification system, which will be used to communicate emergency conditions to staff and affiliates alike.

A.7.5   Security and Preparedness Training Programs

Currently, there is security training for new employees. All Operations employees receive a security awareness training, based on the National Transit Institute (NTI). In addition, segments of the monthly Operations Safety and Security Committee meetings are devoted to security and emergency preparedness training topics for HRT management personnel. New employees are instructed on best practices to the "active shooter" threat, as well as introduced to members of the department and available programs.

Anticipating changes to security awareness training requirements governed by 49 CFR 1582, the department has initiated the design of an enterprise-wide security and preparedness training program that will be implemented when completed and approved by organizational leadership.

Additionally, Senior Leaders and their identified alternates are presented with training materials identified as best practice in adherence to the National Incident Management System (NIMS) and the National Preparedness Goal.

Additional security training in development includes deliveries of the Civilian Response and Casualty Care (CRCC) courses as well as ALICE training; which stands for "Alert, Lockdown, Inform, Counter, Evacuate."

In 2022, the Department of Security and Emergency Preparedness presented, designed, or participated in twelve different emergency exercises, the most in recent HRT history. Emergency exercises help to identify areas for improvement, and to close capability gaps. HRT's Emergency Preparedness goals align with those required by the Virginia Department of Rail and Public Transportation, as well as National Doctrine established by the Federal Emergency Management Agency (FEMA) and the Department of Homeland Security (DHS).

The Department participates in Local Emergency Planning Committees (LEPCs), the American Public Transportation Association's Security and Emergency Management Working Group (APTA SEMWG) and has even been selected to represent transit preparedness at a Cabinet Advisory level with FEMA.

A.8   Intelligent Transportation Systems Programs

HRT is currently in the process of documenting its Intelligent Transportation Systems (ITS) plan in conjunction with its Technology Project Management Plan. The following sections summarize the agency's current ITS programs and projects. HRT maintains a policy of updating its software assets at the end of their useful life, typically every four years, in accordance with State of Good Repair principles.

A.8.1   Computer Aided Dispatch / Automatic Vehicle Locator Systems

HRT's bus fleet is equipped with Vontas TransitMaster Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL) system. The system includes onboard software and hardware for vehicles, radio communications infrastructure, as well as fixed side software, computing, and networking infrastructure. AVL hardware is installed and in use on all buses in HRT's fleet. AVL hardware is also installed on ferry vessels.

A.8.2 Automatic Passenger Counters

Automated Passenger Counter (APC) units are installed on HRT's bus and light rail fleet. Approximately 81 percent of HRT's bus fleet and 100 percent of light rail fleet are equipped with APC units. Approximately 14 percent of the APC units on the bus fleet are beyond their useful life. Moving forward, it is HRT's policy to equip any buses purchased as replacements for the existing fleet with APC units. HRT has no plans to purchase APC units for remaining old buses at the end of their useful life scheduled for decommissioning within two years. More information about certification, maintenance, and planning for APC improvements is available in **Section A.12.6**.

A.8.3 Traffic Signal Priority

Traffic Signal Priority and traffic signal pre-emption are used to improve travel times and reliability on The Tide Light Rail System. HRT is studying the introduction of signal priority at select intersections for its bus services.

A.8.4 Trip Planners

HRT provides a Google Maps-based trip planning tool to its customers via the gohrt.com website. Customers can also access trip planning assistance from HRT by calling the Customer Service Center. HRT also makes schedules available to the public via the General Transit Feed Specification (GTFS), which is used by websites and apps such as Google Maps to help plan trips using HRT services.

A.8.5 Scheduling Software

HRT uses GIRO HASTUS software for bus, light rail, and ferry route planning and scheduling. HRT's Service Planning and Operations departments use the software to create bus schedules, construct bus runs, and schedule operators. HASTUS is also used to geographically locate and analyze routes and bus stops and monitor the performance of the system. HASTUS is expected to begin an 18-month upgrade implementation in the third quarter of 2024.

For paratransit scheduling, Via (HRT's contracted paratransit service provider) uses its proprietary software. The software compiles customer profiles, fixed route service geography, and operating hours, along with fleet and driver information, to schedule paratransit trips.

A.8.6 Maintenance, Operations, and Yard Management Systems

The Operations Department uses HRT's Trapeze EAM system as fleet maintenance management software to store information and schedule activities relevant to fleet maintenance. HRT also uses FTA's Transit Economic Requirements Model (TERM) Lite tool to track the condition of assets and the level of investment necessary to reach a State of Good Repair. TERM Lite measures:

- **State of Good Repair (SGR) backlog**: Total dollar value and by asset type
- **Level of Annual Investment:** To attain SGR or other investment objective
- **Impact of Variations in Funding:** Regarding future asset conditions and reinvestment needs
- **Investment Priorities:** By mode and asset type.

HRT is in the process of implementing Trapeze EAM software to provide a modern maintenance management system that will be used to manage and maintain facilities and rolling stock assets.

A.8.7 Information Displays

HRT is in the process of installing passenger information displays at its transit passenger facilities (DNTC, HTC, NNTC, and Silverleaf).

A.8.8 Real-Time Arrival Information

In September 2020, HRT launched a beta version of the Real-Time functionality on gohrt.com and fully opened it to public consumption in October 2022. This was made possible due to upgrades to HRT's CAD/AVL system for the bus fleet in 2019-2020. This is the first time in the agency's history that HRT can provide real-time information for HRT bus services. Real-time information for HRT buses is available on Google Maps for mobile devices as well as on

Google Maps for desktop browsers. HRT schedules are available in the General Transit Feed Specification (GTFS) format and GTFS-RT (Real Time) enable trip planning for HRT services on HRT's website and mobile apps like Google Maps. HRT customers can also access the real-time bus arrival information by using the HRT Customer Service Interactive Voice Response (IVR) phone system.

A.8.9   Information to Mobile Devices or Applications

HRT distributes information about its services and collects feedback from customers through a variety of mobile devices and applications. Customers can engage with HRT through Facebook, Twitter, and YouTube mobile apps, where HRT also distributes important service alerts and information.

HRT makes its schedules available to app developers in the General Transit Feed Specification (GTFS) format, which enables trip planning for HRT services on mobile apps like Google Maps. Additionally, AVL data has been made available to third-party app developers, who have created a real-time arrival application for HRT services.

In addition, the CIP-funded bus video surveillance equipment project will equip and standardize the bus fleet with cellular connectivity. Fleet wide connectivity to the 5G high-speed broadband networks will open new possibilities for real-time data acquisition and delivery across all onboard revenue vehicle systems (information display systems, connectivity to the smart fareboxes, greater bandwidth for ITS systems, remote access to security systems, and possibility of monitoring the vehicle's vital systems). While every system mentioned will not be able to leverage all the broadband capabilities, they will be developed over time; broadband connectivity is now part of the standard revenue vehicle build order. Leveraging the on-board connectivity across its fleet, HRT is planning to expand passenger amenity Transit Wi-Fi service to bus, ferry, and light rail modes.

A.9   Data Collection and Ridership/Revenue Reporting Method

HRT's methods for collecting, processing, verifying, storing, and reporting ridership and revenue service data vary based on the data source and report format required.

A.9.1   Electronic Registering Fareboxes

HRT uses Electronic Registering Fareboxes manufactured by Genfare to collect ridership and fare revenue data. Fareboxes are the source of ridership counts for HRT's bus services. Data from fareboxes are stored in a Genfare database before being imported into HRT's Comprehensive Reporting Information System (CRIS) database, the internal system of record for National Transit Database (NTD) reporting (see **Section A.9.14**).

A.9.2   Mobile Fare Collection System (MFCS)

HRT researches and invests in new technologies that will improve service operation and the customer experience. HRT performed a Fare Technology Assessment and determined that implementing a Mobile Fare Collection System (MFCS) will be an investment that will allow HRT to keep up with changing technology.

HRT introduced its first mobile ticketing pilot in July 2018 on the VB Wave trolley service as part of an initial introduction to mobile fare. For the 2019 VB Wave season, features and functionality improvements were made including installing fare validator equipment on 14 trolleys. These enhancements enabled electronic validation of passenger's mobile tickets, eliminating the need for operators to visually inspect customers' mobile devices, and allowed for a more efficient and accurate boarding process. Additionally, a loyalty and rewards program was added as an opportunity to grow ridership.

With the successful pilot, HRT shifted focus towards a fleet-wide deployment of mobile fare across its bus, light rail, and ferries. Utilizing lessons learned from evaluation of the pilot system and analyzing emerging industry trends, HRT established its mobile fare vision and completed the competitive procurement process resulting in the selection of Bytemark, Inc. a Siemens Company, to deploy the mobile fare collection system.

HRT is currently in the implementation process of a phased deployment of Mobile Fare Collection Technologies. The phased deployment has been developed to streamline initial launch of available equipment and functionalities in a manner to ease customers adoption of new solutions and reduce schedule impacts related to supply chain issues on certain equipment.

A.9.3   Automatic Passenger Counters (APCs)

Iris IRMA and Trapeze TransitMaster APCs are installed on approximately 81 percent of HRT's fixed route buses and 100 percent of HRT's light rail vehicles. APCs track the number of boardings and alightings by stop for each vehicle. Raw APC data is transmitted from each vehicle in real-time or in a batch upload when the vehicle returns to a garage. Each service day, this data is processed and stored in a data mart.

In 2019, the light rail APCs were certified and are used in FY 2020 and later NTD unlinked passenger trip and passenger miles traveled reporting. HRT is in the process of replacing the old APC system on light rail vehicles with a new APC system that is expected to be certified for NTD reporting of ridership data in 2024. Manual sampling of bus trips based on NTD sampling guidelines has been used to generate the number of passenger miles traveled. This process is described in the following section. HRT is in the process of getting the bus APC's certified for NTD unlinked passenger trip and passenger miles traveled reporting. This process is expected to be completed in 2024. More information about certification, maintenance, and planning for APC improvements is in **Section A.12.6**.

A.9.4   Manual Ridership Counts

HRT employs data collectors whose primary purpose is to gather data required to meet the FTA/NTD Sampling requirements. Manual forms include: the name of data collector, date, weather, bus number, boardings, alightings, load, the time the scheduled trip starts and ends, as well as scheduled time at the timepoints are included on the form. Each data collector is provided with individual training on the detail and regulations of capturing the data and meeting the sampling requirements.

For ferry services, ridership is collected via visual inspection and data is entered into an internet connected tablet. Data is uploaded in real-time to a cloud hosted database, which feeds directly into ridership reporting. Not only are manual counts of passengers boarding and alighting at each stop required by the US Coast Guard, the fareboxes used for ferries have been found to produce inconsistent counts of ridership.

Vanpool services operated by Enterprise also provide ridership counts to HRT through manual counts. Daily ridership logs are imported into the CRIS database for further reporting.

A.9.5   Scheduling Software

HASTUS is the software system used to manage the planning, scheduling, and operations of HRT's fixed route bus network. HASTUS is essential for day-to-day operations. HASTUS data are stored in an Oracle database for at least five years before it is expunged. Exports from this database are used to support both NTD reporting and other internal reports.

The HASTUS system has not been updated since 2011. HASTUS is expected to begin an 18-month upgrade implementation in the third quarter of 2024 and will continue to refresh the system on a five-year cycle.

A.9.6   Accounting/Payroll Systems

HRT uses Microsoft Dynamic (D365) Financials and Oracle PeopleSoft Human Capital Management (HCM) software for its accounting, financial management, human resources, and payroll processes. These systems manage the collection, processing, verification, storage and reporting of such data. Data from accounting and payroll systems are reported in the agency's annual budget and Comprehensive Annual Financial Reports, as well as reports for various internal, local, state, and federal stakeholders. HRT continues to deploy advanced modules and functionality within D365 to improve HRT's financial day-to-day operations and reporting capabilities. In addition, HRT is in the process of planning the implementation of a new HCM to replace its legacy PeopleSoft HCM system.

A.9.7   Mobile Data Terminals

HRT's paratransit provider Via uses tablet devices as mobile data terminals (MDTs). These tablets download schedules from Via's proprietary software and provide drivers with turn-by-turn directions. While the vehicle is in operation, the tablets also transmit information to the software system, including vehicle location, arrivals, and departures. In the event of a Via system outage, the devices store up to two hours of schedules in memory.

Using information generated from these mobile devices, the software generates a monthly route productivity report. This report is imported into HRT's CRIS database for further reporting.

A.9.8   Automatic Vehicle Locator

Trapeze TransitMaster AVLs are installed on all of HRT's revenue vehicles. These devices track and report vehicle location for use by dispatchers, ridership reporting, and planning activities.

As with APC data, AVL data on schedule adherence and location is transmitted from each vehicle in real-time or in a batch upload when the vehicle returns to a garage. This data is ultimately processed and stored in a data mart.

A.9.9   Odometer Readings for Mileage

Bus mileage is automatically collected by Fleet Watch, a system used to monitor fuel and fluid usage in the fleet. These data are uploaded to the Trapeze EAM fleet maintenance system on a daily basis.

FleetWatch generates reports on the fuel efficiency of the fleet and a variety of other canned reports for use by bus maintenance staff. Odometer readings are also reported in the agency's annual Capital Improvement Plan.

For the purposes of calculating revenue miles and hours, however, HRT utilizes the scheduled miles and hours, generated from the HASTUS scheduling software, and deducts the exceptions. This process is performed for both bus and rail. Revenue hours and miles data for paratransit service are generated from the vendor's system.

A.9.10 Operating Expense and Revenue Data

The system of record for operating expense and revenue data is the Microsoft D365 system, which include revenues from fares, leases, advertising, contract service, and other sources. These systems comprehensively manage the collection, processing, verification, storage and reporting of such data.

A.9.11 Agency Accountability Policy

HRT's Comprehensive Annual Financial Reports are audited by an independent public accounting firm. Submissions to NTD are certified by the HRT CEO or his designee.

A.9.12 On-Line Grant Administration Performance Data Submission

HRT complies with DRPT's On-Line Grant Administration (OLGA) submission requirements by submitting required data into OLGA by the 20th day of each month. The same data reported to NTD are also reported here, including measures such as revenue hours, revenue miles, and ridership for each mode.

In 2016, HRT entered into a contract with CelWell Services to provide Vehicle Miles Reduced tracker application software and support services. The system collects information on TRAFFIX programs and data on employers and their commuter programs. The system supports monthly OLGA reporting requirements (daily, weekly, monthly, and annually) for the TRAFFIX program.[43]

A.9.13 Executive Director or Board Certification of Adherence to Standards and Accuracy of Data Submitted to OLGA

HRT does not currently have a certification process for OLGA submission, as it is not required.

A.9.14 National Transit Database Data Submission Practices

To produce HRT's submissions to the NTD, HRT compiles data from various departments into the HRT CRIS database. This database is the repository of data for various NTD measures and includes built-in reports.

The Planning & Development, Finance and Safety and Security Departments enter data for NTD submission separately and these submissions are reviewed by Chief Planning & Development, Financial and Safety Officers. All

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[43] TDCHR Commission Meeting Packet, April 28, 2015. Hampton Roads FY2016 Financial Report, Accessed at https://gohrt.com/wp-content/uploads/2015/12/April-TDCHR-Meeting-Package.pdf

submissions are ultimately certified by the CEO. Submissions to NTD take place on a monthly or annual basis, depending on the type of data.

A policy document describing the processes for NTD data collection and submission was adopted by the agency in July 2019 and updated in June 2023.[44]

A.9.15 Financial Audit Review of Verification Method

HRT publishes a Comprehensive Annual Financial Report, which includes an independent audit of the agency's financial statements by an outside accounting firm.

A.10 Coordination with Other Transportation Service Providers

Section 2.5 of the TSP contains detailed information about HRT's efforts to coordinate transit service with surrounding jurisdictions.

A.11 Public Outreach/Engagement/Involvement

A.11.1 Public Outreach - Major Service Changes

HRT's Marketing and Communications Public Outreach staff is notified by the Chief of Planning and Development when the agency is proposing a major service change(s), elimination of a route, or fare increase. HRT's Public Hearings and Meetings policy details the formal process of scheduling public hearings and meetings relative to these service/fare changes, including internal procedures, external communications, and follow-up.

A.11.2 Public Participation Plan Overview

Besides actions defined as a fare change or a major reduction in service, any change in HRT service will be the subject to "meaningful public engagement methods as appropriate to the nature of the proposed change."

HRT uses a broad range of outreach tools, documented in its Title VI Program Public Participation Plan and the HRT Policy and Procedures Manual for Public Hearings and Meetings, to conduct meaningful public engagement, which can include:

- **Public Meetings and Hearings:** Open public meetings and formal public hearings are frequently used in an effort to gain public review and comment.
- **Stakeholder Communications:** Public agencies and elected officials may be notified by mail of significant service changes.
- **Community-Based Organizations:** HRT is in communication with many community-based organizations throughout the region, including cultural organizations, senior organizations, city partners, and business associations. HRT staff often attends meeting and events sponsored by these groups.
- **Social Media:** Facebook status updates, Twitter feeds, and website comment forms may be used to provide access through the internet.
- **Distribution of Written Materials:** At major transfer points.
- **Informational Postings:** Flyers in public places and postings on the HRT website:
  - Notices (signs and brochures) describing proposed action(s), date(s), and location(s) of any hearings or meetings posted on buses and at transfer centers.
  - Notices may also be published in major local and/or relevant neighborhood newspapers and on the HRT website.

All public comments submitted to HRT through any of these outreach tools become part of the official record. If special accommodation is needed at an HRT public meeting, meeting attendees can call HRT Customer Service 48 working hours before the meeting to arrange proper accommodations, which include language translation

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[44] "NTD Random Sampling Procedures" policy document (PD – 111), July 21, 2022.

services. HRT selects meeting and hearing locations to provide reasonable accommodations in accordance with the Americans with Disabilities Act of 1990.

A.11.3 HRT's Public Participation Process

HRT adheres to a proactive public participation process. All public involvement activities must be functional for HRT decisions and must be meaningful to the public. HRT benefits from public involvement by engaging the public at the earliest project stages from the development of the purpose and need through project implementation. HRT's public involvement activities increase public awareness and give the public an active voice in planning decisions. HRT's public participation process includes the following steps:

- **Step 1:** Outline a public participation plan at the beginning of key HRT planning projects.
- **Step 2:** Previously established mailing and email lists are identified.
- **Step 3:** Update existing mailing and email lists; new lists are identified.
- **Step 4:** All project documentation is archived with HRT's records management department throughout the life of the project.
- **Step 5:** Based on a project's milestones and requirements, a public involvement timeline is created. The public involvement timeline outlines each activity of the project's outreach efforts.
- **Step 6:** The effectiveness of the public participation plan is periodically assessed throughout the life of the project, to determine if the public involvement objectives were achieved:
  — The public participation strategy is assessed at different stages of a project to determine if the practices were effective in reaching each of the expected population and whether the events created opportunities for meaningful involvement.
  — HRT will change the public participation strategy to improve future performance in response to the assessment.

A.11.4 Customer Satisfaction and Feedback

HRT gauges customer satisfaction throughout the year during focused efforts on surveys, customer outreach, and public meetings. As a matter of routine, data is compiled monthly on the number and nature of complaints and commendations received in-person or via social media, phone, email, and mail. Complaints per 100,000 boardings are summarized monthly.

Additionally, the Transit Riders Advisory Committee, comprised of two representatives from each of the six cities, provides bimonthly input on customer perceptions and areas of interest. The Paratransit Advisory Subcommittee (PAC) provides input on quality-of-service issues related to paratransit services provided.

A.11.5 Transit Transformation Project Public Involvement

Community feedback for the *Transit Transformation Project* was gathered in person through public meetings, small group workshops and "pop-up" meetings. Comments were also solicited through a regional survey and "trade-off" exercises, which were done both in-person and online through the project website. The project website also provided additional information and project documentation.

A.12 Current/Recent Initiatives

A.12.1 757 Express

In November 2018 HRT initiated the *Transit Transformation Project* with the goal of conducting a comprehensive review and planning effort to improve the design and performance of HRT bus services. The culmination of that effort was documented in Chapter 6 of the 10-year Transit Strategic Plan (TSP) that was adopted by the TDCHR in June 2020. The work resulted in the identification of 13 Regional Backbone routes that serve destinations across the region. These routes, along with MAX and Peninsula commuter routes, share common characteristics in terms of serving key employment centers, educational institutions, medical facilities, military installations, and other key businesses. The 13 routes will have increased service frequencies and expanded spans of service which will be standardized across the region. Key passenger facilities and amenities, technology investments related to mobile fare payment, real-time passenger information, passenger information displays, and other technology upgrades were also identified in the TSP. Collectively, these investments have been designated as the "757 Express"

Program. The 757 Express branding will be utilized on Regional Backbone routes, passenger facilities, and other items funded within the Hampton Roads Regional Transit Program.

A.12.2   Strategic Planning

HRT's Strategic Planning Process (SPP) is the process by which HRT develops strategic goals and objectives and implements, monitors, and continuously improves on key processes, plans, programs, and business activities to achieve the agency's vision and mission.

This year HRT engaged in SWOT activities and reevaluated its vision, mission, values, goals, and objectives that were part of previous planning efforts as part of the agency's annual Strategic Planning Process (SPP). As part of the SPP, HRT conducted annual strategic retreats with the SET and management staff in January and May 2022. Additionally, a Board survey in April-May and a strategic work session with the Board of Commissioners and key representatives from FTA and DRPT occurred in July, solidifying agency priorities and reaffirming HRT's vision, mission, values, goals, and objectives. Outcomes from this year's SPP resulted in streamlining and enhancing agency goals and objectives, as well as related performance metrics to implement a new "balanced scorecard" based on key themes.

A.12.3   HRT Transit Strategic Plan

HRT completed and approved its first 10-year Transit Strategic Plan in June 2020. The first minor annual update was adopted in March 2021 and the second minor annual update was adopted in December 2021. The third annual update was adopted in December 2022. The TSP effort involved a review of existing services and the socio-economic setting in which they operate, an assessment of agency structure and policy, and the development of a 10-year action plan for service changes across the region. At the time of this writing, DRPT requires each transit agency to complete a minor TSP update every five years, with an annual update being developed for anything that has changed from the previous year. DRPT issued new TSP Guidelines in 2023 which modify the requirements for each agency's TSP. As part of the new TSP Guidelines, HRT will complete an electronic Service, Assets, and Financials worksheet provided by DRPT and complete one joint quarterly meeting with DRPT planning and programming staff. This meeting will cover the following topics: any Transit Asset Management Plan compliance needs, any Public Transportation Agency Safety Plan compliance needs, and a review of short- and mid-term needs. In addition, at this meeting, HRT will provide DRPT with the following data: assets with condition ratings (uploaded to TransAM); any updates to GTFS or GIS data; any updates to fares, routes, and service levels; and any unforeseen fluctuations with operation, maintenance, and capital expenses or revenues.

A.12.4   Naval Station Norfolk Transit Corridor Project

The Naval Station Norfolk Transit Corridor Project aims to establish high-capacity transit on the east side of the City of Norfolk between the existing Tide Light Rail system and Naval Station Norfolk. As of Fall 2021, two projects have been identified for advancement in a multi-phased expansion of the transit network in the Military Highway Corridor. Phase 1 is an extension of the Tide light rail to the Military Circle redevelopment area. Phase 2 is the development of an innovative Bus Rapid Transit (BRT) to Naval Station Norfolk along Military Highway. HRT will be seeking federal funds through the Capital Investment Grant Program and state funding through the SMART Scale Program. In 2023, the Norfolk City Council will be asked to endorse by resolution the Locally Preferred Alternative to extend the Tide light rail approximately two miles from its current terminus at the Newtown Road Station to the Military Circle Redevelopment Site. This resolution will also acknowledge their share of capital funding needed by the city to construct the two-mile extension. The extension of the Tide would result in HRT realigning some bus service to the new end-of-line station at the Military Circle redevelopment site. The NEPA process for Phase 1, an Environmental Assessment (EA), was formally initiated in August 2022 and is current on pause until the resolution of the Military Circle Mall redevelopment plans are completed.

Leading up to the ongoing study, HRT, the City of Norfolk, and the Hampton Roads region have identified a need for high-capacity transit mobility and connectivity from the light rail system to Naval Station Norfolk. In 2015, HRT, in partnership with the City of Norfolk, completed the Naval Station Norfolk Transit Extension Study (NSNTES), which functioned as an Alternatives Analysis to look at a wide variety of alignments and technologies throughout

the City of Norfolk.[45] As documented in the NSNTES, no consensus was achieved regarding the precise alignment connecting from the light rail to Naval Station Norfolk on the east side of the City, but five options were selected to be advanced for further discussion. HRT and the City of Norfolk evaluated initial corridors and development needs within the City and have determined that a connection along the eastern side of Norfolk would serve this need at a regional level and would provide for resiliency and redevelopment opportunities to support both the City of Norfolk and the greater Hampton Roads region.

As an outcome of the 2015 NSNTES study and at the request of the FTA, a refined analysis of alignment alternatives on the west side of the City of Norfolk was conducted in order to evaluate the feasibility of high-capacity transit. The conclusion of the Norfolk Westside Transit Study in 2018 was a "No-Build" solution for the west side of the City of Norfolk.

A.12.5   Peninsula Bus Rapid Transit Documented Categorical Exclusion

This is an ongoing corridor environmental documentation for BRT service between Hampton and Newport News in accordance with NEPA. The Peninsula BRT Documented Categorical Exclusion (DCE) process was concluded in early 2023.

In 2016 and into 2017, the Peninsula Corridor Study defined potential high-capacity transit connections between existing and future activity centers in Hampton and Newport News.[46] The study identified two bus rapid transit (BRT) corridors—the Jefferson Avenue and Mercury Boulevard corridors—as the most feasible and cost-effective alternatives, representing the Peninsula's best opportunity to meet the high-capacity transit needs of the community and effectively compete for FTA funding. These corridors provide the best mobility and community benefits with the least impacts to the existing environment

The Peninsula BRT project will address a number of key opportunities including using transit to connect activity centers and decreasing transit travel times. HRT will evaluate and document the project's effects on the natural, cultural, and human environment; potential property impacts; and transit-oriented development (TOD) opportunities.

A.12.6   Chesapeake High-Capacity Transit Corridor Study

Initiated in the Spring of 2023, the Chesapeake High-Capacity Transit Corridor Study will evaluate the need for high-capacity transit service and determine the best alternative that improves connections within the city of Chesapeake to the greater Hampton Roads area, as well as supports the City's economy and growth plans. At the conclusion of this study a report will be prepared that outlines the study process and identifies high-capacity transit alignments and technology options that can be carried forward into future phases of analysis.

A.12.7   Automatic Passenger Counters (APC)

Light Rail
Automatic Passenger Counters (APCs) are installed on each light rail vehicle and have recently been certified by the Federal Transit Administration for NTD reporting purposes. This certification process involved validating the data generated by the APCs, outlining processes related to data cleaning, and creating a maintenance plan. Beginning in 2020, HRT was able to use APC-generated data to report ridership and passenger miles traveled to NTD. The certification is valid for three years.

Bus
HRT is in the process of certifying its Bus Automatic Passenger Count (APC) system to replace manual ride-checks performed for NTD reporting. As a result of this project, only periodic manual sampling would be required to continue maintenance of the APC systems, but also additional resources to continuously monitor, store, and process APC data so it can be used for additional analysis outside NTD reporting.

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[45] https://gohrt.com/wp-content/themes/gohrt_com/includes/reports/20161103_FINAL-NSN_Report_05122015_V2_with-Appendices.pdf
[46] https://www.peninsulabrt.com/

The Hampton Roads Transit (HRT) APC Certification and Maintenance Plan project sought to produce an Automated Passenger Counter (APC) benchmarking report that would allow for APC data from HRT buses to be used for National Transit Database (NTD) reporting. By using APC-generated unlinked passenger trip (UPT) and passenger miles traveled (PMT) statistics, HRT has the opportunity to produce NTD statistics more quickly, accurately, and cost efficiently. However, to date, HRT's APC devices have not produced data sufficiently accurate for use in NTD reporting. Based on the study recommendations, HRT will need to conduct further calibration of its APC devices and TransitMaster system, followed by an additional round of benchmark comparisons. Once APC data is successfully validated against a manual sample, APC Benchmarking and Maintenance Plans may be submitted to FTA.

Although HRT APCs did not satisfy NTD accuracy thresholds, HRT is nevertheless well positioned to use APC data for NTD reporting. APC devices are installed on approximately 70 percent of the bus fleet, and APC-equipped buses are rotated evenly across HRT services. APCs receive regular preventative maintenance, and when APCs show clear malfunctions, issues are reportedly addressed quickly.

A.12.7 Zero Emissions Transition Plan

In alignment with eligibility requirements under the FTA's Lor or No Emission Vehicle (LoNo) Program, HRT completed a plan to support the phased transition to full zero-emissions operations. This plan outlines how HRT can transition its fleet of revenue and non-revenue vehicles to zero-emission vehicles as well as the other necessary steps HRT must take for the transition to be successful, including electrification of HRT's bus maintenance facilities.

HRT was also awarded $25 million in FY 2024 through the FTA's Bus and Bus Facility program to fund the construction of the new Southside Operating Facility in Virginia Beach. This facility plays a crucial role in HRT's transition to zero-emission vehicles. When the facility first opens, the Southside division will incorporate electric bus charging for 40 electric buses, with plans to expand charging capacity over the lifetime of the building. The building is anticipated to be Net Zero Energy Ready.

A.12.8 Mobile Fare Collection System

HRT researches and invests in new technologies that will improve service operation and the customer experience. HRT performed a Fare Technology Assessment and determined that implementing a Mobile Fare Collection System (MFCS) will be an investment that will allow HRT to keep up with changing technology. HRT introduced its first mobile ticketing pilot in July 2018 on the VB Wave trolley service as part of an initial introduction to mobile fare. For the 2019 VB Wave season, features and functionality improvements were made including fare validator equipment being installed on the 14 trolleys. These enhancements enabled electronic validation of passenger's mobile tickets, eliminating the need for operators to visually inspect customers' mobile devices, and allowed for a more efficient and accurate boarding process. Additionally, a loyalty and rewards program was added as an opportunity to grow ridership.

With the successful pilot, HRT shifted focus towards a fleet-wide deployment of mobile fare across its bus, light rail, and ferries. Utilizing lessons learned from evaluation of the pilot system and analyzing emerging industry trends, HRT established its mobile fare vision and completed the competitive procurement process resulting in the selection of Bytemark, Inc. a Siemens Company, to deploy the mobile fare collection system. HRT is currently in the implementation process of a phased deployment of Mobile Fare Collection Technologies. The phased deployment has been developed to streamline initial launch of available equipment and functionalities in a manner to ease customers adoption of new solutions and reduce schedule impacts related to supply chain issues on certain equipment.

A.12.10 2023 Origin-Destination On-Board Survey

HRT is conducting an on-board customer survey to understand the travel patterns of riders and demographic and attitudinal information. This project was expected to begin in FY 2022 but will be delayed due to the reduction in service under the Service Reliability Plan. HRT kicked off the study in the Summer of 2023 and anticipate that it will be complete in Fall 2023.

A.12.11   Regional Transit Planning Process and Regional Transit Advisory Panel

In Planning District 23, Virginia Code (§ 33.2-286 D) requires the transit agencies to develop a regional transit planning process to be coordinated by the Hampton Roads Transportation Planning Organization (HRTPO). The transit agencies this applies to are Williamsburg Area Transit Authority (WATA), Suffolk Transit, and Hampton Roads Transit (HRT). The TSP Guidelines issued by DRPT reiterate the regional transit planning process requirement placed upon WATA, Suffolk Transit, and HRT.

Between 2018 and 2020 transit agency and HRTPO representatives met several times to discuss and work on issues related to their joint responsibility and to develop the regional transit planning process and its supporting policies and procedures that are now in place. It was determined that the Transit Strategic Plans (or Transit Development Plan in the case of WATA) adopted by each agency's governing body shall serve as the foundation for regional transit planning, with ongoing special attention to **Section 2.5** in Chapter 2 of the TSP to assist WATA, Suffolk Transit, and HRT in prioritizing activities and joint undertakings to promote ongoing inter-agency coordination and collaboration. It was also determined that updates may be made from time to time as the transit agencies collectively deem necessary, and for both the development of and revisions to the regional transit planning process, updates will require the unanimous consent and approval of all three agencies.

The HRTPO has coordinated the regional process since its inception. Concurrent with implementing the regional transit planning process through the TSP and TDP guidance, the HRTPO also established the Regional Transit Advisory Panel (RTAP) in late 2020, which is required by Virginia Code (§ 33.2-286), to focus on the long-term vision for a multimodal regional public transit network in Hampton Roads. The RTAP is composed of representatives of major business and industry groups, employers, shopping destinations, institutions of higher education, military installations, hospitals and health care centers, public transit entities, and other groups identified as necessary to provide ongoing advice to the regional planning process. HRT has been and plans to continue to be an active participant in RTAP meetings. HRTPO convenes RTAP quarterly. RTAP's nine subcommittees are listed below:

- ◼ Advocacy/Ambassador Work Group
- ◼ Affordable/Accessible Housing Work Group
- ◼ Bus Stop Amenities Work Group
- ◼ Military and Transit Work Group
- ◼ Major Employment Centers Work Group
- ◼ Technology Work Group
- ◼ Tourism Work Group
- ◼ Transit Oriented Development (TOD) Work Group
- ◼ Universities/Colleges Work Group.

A.12.12   Microtransit Demonstration Grant and Pilot Programs

HRT made a grant application to the Virginia Department of Transportation in February 2020 for two microtransit pilot projects: one in Virginia Beach and one in Newport News. In Summer 2020 HRT was notified of the awarding of $1.6 million of funding under a "demonstration grant".

HRT recently concluded its six-month pilot program (February 2023) and has applied and been awarded a second microtransit grant via the TRIP grant program and will operate the microtransit in Newport News and Virginia Beach for an additional 12 months. The original pilot program was funded through the demonstration grant plus matching local funds from both cities as required by the state grant. Service began in July 2022 and operated until February 2023.

Additionally, HRT is currently working with the City of Hampton to explore regions of the city that may benefit from microtransit service. An initial microtransit zone was discussed with the City of Hampton in January 2021 and a subsequent presentation was made to the Hampton City Council. Until the demonstration pilot programs in

Newport News and Virginia Beach are complete and the performance is evaluated, HRT does not anticipate proceeding with any other microtransit projects.

A.12.13   Interstate Operations and Enhancement Program

HRT has been awarded an Interstate Operations and Enhancement Program grant from the Commonwealth to improve service headways on routes that operate on or run parallel to I-64: Routes 106 and 107 and 757 Express Route 972. The goal of this Commonwealth program is to improve the safety, reliability, and travel flow along interstate highway corridors.[47] The funding will be used to enhance transit services that either directly utilize I-64 or run parallel to I-64.

Routes 106 and 107 operate along Warwick Blvd between the Denbigh Fringe and Fort Eustis serving the Newport News Shipyard as well as downtown Newport News. They are both relatively strong producers of ridership (pre-pandemic) and serve several major employment sites along the routes. The program will pay for three years of additional service to include one additional weekday AM trip on Route 106 and an increase to 30-minute headways (from 60-minutes currently) on both Route 106 and Route 107 during the weekday peak periods.

Route 972 originates at the Tidewater Community College campus in Virginia Beach and stops at the Indian River Road P&R before utilizing I-64 to bring workers to the Newport News Shipyard, where there is strong ridership demand. The program will pay for three years of additional service by adding one AM peak trip and one PM peak trip.

The performance of these service increases will be evaluated after three years of the program implementation.

A.12.14   TRIP Grant Application

HRT received a TRIP grant[48] to fund internal service on Naval Station Norfolk as an extension of Route 21, similar to a circulator-type of service. In this TSP update, the plan for Route 21 is modified on its western end to operate two circulator service patterns on the base connecting to key destinations. Service began on December 8, 2022.

In addition to the TRIP grant to operate service on Naval Station Norfolk, HRT was also awarded a new TRIP grant for 12 months additional months of microtransit service in the microtransit pilot zones located in Virginia Beach and Newport News. HRT anticipates that the second 12-month pilot in Newport News and Virginia Beach will begin in Spring 2024.

A.12.15   Real-Time Arrival Information

In September 2020, HRT launched a beta version of the Real-Time functionality on gohrt.com and fully opened it to public consumption in October 2022. This was made possible due to upgrades to HRT's CAD/AVL system for the bus fleet in 2019-2020. This is the first time in the agency's history that HRT can provide real-time information for HRT bus services. Real-time information for HRT buses is available on Google Maps for mobile devices as well as on Google Maps for desktop browsers. HRT schedules are available in the GTFS format and GTFS-RT (Real Time) to enable trip planning for HRT services on HRT website and mobile apps like Google Maps. HRT customers can also access the real-time bus arrival information by using the HRT Customer Service Interactive Voice Response (IVR) phone system.

A.12.16   Ferry Boats

To support the operation of the Elizabeth River Ferry service, HRT purchased two new ferry boats. These new ferry boats are intended to replace two of the vessels in HRT's existing ferry fleet. The new ferries can carry approximately 150 passengers and offer electronic controls and navigation, an efficient two-ramp configuration, accessibility features, and improved fuel efficiency. The vessels are traveling up the intercoastal waterway and are expected to reach HRT property in Fall 2023.
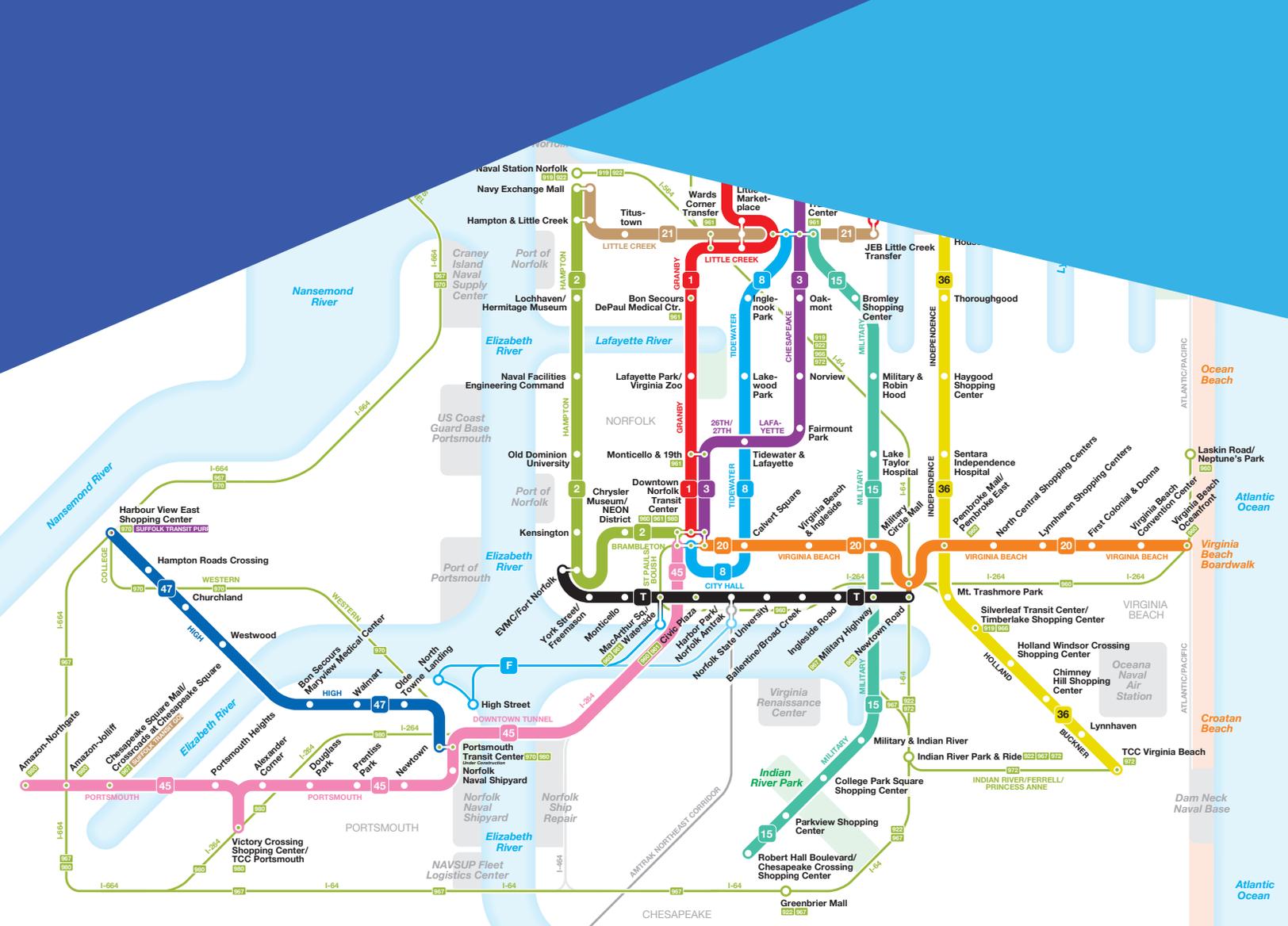
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[47] http://www.ctb.virginia.gov/resources/2021/feb/pres/ctb_-_2021-02_-_interstate_operations_and_enhancement_program_-_final.pdf
[48] http://www.drpt.virginia.gov/transit/trip-transit-ridership-incentive-program/

Phased System Maps for Chapter 3 Cost Constrained Plan

FY2025 – FY2034

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Contents

Figures

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Appendix B: Phased System Maps

This appendix contains 24 maps depicting HRT's bus system throughout the ten years of the TSP as described in **Chapter 3**. Maps depict route headways during the Weekday AM Peak time period.

Figure B-1: FY 2025 (Fall 2024) Weekday AM Peak Frequency (Peninsula)
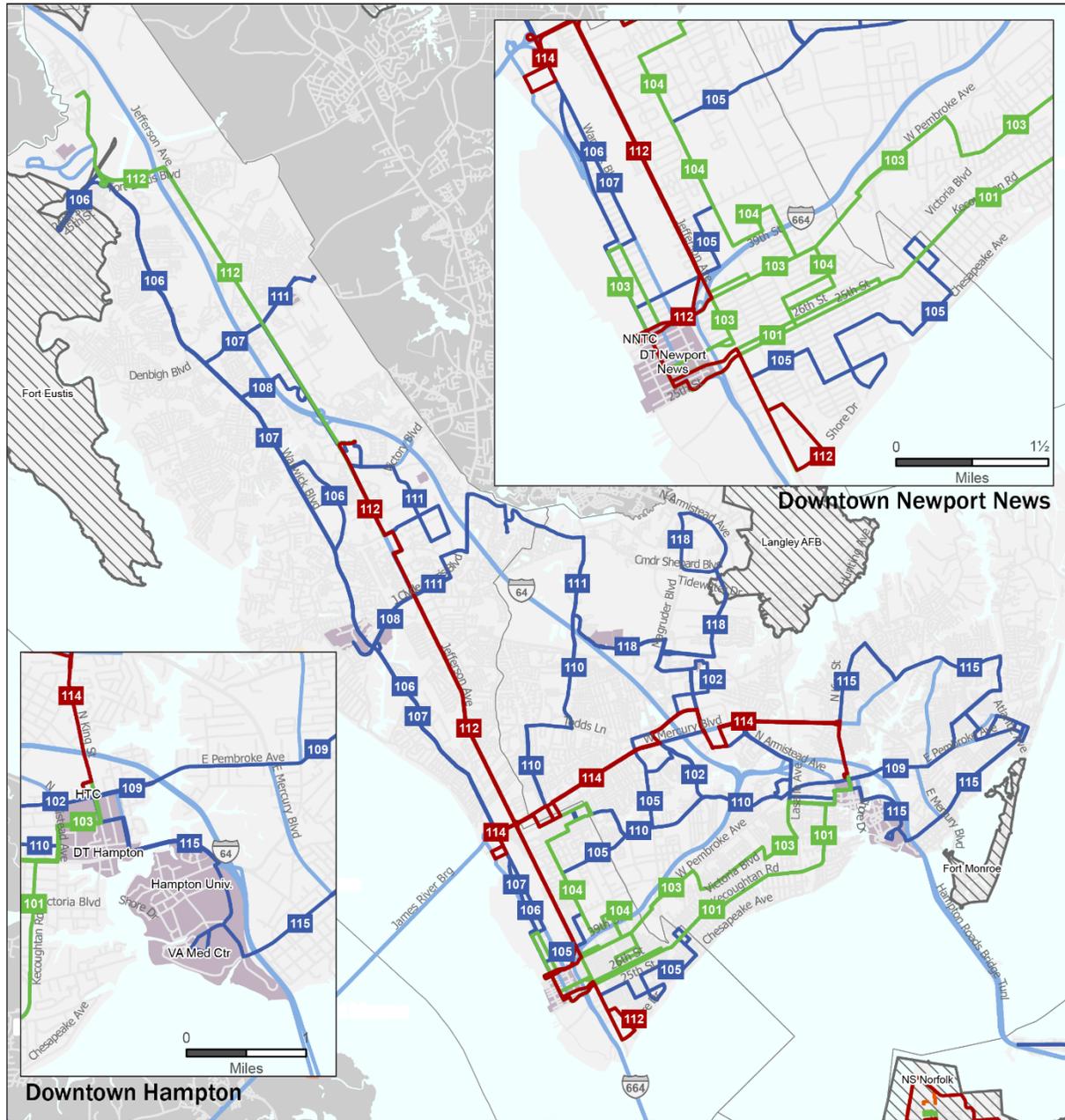
Downtown Newport News

Downtown Hampton

Headway

— 15 minutes
— 30 minutes
— 60 minutes
- - - Eliminated Service

Other Services

— PCS, MAX, Limited

///// Military Base

Activity Center

Regional Backbone Routes

N
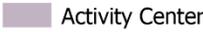
PENINSULA: FY 2025 (Fall 2024) Weekday AM Peak

Figure B-2: FY 2025 (Fall 2024) Weekday AM Peak Frequency (Southside)
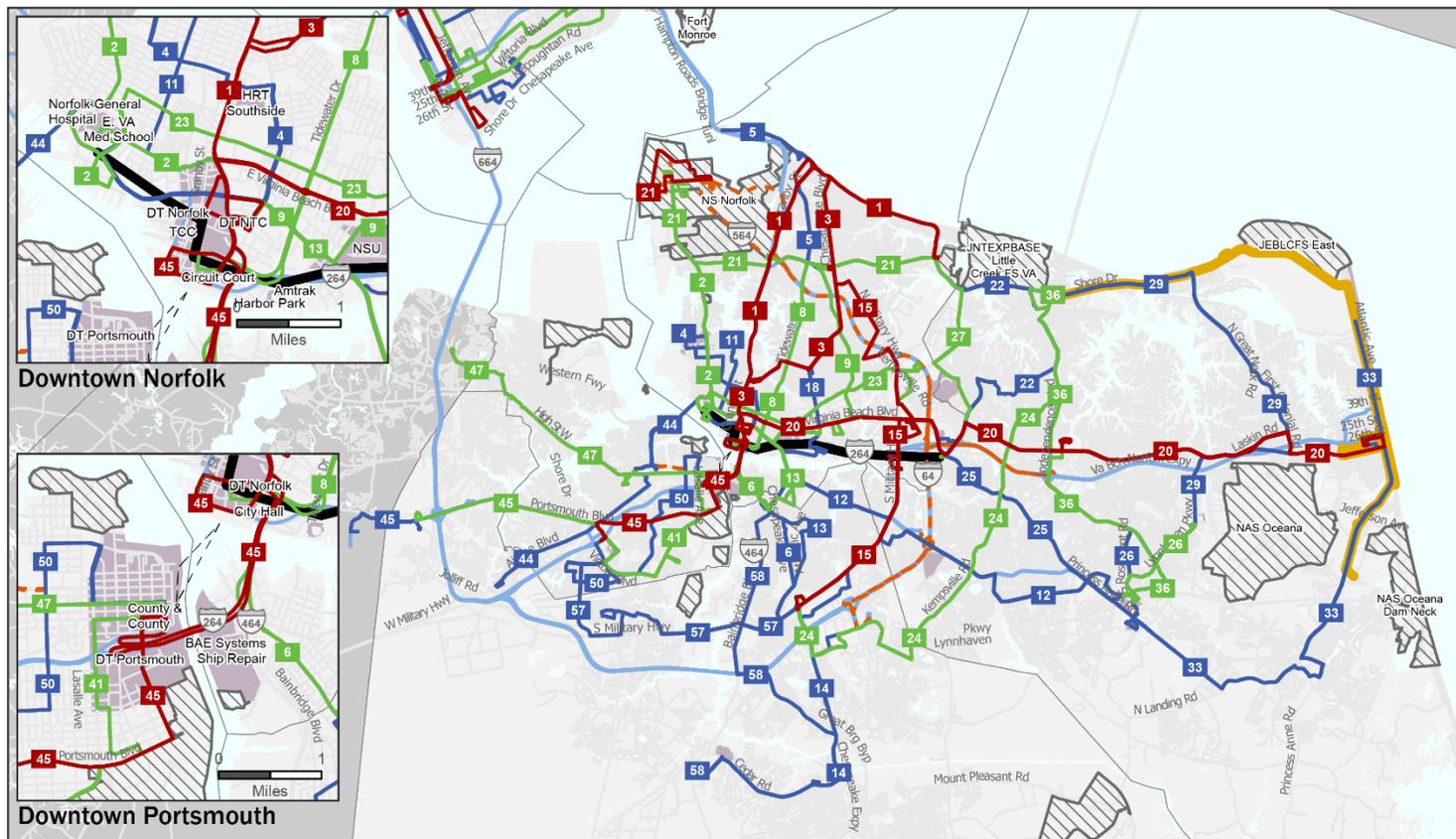
Downtown Norfolk

Downtown Portsmouth

Headway

— 15 minutes
— 30 minutes
— 60 minutes
— - - Eliminated Service

Other Services

— PCS, MAX, Limited
— Trolley
— Light Rail
— - - Ferry

⧄ Military Base
▨ Activity Center
☐ City Boundary

SOUTHSIDE: FY 2025 (Fall 2024) Weekday AM Peak

N

Figure B-3: FY 2025 (Spring 2025) Weekday AM Peak Frequency (Peninsula)

Downtown Newport News

Downtown Hampton

Headway

— 15 minutes
— 30 minutes
— 60 minutes
- - - Eliminated Service

Other Services

— PCS, MAX, Limited

░░ Military Base

▨ Activity Center

☐ Regional Backbone Routes

N

PENINSULA: FY 2025 (Spring 2025) Weekday AM Peak

Figure B-4: FY 2025 (Spring 2025) Weekday AM Peak Frequency (Southside)

Downtown Norfolk

Downtown Portsmouth

Headway

— 15 minutes
— 30 minutes
— 60 minutes
-·-· Eliminated Service

Other Services

— PCS, MAX, Limited
— Trolley
— Light Rail
--- Ferry

⧄⧄ Military Base
▨ Activity Center
☐ City Boundary

SOUTHSIDE: FY 2025 (Spring 2025) Weekday AM Peak

N

Figure B-5: FY 2026 Weekday AM Peak Frequency (Peninsula)

PENINSULA: FY 2026 Weekday AM Peak

Headway
— 15 minutes
— 30 minutes
— 60 minutes
- - - Eliminated Service

Other Services
— PCS, MAX, Limited
Military Base
Activity Center
Regional Backbone Routes

Figure B-6: FY 2026 Weekday AM Peak Frequency (Southside)

Headway

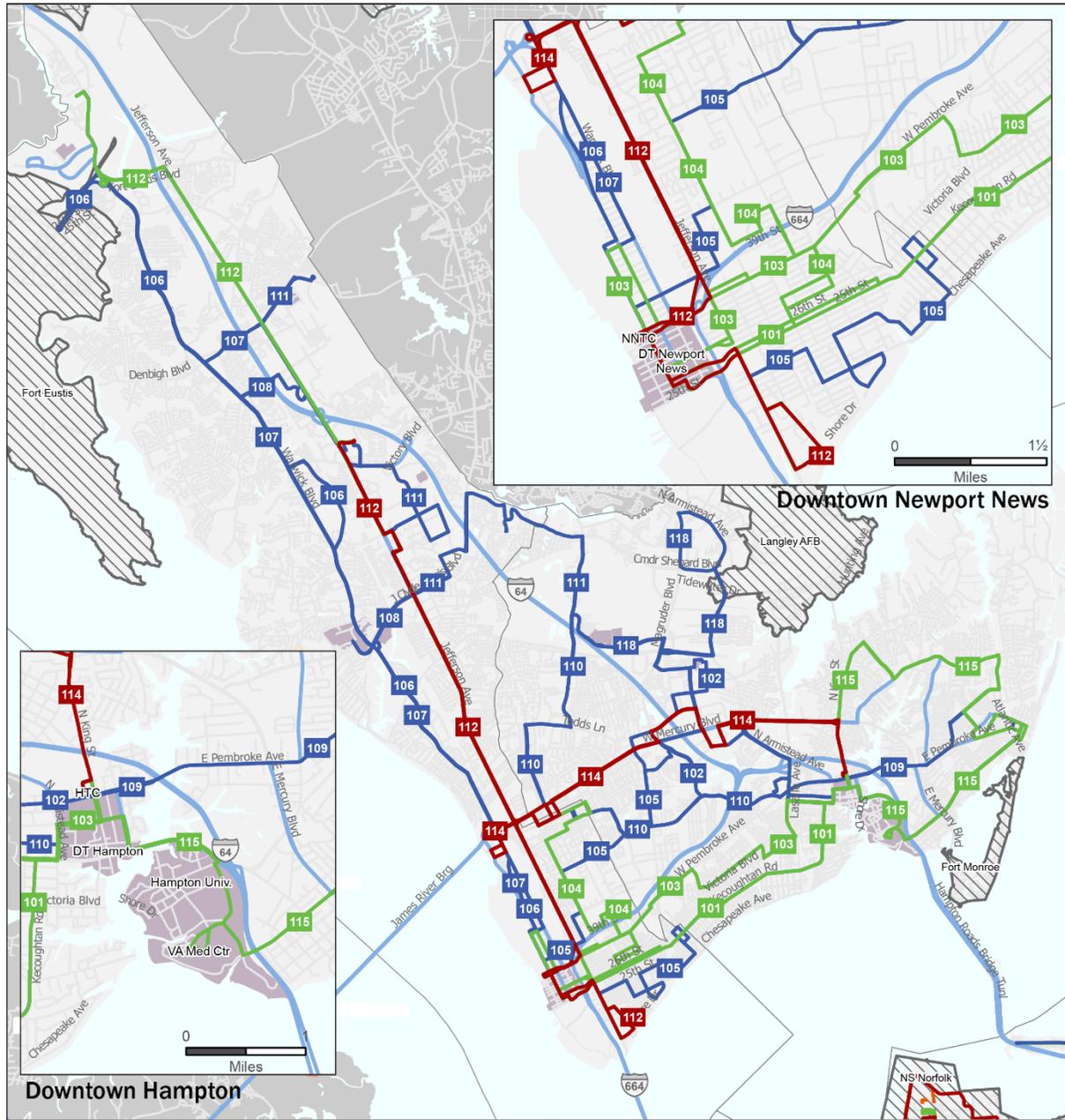— 15 minutes
— 30 minutes
— 60 minutes
--- Eliminated Service

Other Services

— PCS, MAX, Limited
— Trolley
— Light Rail
--- Ferry

▨ Military Base
▨ Activity Center
☐ City Boundary

N

SOUTHSIDE: FY 2026 Weekday AM Peak
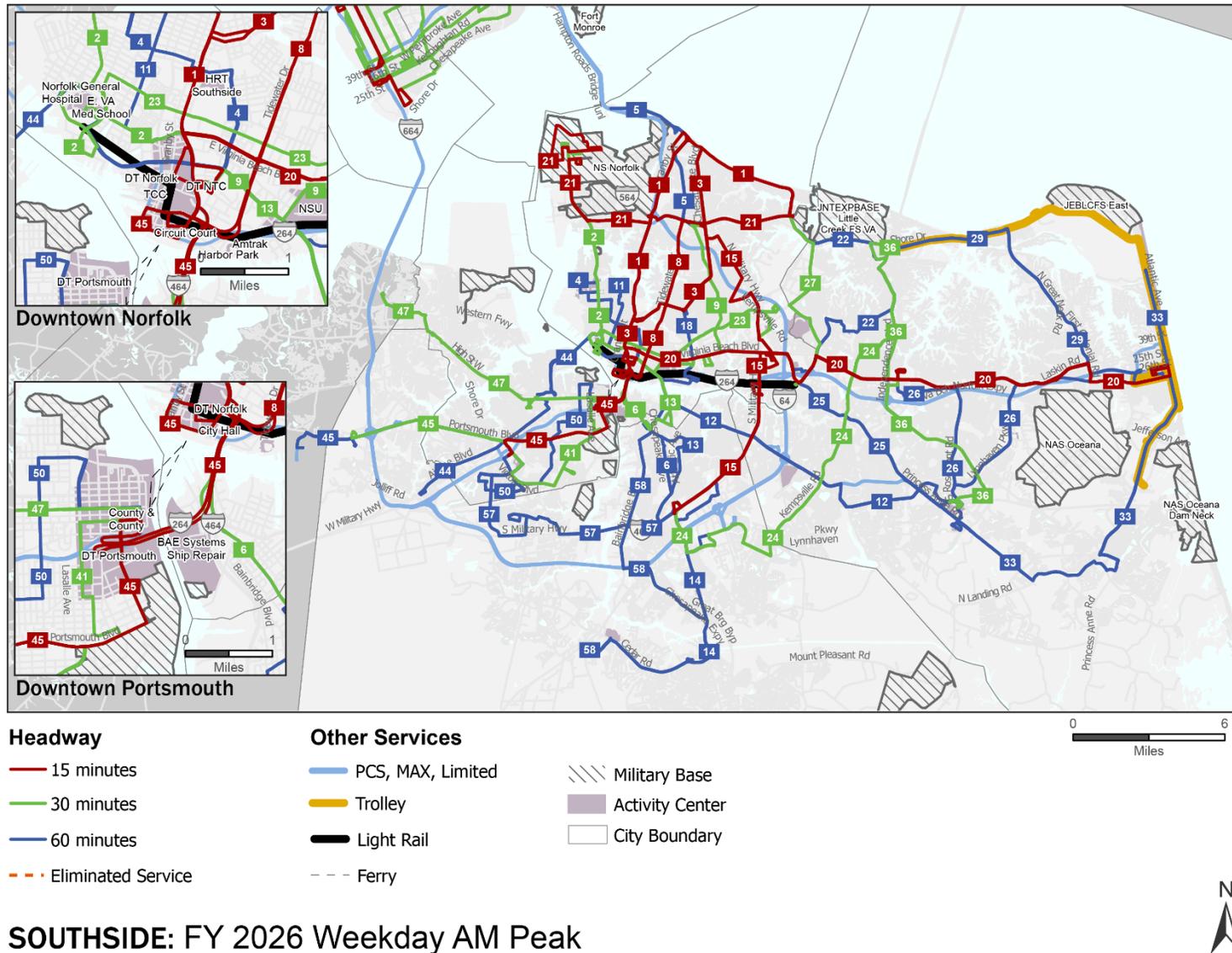
Figure B-7: FY 2027 Weekday AM Peak Frequency (Peninsula)

Downtown Newport News

Downtown Hampton

PENINSULA: FY 2027 Weekday AM Peak

Headway

— 15 minutes

— 30 minutes

— 60 minutes

- - - Eliminated Service

Other Services

— PCS, MAX, Limited

Military Base

Activity Center

Regional Backbone Routes

Figure B-8: FY 2027 Weekday AM Peak Frequency (Southside)

Downtown Norfolk

Downtown Portsmouth

Headway	Other Services	
——— 15 minutes	——— PCS, MAX, Limited	⧄⧄ Military Base
——— 30 minutes	——— Trolley	▨ Activity Center
——— 60 minutes	——— Light Rail	☐ City Boundary
- - - Eliminated Service	- - - Ferry	

SOUTHSIDE: FY 2027 Weekday AM Peak

N

Figure B-9: FY 2028 Weekday AM Peak Frequency (Peninsula)

Downtown Newport News

Downtown Hampton

Headway
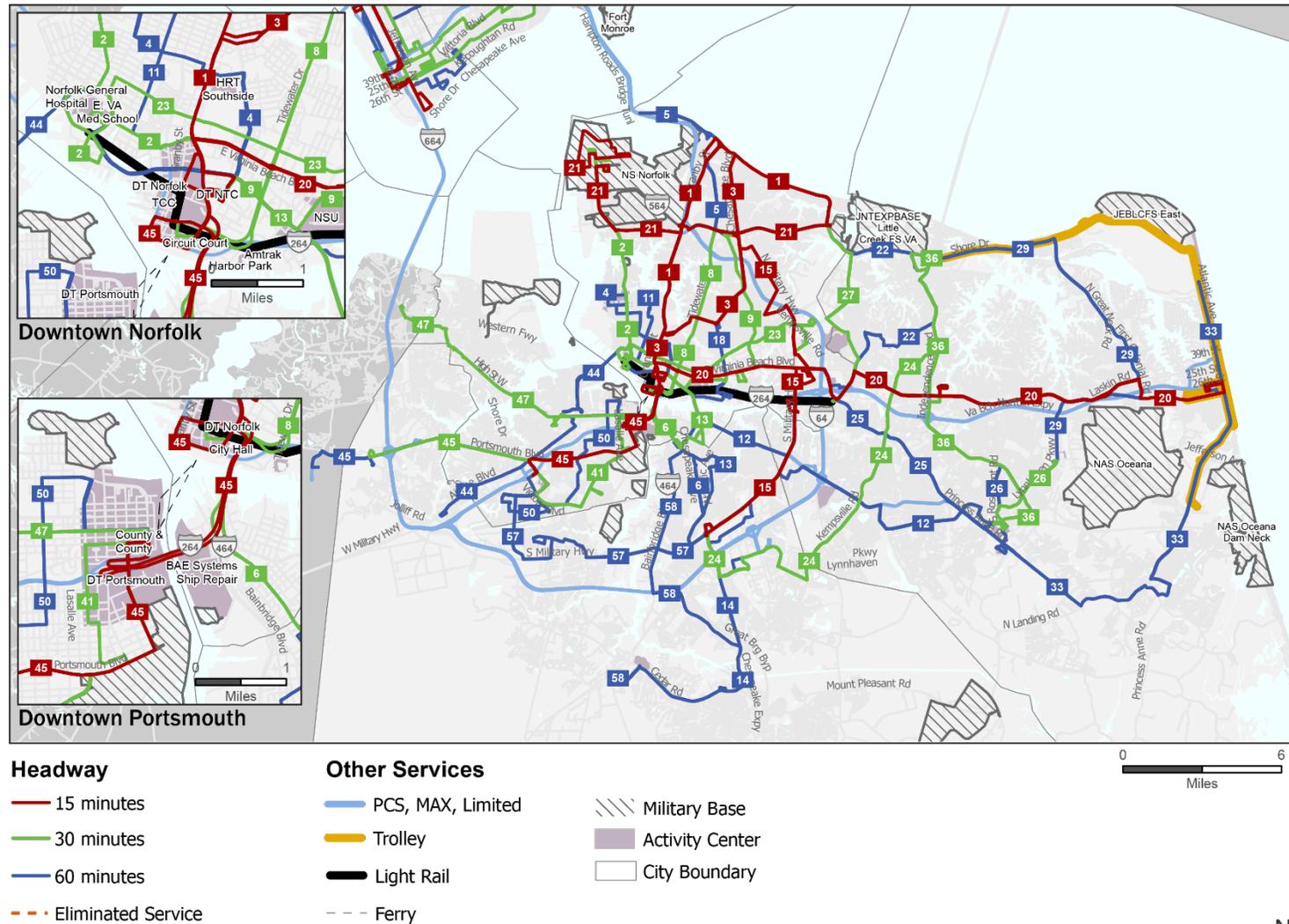
— 15 minutes
— 30 minutes
— 60 minutes
--- Eliminated Service

Other Services

— PCS, MAX, Limited

▨ Military Base

▨ Activity Center

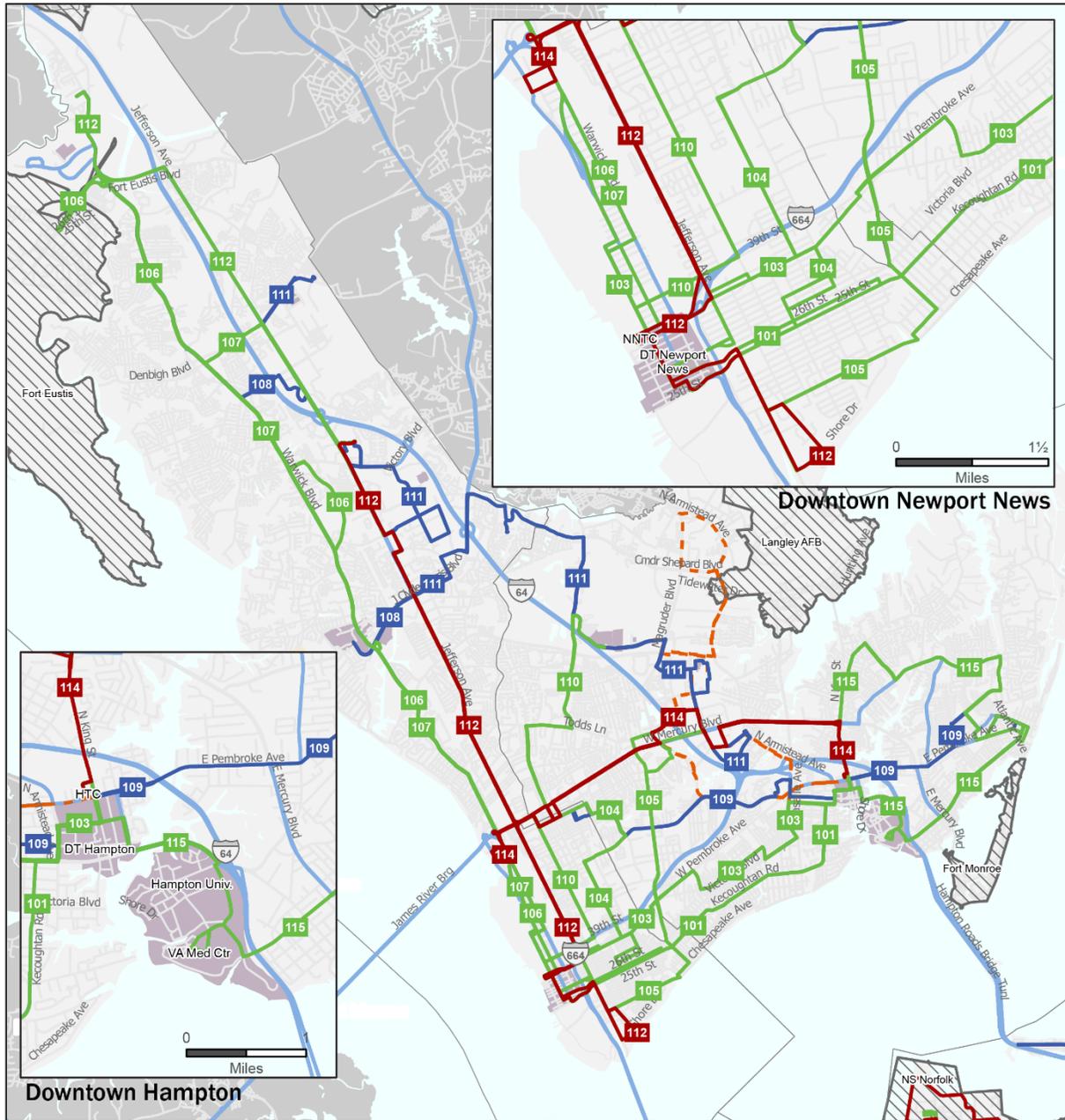▢ Regional Backbone Routes

PENINSULA: FY 2028 Weekday AM Peak

N

Figure B-10: FY 2028 Weekday AM Peak Frequency (Southside)

Downtown Norfolk

Downtown Portsmouth

Headway
— 15 minutes
— 30 minutes
— 60 minutes
- - - Eliminated Service

Other Services
— PCS, MAX, Limited
— Trolley
— Light Rail
— Ferry

▨ Military Base
▨ Activity Center
▢ City Boundary

SOUTHSIDE: FY 2028 Weekday AM Peak

N

Figure B-11: FY 2029 Weekday AM Peak Frequency (Peninsula)

PENINSULA: FY 2029 Weekday AM Peak

Headway
— 15 minutes
— 30 minutes
— 60 minutes
- - - Eliminated Service

Other Services
— PCS, MAX, Limited
\\\\ Military Base
Activity Center
Regional Backbone Routes

Figure B-12: FY 2029 Weekday AM Peak Frequency (Southside)

Downtown Norfolk

Downtown Portsmouth

Headway

— 15 minutes
— 30 minutes
— 60 minutes
--- Eliminated Service

Other Services

— PCS, MAX, Limited
— Trolley
— Light Rail
--- Ferry

▨ Military Base
▨ Activity Center
☐ City Boundary

N

SOUTHSIDE: FY 2029 Weekday AM Peak

Figure B-13: FY 2030 Weekday AM Peak Frequency (Peninsula)

Downtown Newport News

Downtown Hampton

Headway

— 15 minutes

— 30 minutes

— 60 minutes

- - - Eliminated Service

Other Services

— PCS, MAX, Limited

⧅ Military Base

▨ Activity Center

▢ Regional Backbone Routes

PENINSULA: FY 2030 Weekday AM Peak

N

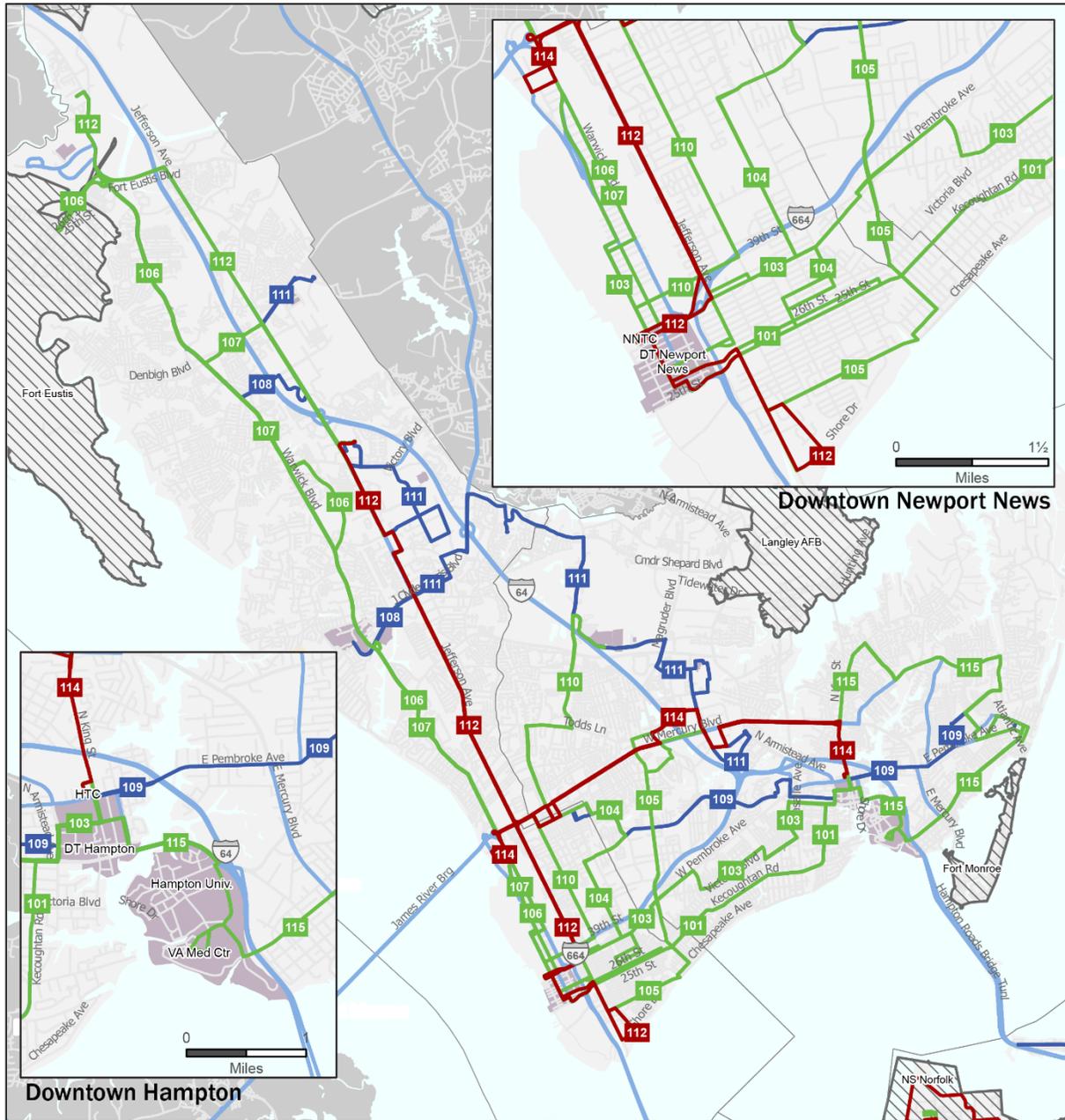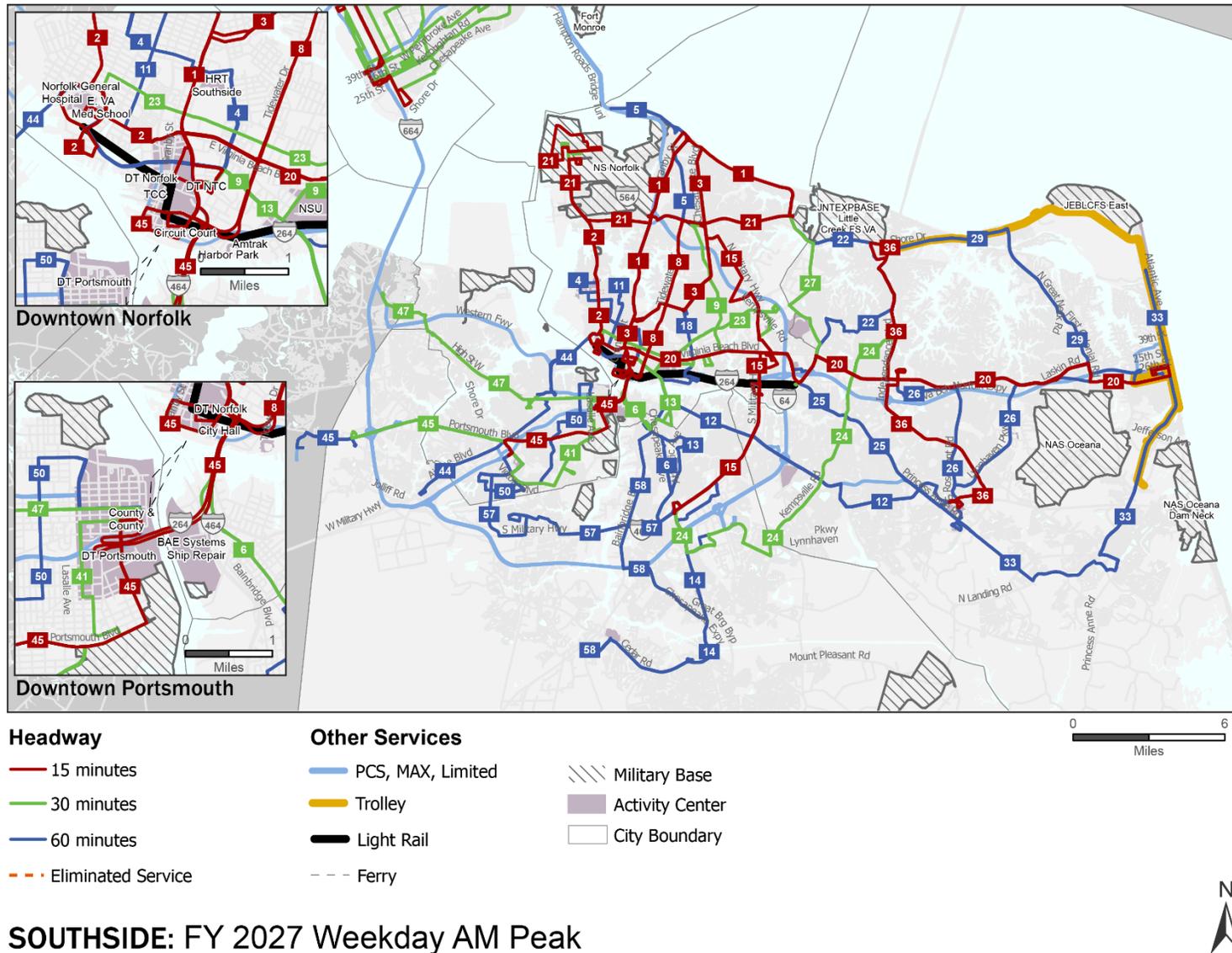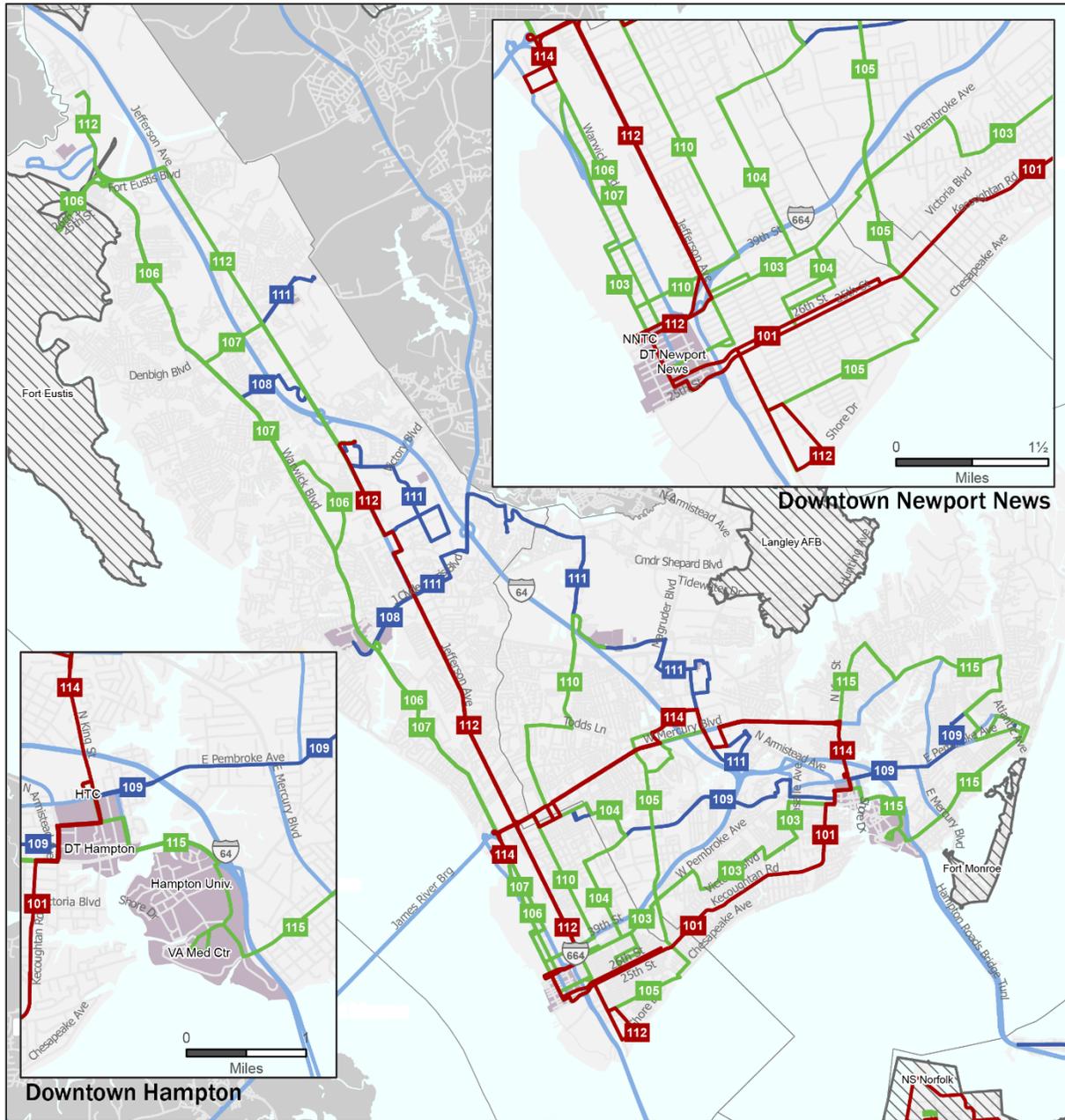*Figure B-14: FY 2030 Weekday AM Peak Frequency (Southside)*

Downtown Norfolk

Downtown Portsmouth

Headway
— 15 minutes
— 30 minutes
— 60 minutes
- - - Eliminated Service

Other Services
— PCS, MAX, Limited
— Trolley
— Light Rail
- - - Ferry

▨ Military Base
▨ Activity Center
☐ City Boundary

SOUTHSIDE: FY 2030 Weekday AM Peak

Figure B-15: FY 2031 Weekday AM Peak Frequency (Peninsula)

Downtown Newport News

Downtown Hampton

Headway
— 15 minutes
— 30 minutes
— 60 minutes
- - - Eliminated Service

Other Services
— PCS, MAX, Limited
⧄ Military Base
▨ Activity Center
☐ Regional Backbone Routes

PENINSULA: FY 2031 Weekday AM Peak

N

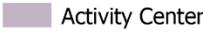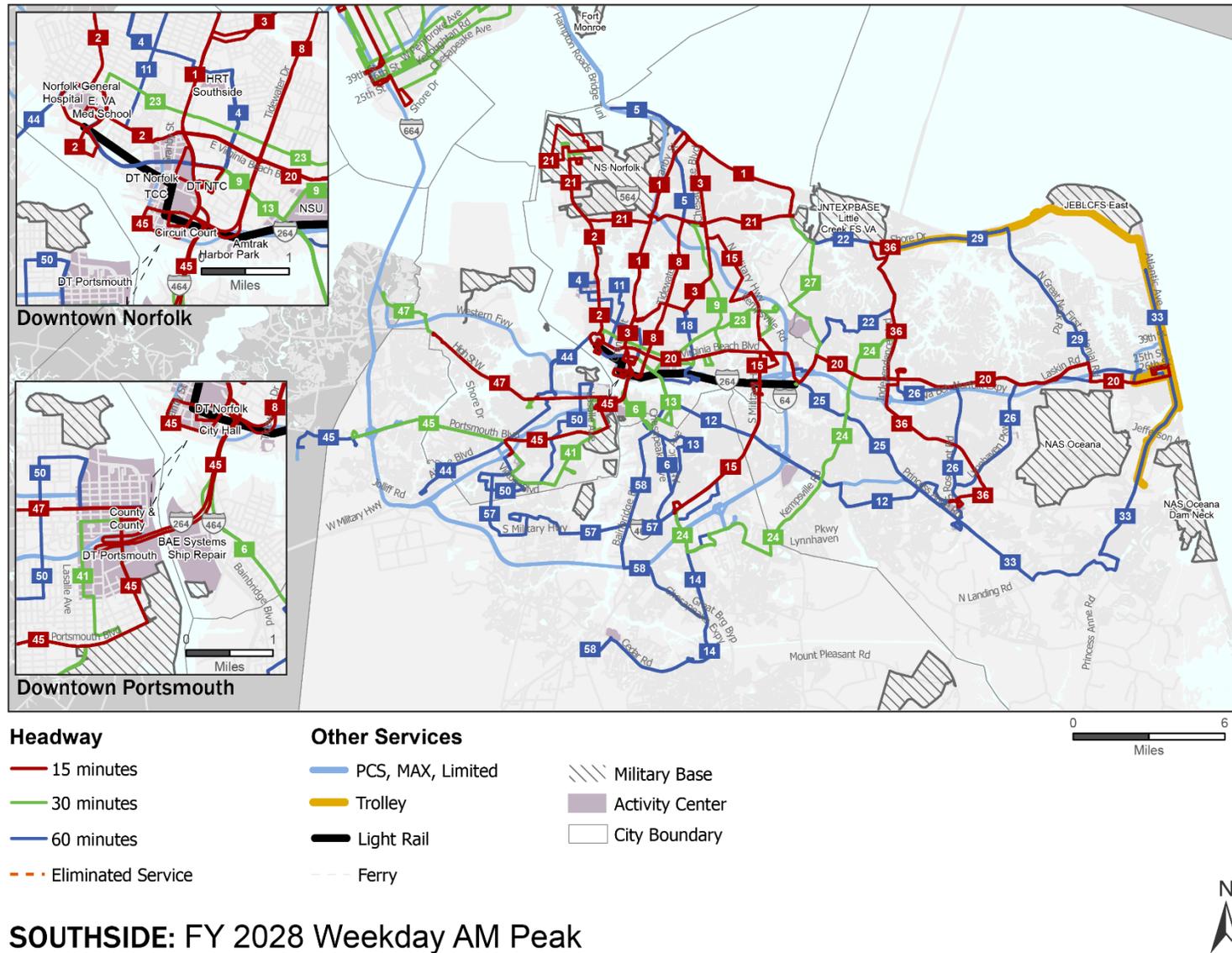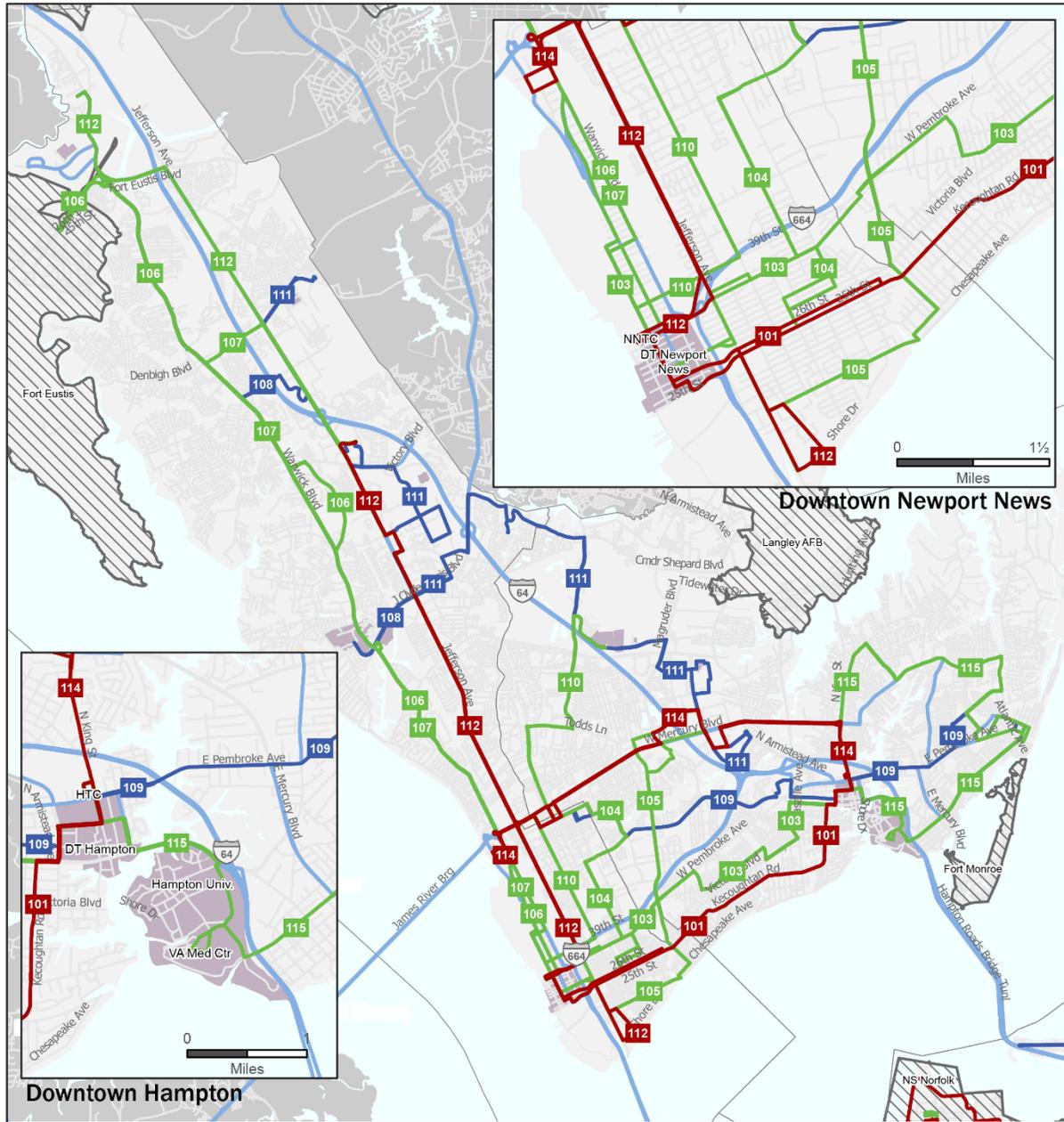*Figure B-16: FY 2031Weekday AM Peak Frequency (Southside)*

Downtown Norfolk

Downtown Portsmouth

Headway
- — 15 minutes
- — 30 minutes
- — 60 minutes
- - - Eliminated Service

Other Services
- — PCS, MAX, Limited
- — Trolley
- — Light Rail
- - - Ferry

- Military Base
- Activity Center
- City Boundary

SOUTHSIDE: FY 2031 Weekday AM Peak

Figure B-17: FY 2032 Weekday AM Peak Frequency (Peninsula)

Downtown Newport News

Downtown Hampton

Headway

— 15 minutes
— 30 minutes
— 60 minutes
- - - Eliminated Service

Other Services

— PCS, MAX, Limited

▨ Military Base

▨ Activity Center

▢ Regional Backbone Routes

PENINSULA: FY 2032 Weekday AM Peak

N

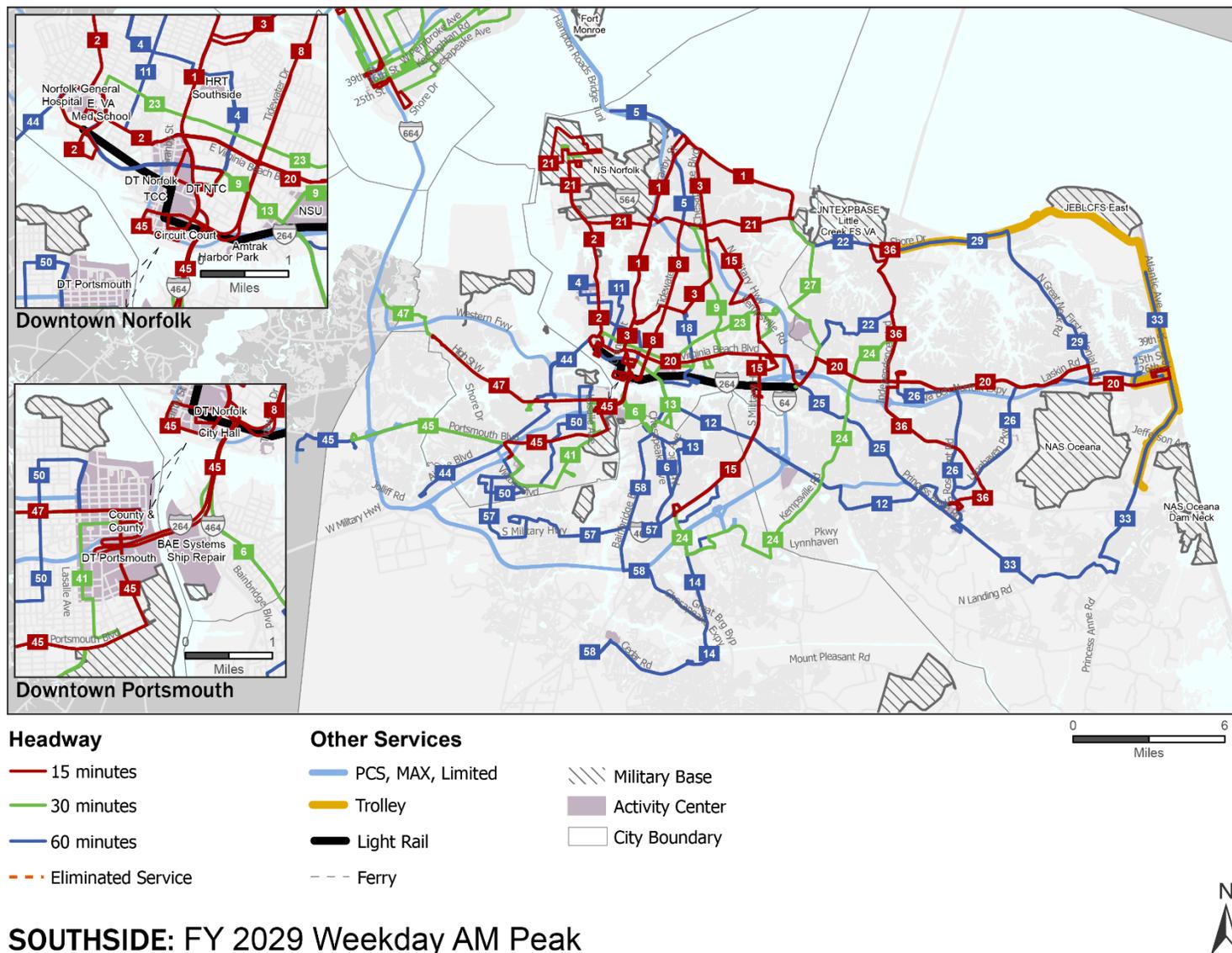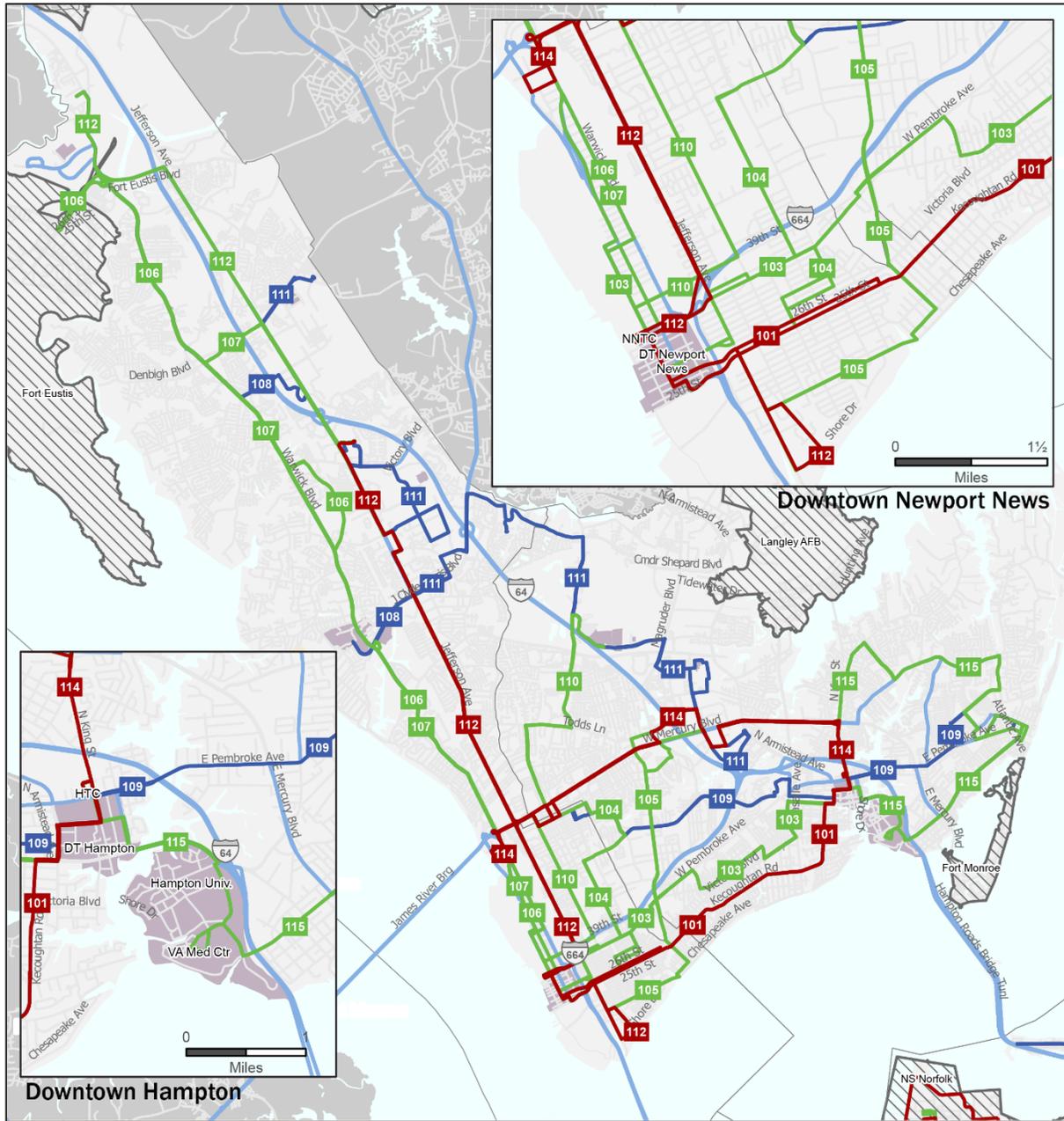Figure B-18: FY 2032 Weekday AM Peak Frequency (Southside)

Downtown Norfolk

Downtown Portsmouth

Headway
— 15 minutes
— 30 minutes
— 60 minutes
-·-· Eliminated Service

Other Services
— PCS, MAX, Limited
— Trolley
— Light Rail
-·-· Ferry

▨ Military Base
▨ Activity Center
☐ City Boundary

SOUTHSIDE: FY 2032 Weekday AM Peak
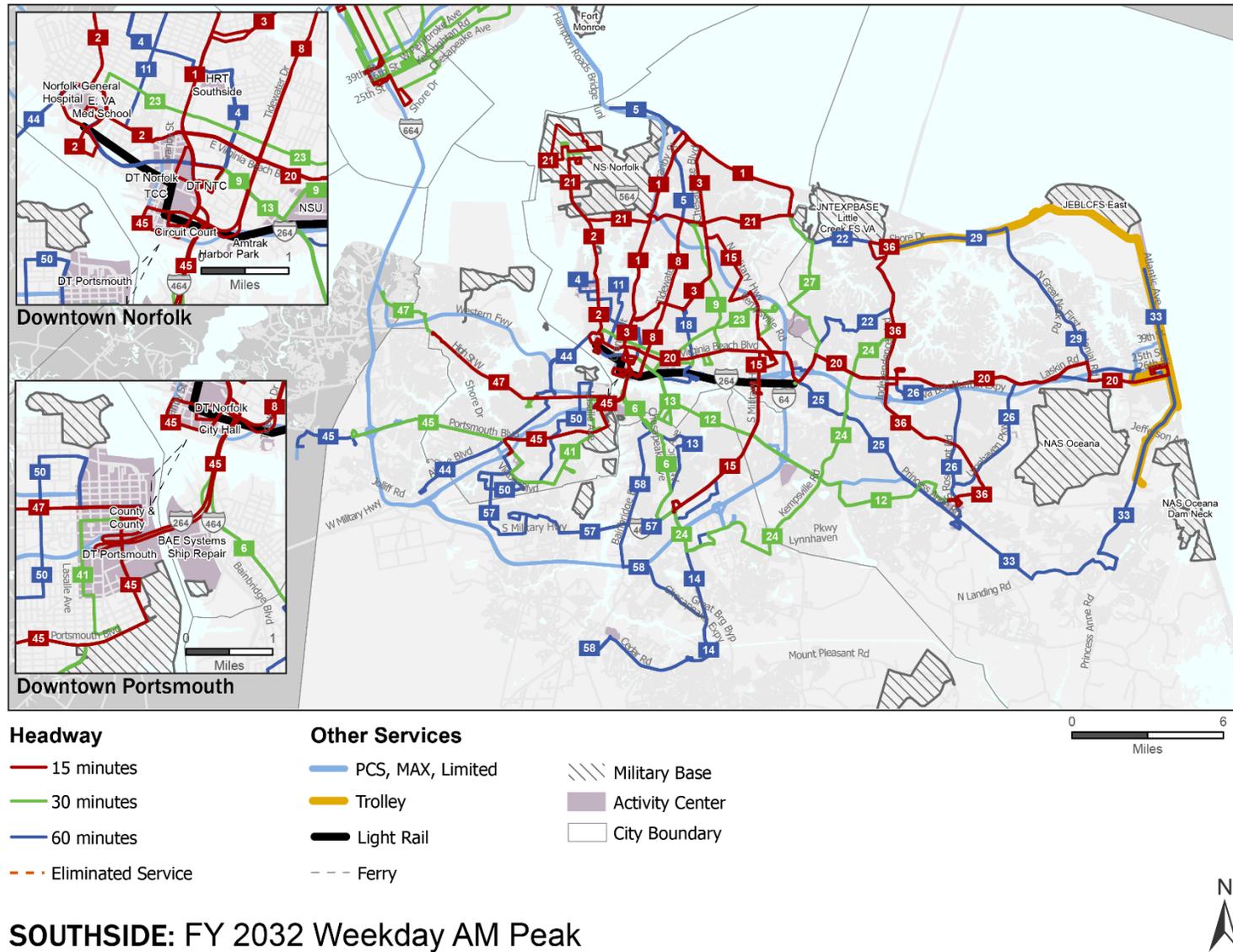
Figure B-19: FY 2033 Weekday AM Peak Frequency (Peninsula)
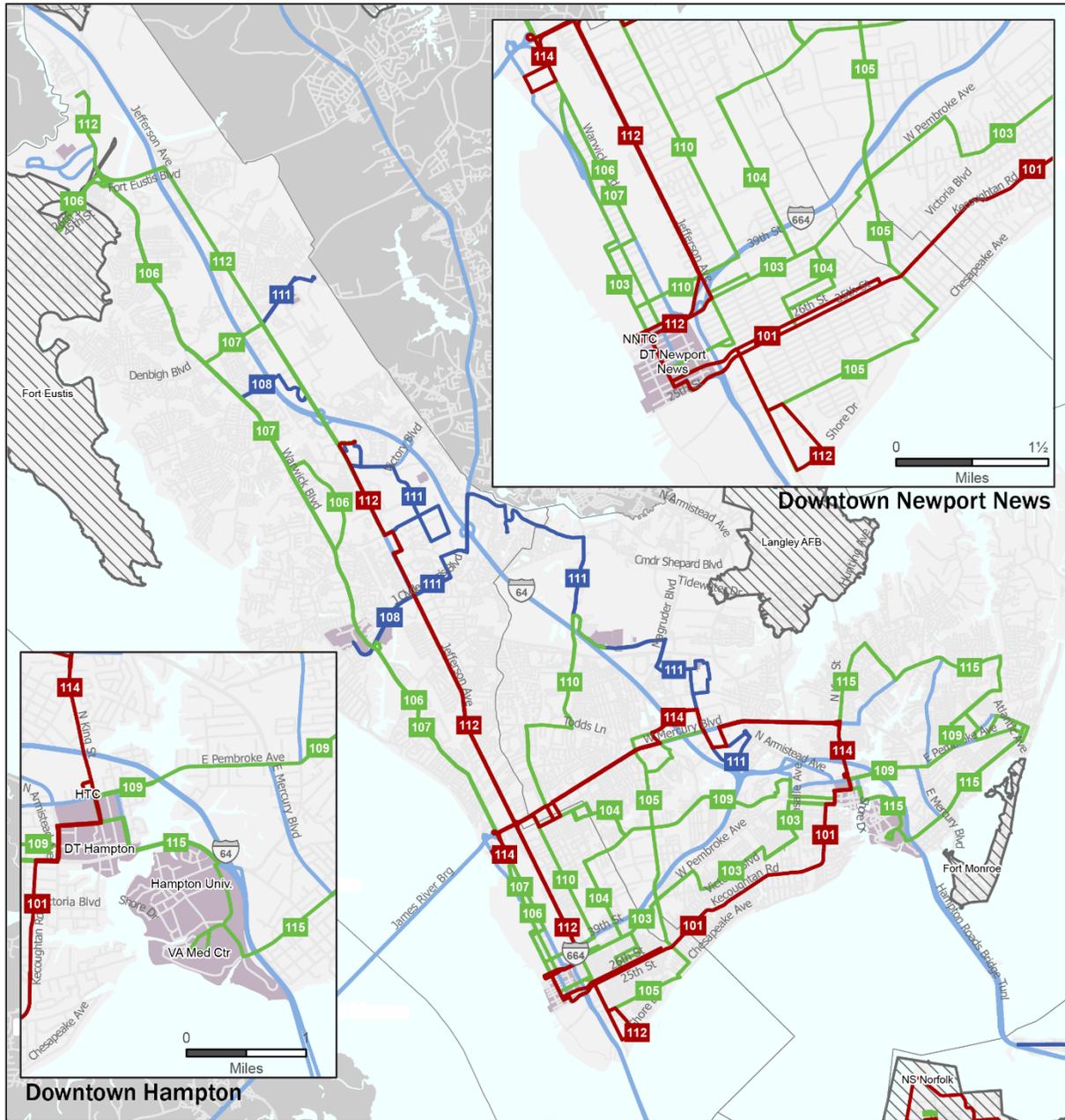
Downtown Newport News

Downtown Hampton

Headway

— 15 minutes

— 30 minutes

— 60 minutes

- - - Eliminated Service

Other Services

— PCS, MAX, Limited

///// Military Base

▨ Activity Center

☐ Regional Backbone Routes

PENINSULA: FY 2033 Weekday AM Peak

N

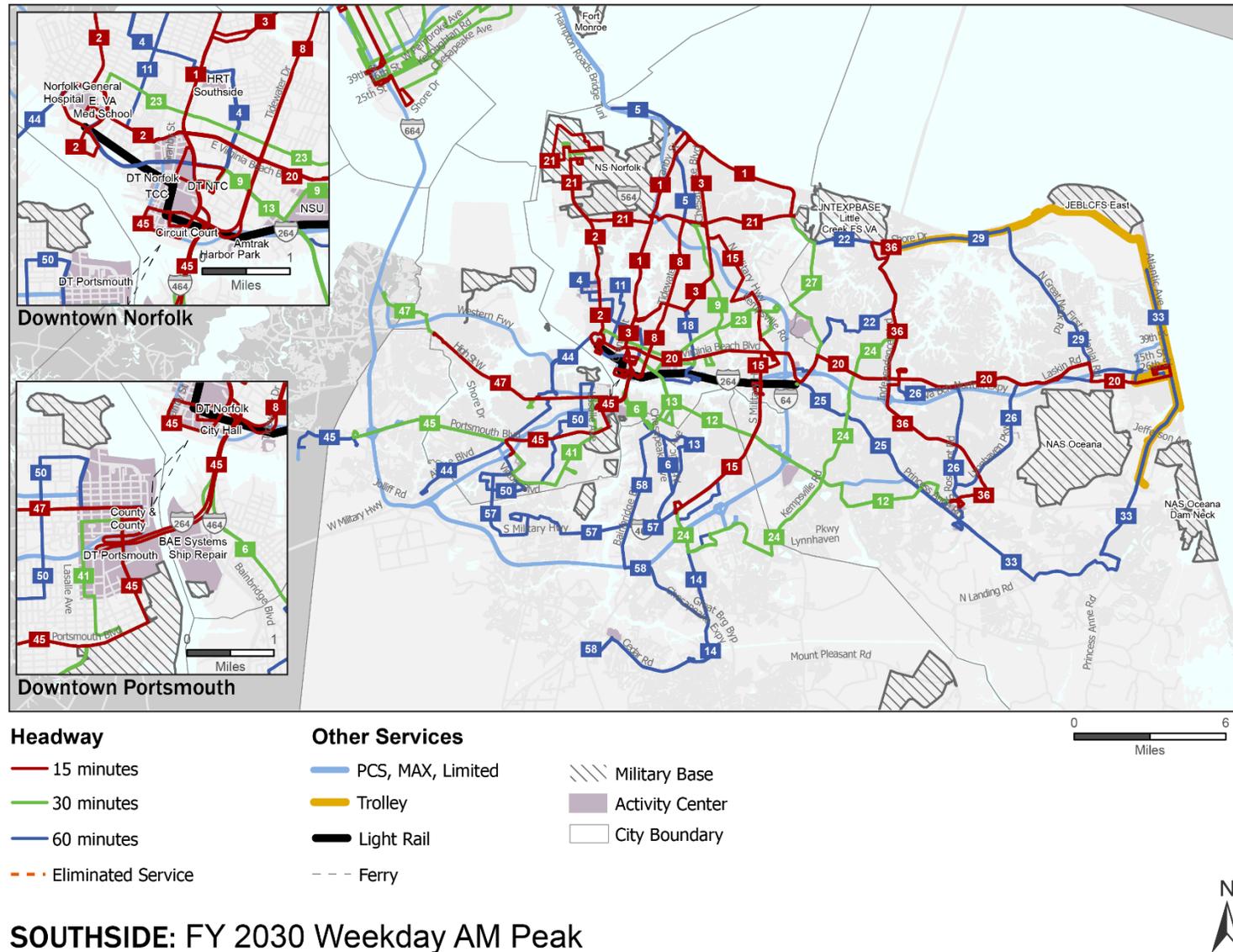*Figure B-20: FY 2033 Weekday AM Peak Frequency (Southside)*

Downtown Norfolk

Downtown Portsmouth

Headway
— 15 minutes
— 30 minutes
— 60 minutes
- - · Eliminated Service

Other Services
— PCS, MAX, Limited
— Trolley
— Light Rail
- - - Ferry

⧄⧄ Military Base
▨ Activity Center
▢ City Boundary

0   6
Miles

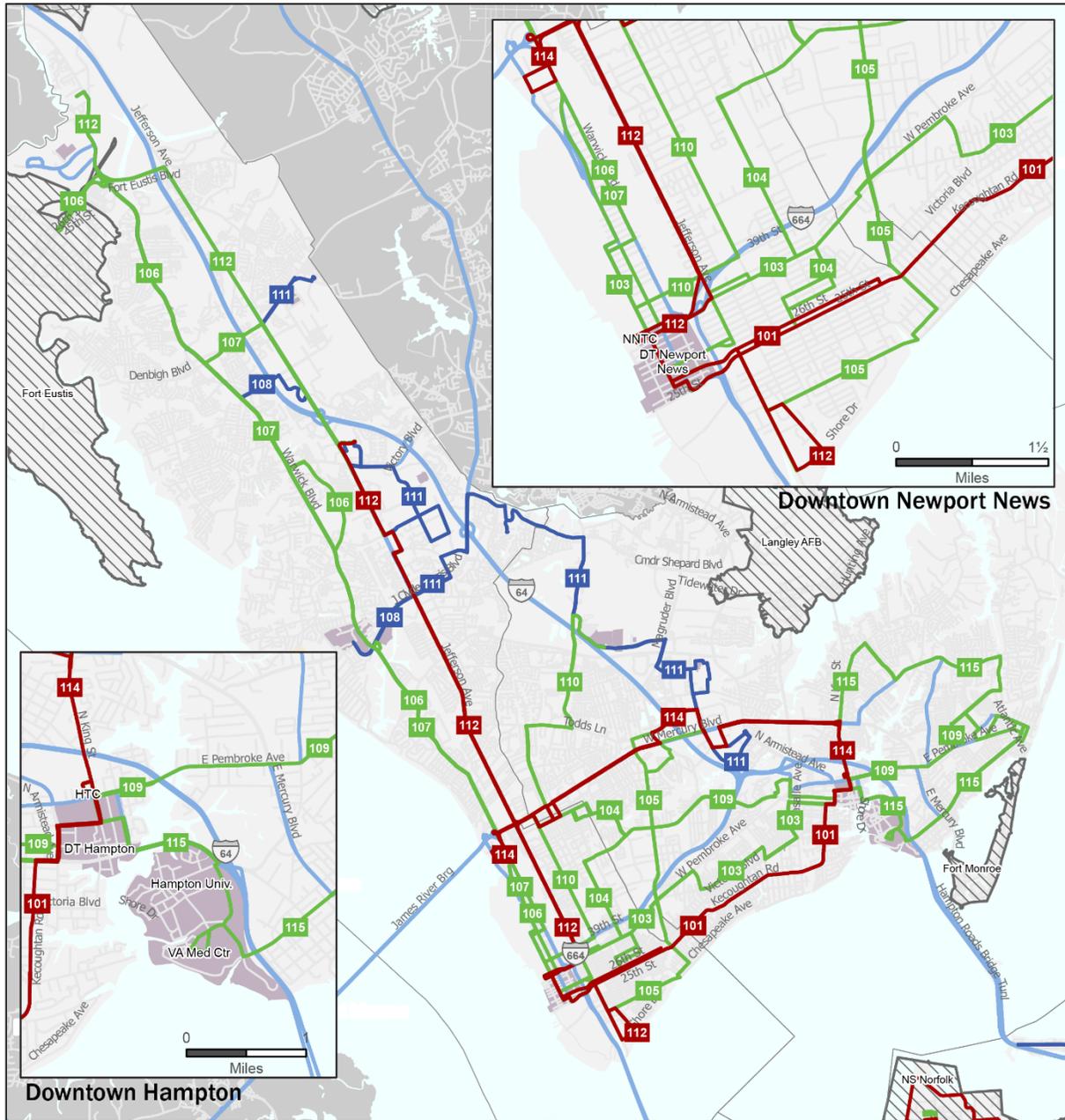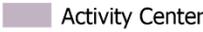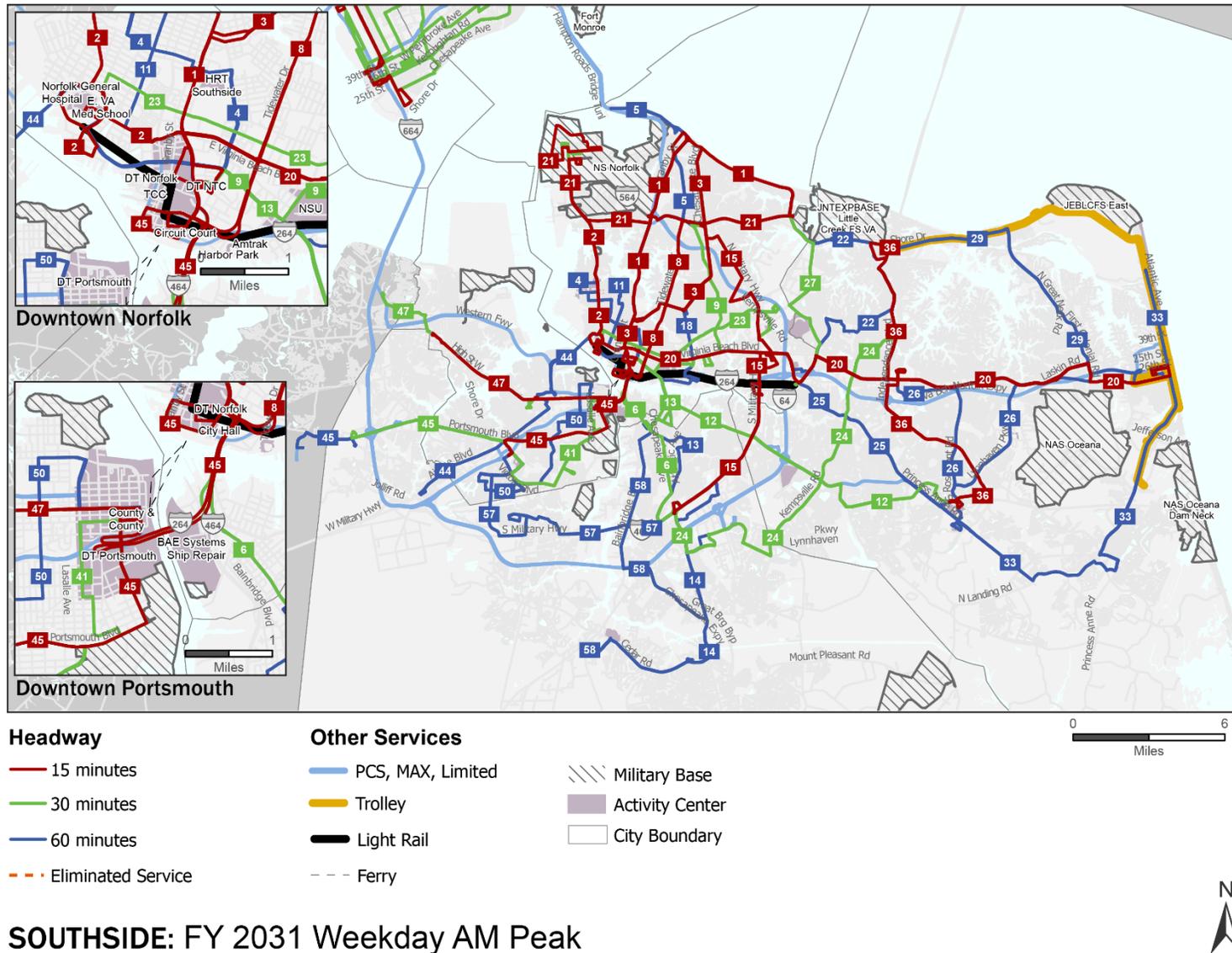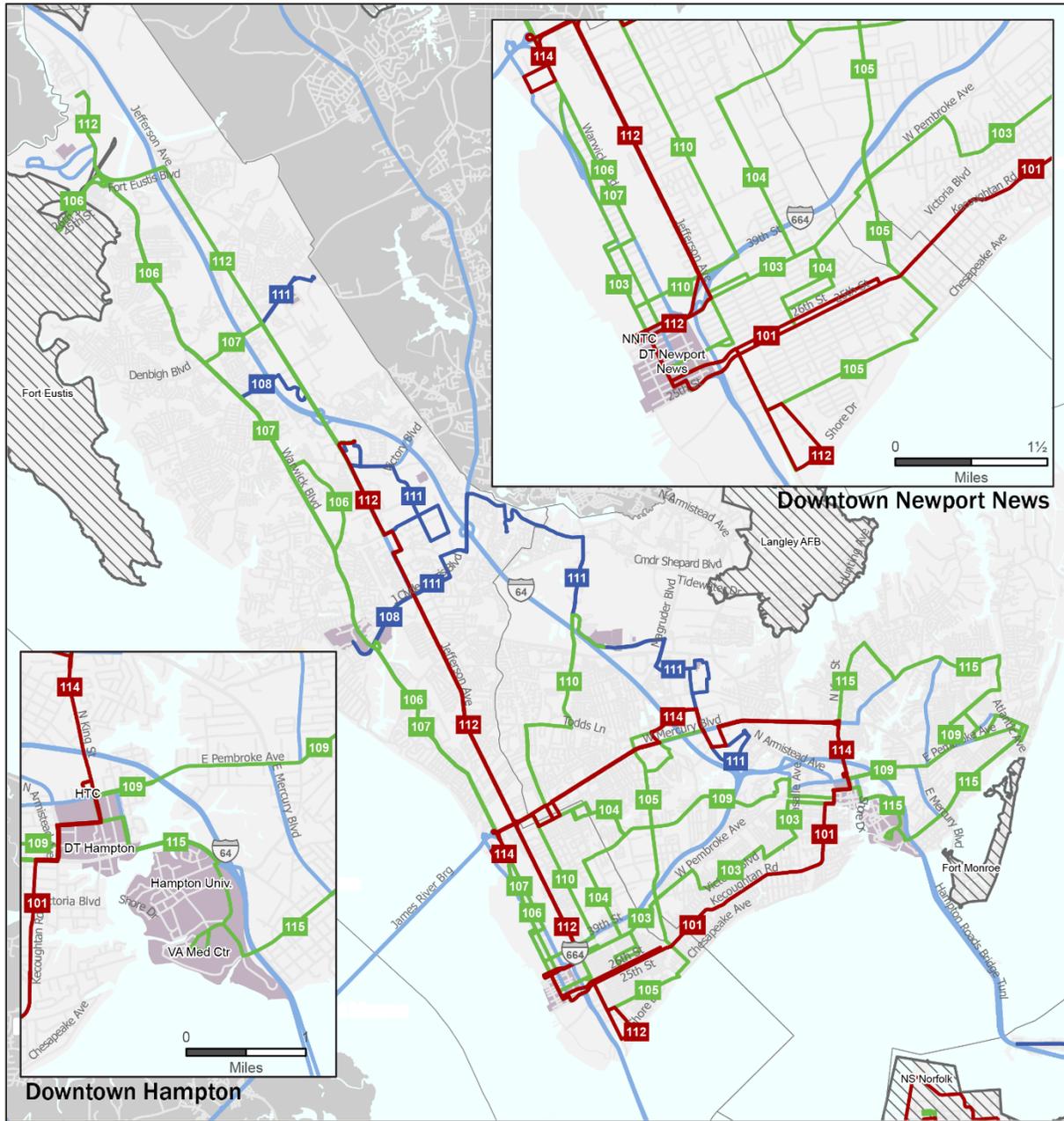**SOUTHSIDE:** FY 2033 Weekday AM Peak

N
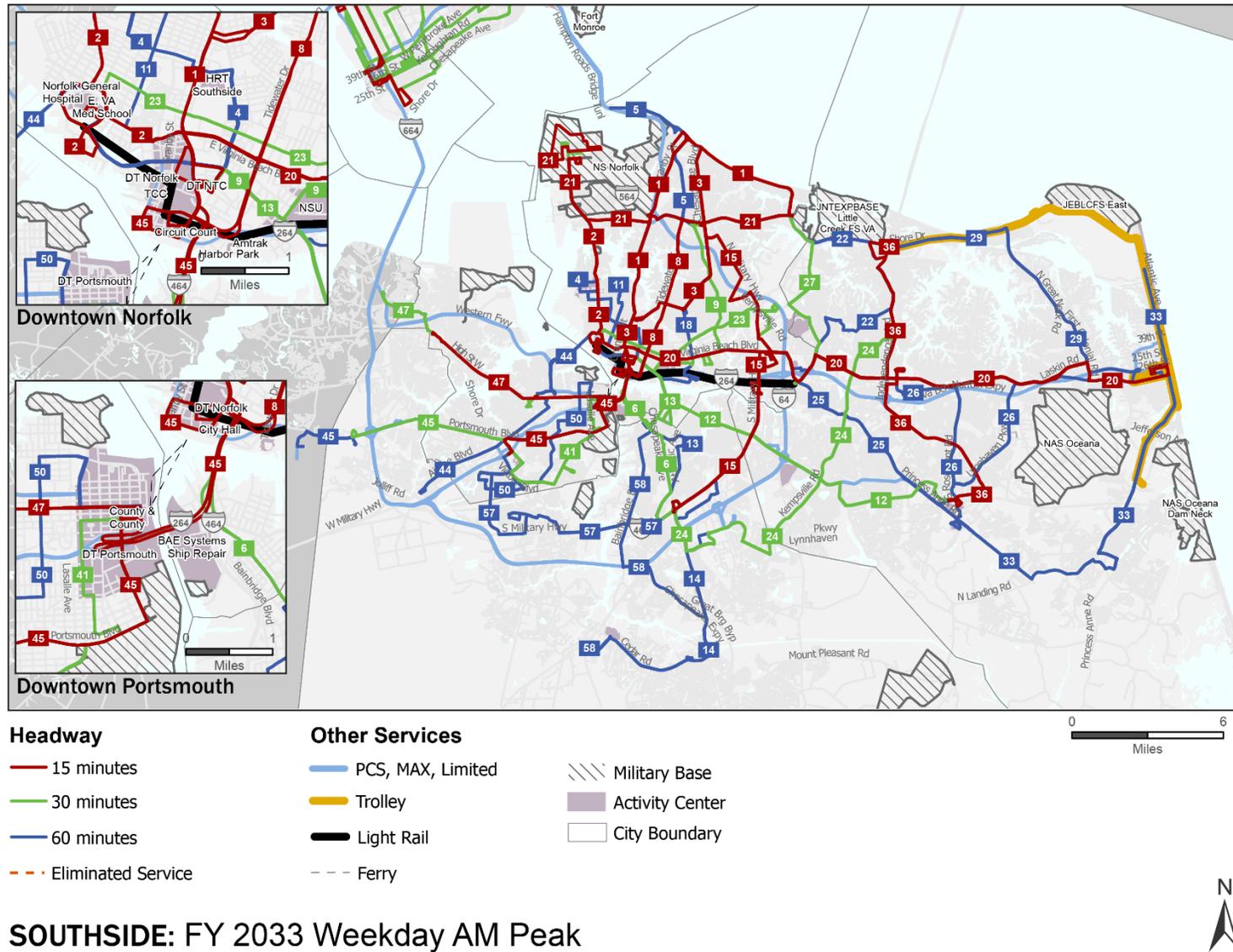
Figure B-21: FY 2034 Weekday AM Peak Frequency (Peninsula)
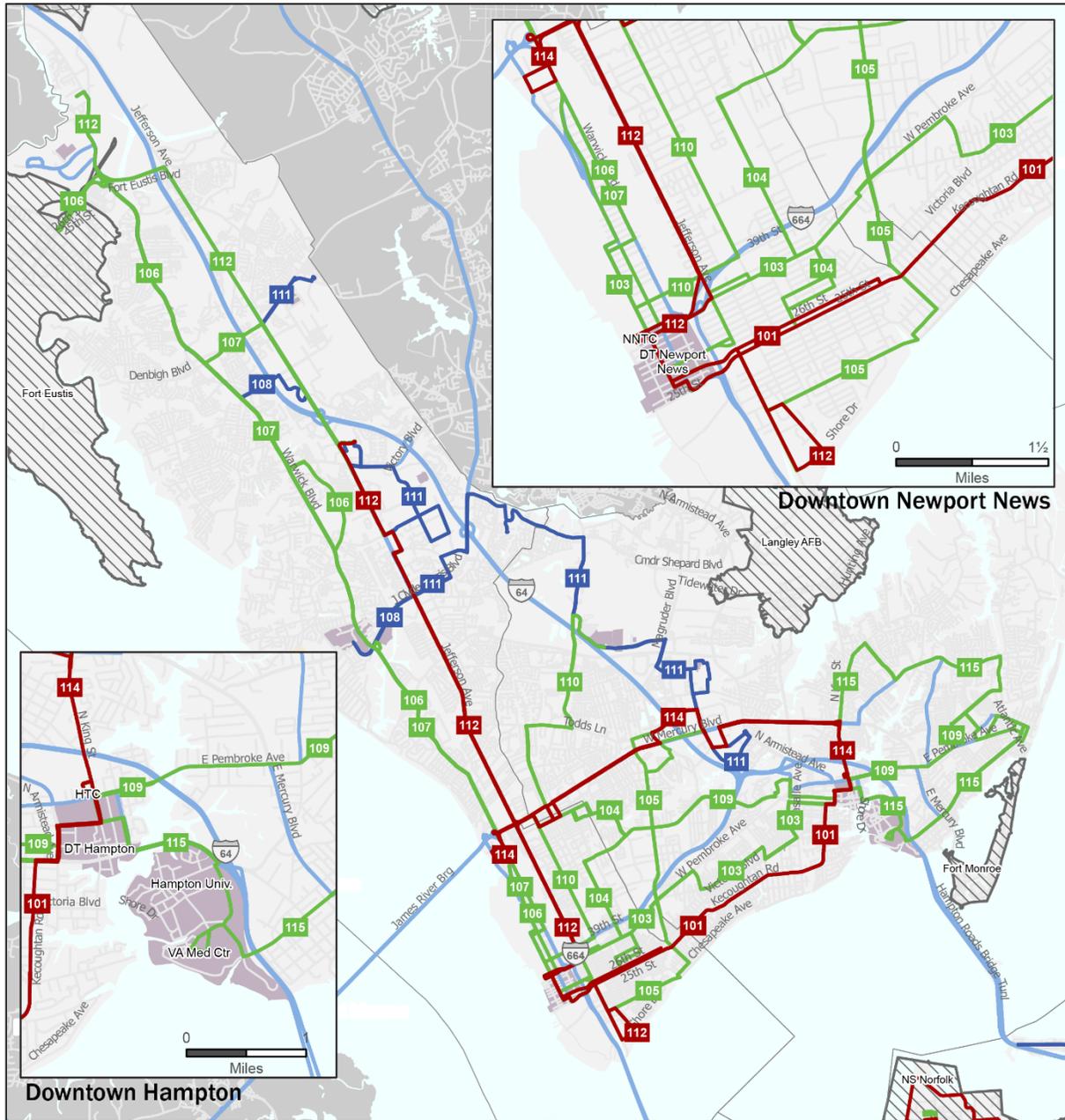
Headway

— 15 minutes
— 30 minutes
— 60 minutes
- - - Eliminated Service

Other Services

— PCS, MAX, Limited

▨ Military Base

▨ Activity Center

☐ Regional Backbone Routes

PENINSULA: FY 2034 Weekday AM Peak

Figure B-22: FY 2034 Weekday AM Peak Frequency (Southside)

Downtown Norfolk

Downtown Portsmouth

Headway
— 15 minutes
— 30 minutes
— 60 minutes
– – · Eliminated Service

Other Services
— PCS, MAX, Limited
— Trolley
— Light Rail
– – – Ferry

▨ Military Base
▨ Activity Center
☐ City Boundary

0   6
Miles

N

SOUTHSIDE: FY 2034 Weekday AM Peak
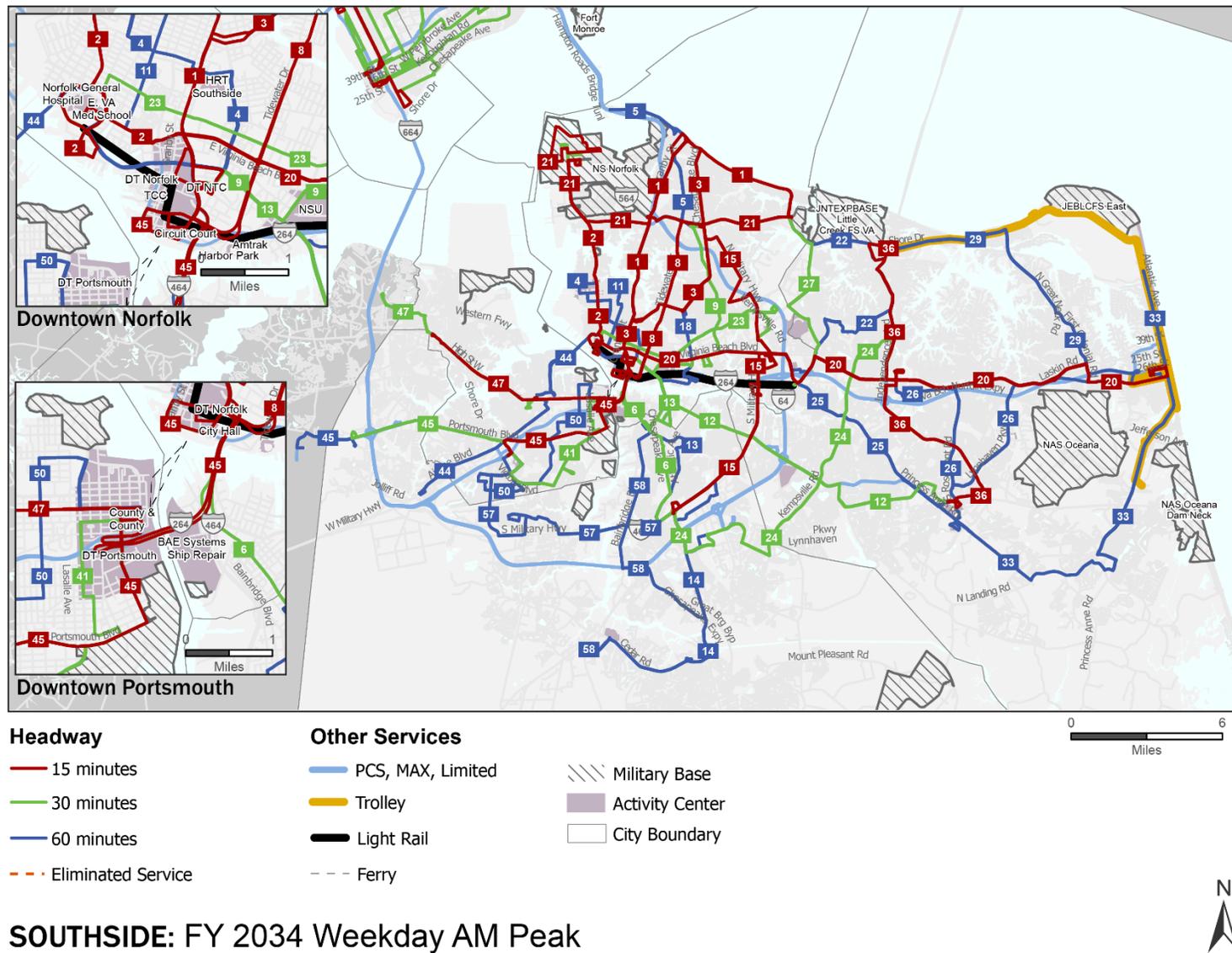
Figure B-23: Service Target Weekday AM Peak Frequency (Peninsula)

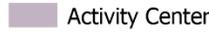**Downtown Newport News**

Downtown Hampton

Headway

— 15 minutes
— 30 minutes
— 60 minutes
- - - Eliminated Service

Other Services

— PCS, MAX, Limited

\\\\ Military Base

▨ Activity Center

▢ Regional Backbone Routes

N

PENINSULA: Service Target Weekday AM Peak
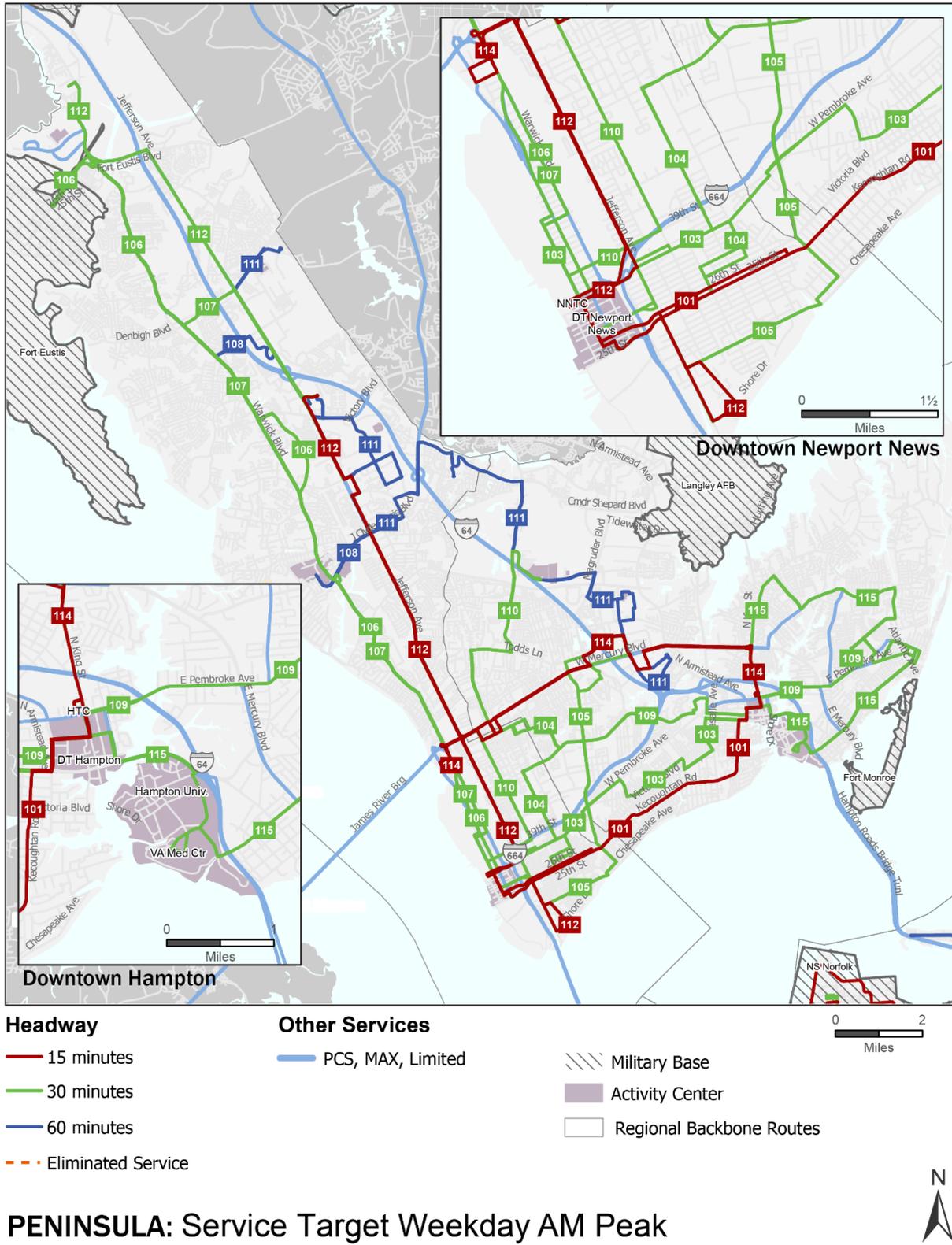
Figure B-24: Service Target Weekday AM Peak Frequency (Southside)

Downtown Norfolk

Downtown Portsmouth

Headway

— 15 minutes
— 30 minutes
— 60 minutes
- - · Eliminated Service

Other Services

— PCS, MAX, Limited
— Trolley
— Light Rail
- - - Ferry

\\\\ Military Base
Activity Center
City Boundary

SOUTHSIDE: Service Target Weekday AM Peak

N

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Estimated Ridership Methodology and Results

FY2025 – FY2034

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Contents

Tables
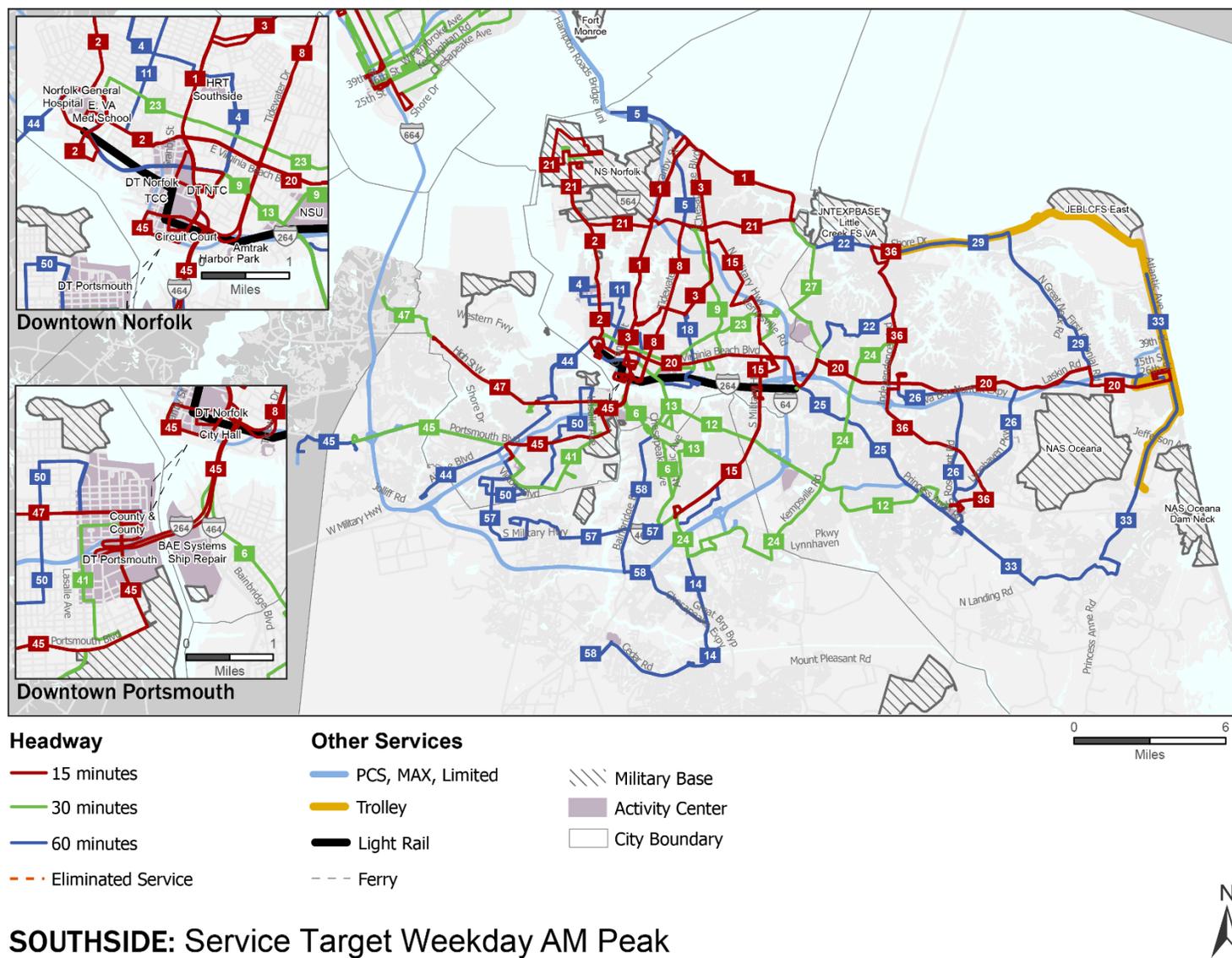
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Appendix C: Estimated Ridership Methodology and Results

This appendix explains the methodology used to estimate ridership for the proposed FY 2034 bus system (Regional Backbone, Local Priority, Coverage, and Limited/Express routes) and presents the results for weekdays, Saturdays, and Sundays. A summary of these results is presented in **Chapter 3**.

C.1. Overview

Future-year ridership was estimated for fixed-route service (Regional Backbone, Local Priority, and Coverage service types) by estimating the ridership impact for every service change between the existing and proposed system. Three types of service changes were defined, with a separate estimation method for each: alignment changes, span changes, and headway changes. The impacts of these changes were estimated in order, starting with stop-level ridership adjustments caused by alignment changes, followed by the application of ridership demand elasticities for span and headway changes. These methods are described in further detail in the following sections.

Ridership for Limited/Express routes, including Peninsula Commuter Service (PCS) and 757 Express (formerly MAX) routes, was estimated at the trip level. Ridership estimation was not conducted for service modes without proposed changes in **Chapter 3**, including demand response service, the Elizabeth River Ferry, and the Tide Light Rail.

Calendar year 2019 (CY 2019) average weekday boardings data by stop and route served as the baseline ridership for every route, representing pre-pandemic levels of transit demand. For all routes, ridership estimates were calculated separately for weekdays, Saturdays, and Sundays, according to the routes and levels of service provided on each service day. The estimates for these days were then used to find a total annual ridership estimate, based on the number of weekdays, Saturdays, and Sundays (or holidays) occurring in a calendar year.

C.2. Alignment Changes

First, the ridership impacts of alignment changes were estimated at the stop level. In order to reflect the stops newly served or no longer served by a route due to realignment, boardings were added or subtracted from each route's baseline ridership.

For every realigned route, the existing stops served by the route before and after the proposed realignment were cataloged. From the existing alignment to the proposed alignment, there could be stops that are eliminated, stops that already exist but are newly served by the route, or stops that are new to the system.

C.2.1 Stops Eliminated from a Route

Boardings at stops eliminated from a route were subtracted from the route's average daily ridership. In cases where one or more other routes were proposed to replace the route's service at a stop, those boardings were captured by those routes as described in the next section. In cases where all service to a stop is eliminated, those boardings were removed from the system entirely.

C.2.2. Stops Added to a Route

Boardings at existing stops added to a realigned route were estimated using the ridership from the CY 2019 routes which serve those stops. First, the realigned route captured any boardings belonging to a route that currently serves the stop but for which service at that stop (or along the whole route) is eliminated. In this way, the new route serves as a replacement for the eliminated service. At stops where no service was eliminated, all CY 2019 boardings at the stop were split proportionally between the routes according to the number of proposed daily trips (i.e., the number of proposed daily trips on each route divided by the total number of proposed daily trips across all routes at that stop).

C.2.3   New Stops

Some proposed route alignments provide service along street segments that do not have existing HRT service. For those segments, the number of new bus stops was estimated using 1,000-foot spacing in each direction. The boardings at each new stop were then estimated using the average CY 2019 boardings per stop for the route.

C.3.   Level of Service Changes

Ridership impacts of the two types of level of service changes, span and headway, were estimated using ridership demand elasticities. These elasticities represent the change in transit demand, or ridership, caused by a change in level of service. The equation shown below demonstrates the usage of ridership demand elasticities, where ε represents the elasticity value and x represents either the span or headway.

$$Boardings_2 = Boardings_1 \cdot e^{\varepsilon \cdot \ln\left(\frac{60/x_1}{60/x_2}\right)}$$

The span elasticity value is positive since an increase in span of service affects an increase in demand. In contrast, the headway elasticity value is negative since an increase in headway (lower frequency) results in decreased demand. Elasticity values are calculated based on the observed effects of level of service changes on transit demand in existing fixed-route bus systems. The elasticity values used in this analysis were 0.83 for span and -0.46 for headways, which represent averages of the observed transit demand patterns of bus systems in the United States.[1]

C.3.1   Span Elasticity

After estimating ridership changes due to realignments, the span elasticity was applied to each route. The total number of hours of daily service (not revenue hours) was calculated for the existing and proposed conditions. For routes with short turns, the span for the short turn and full-length segments were applied separately, according to the ridership along each segment.

C.3.2   Headway Elasticity

Following span elasticity, the headway elasticity was applied for each route. Many routes have varying headways throughout the day, so the existing and proposed PM Peak headways were used for calculating the impacts of headway changes. In the case that PM Peak headways did not change in the proposed plan, midday headways were used to apply headway elasticity. Similar to span elasticity, routes with short turns were split into the respective boardings on each segment, with the headway elasticity applied to each segment according to the effective headway.

C.4.   Weekend Ridership

Ridership for Saturday and Sunday planned service were estimated using the same methodology as weekday estimates. However, for routes which do not currently have weekend service but have proposed service on those days, Saturday and Sunday ridership were assumed to be 50 and 25 percent of the estimated weekday ridership, respectively, based on observed ridership patterns.

C.5.   Limited/Express Routes

Future-year ridership on Limited/Express routes, including PCS and 757 Express (formerly MAX) routes, was estimated at the trip level. For routes with eliminated trips, the observed average daily boardings for those specific trips were subtracted from the route's CY 2019 ridership. For routes with added trips, the route's CY 2019 average boardings per trip was added for each new trip.

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[1] TCRP Report 95, "Traveler Response to Transportation System Changes Chapter 9—Transit Scheduling and Frequency." It is important to note that these values carry uncertainties which limit the precision of final ridership estimates.

C.6. Limitations

The ridership estimates in this report contain a set of uncertainties which limit their potential accuracy. Most significantly, future transit demand patterns may not reflect pre-pandemic ridership conditions, represented by CY 2019 data, which are used as a baseline for this analysis. The pandemic will likely have long-term effects on travel patterns, which may be better estimated by analyzing more recent ridership data.

Another major source of uncertainty for this methodology is the exclusion of future-year socioeconomic conditions. The results of this analysis are based only on CY 2019 ridership levels and the estimated impacts of changes to level of service. This approach does not employ population, employment, or land use forecasts to develop estimates, though population increases and changes in land use patterns in the Hampton Roads region may cause greater ridership increases than have been estimated. While the proposed service changes are designed to accommodate anticipated changes to land use and employment destinations, the method of using existing ridership data as a base for estimating future ridership does not account for such changes to transit demand, which may have varying ridership effects on different areas or routes within the transit network.

In addition, the impacts of service changes on each route did not affect the results for other routes, since estimates for each route are calculated independently, with the exception of realignments that shift boardings at certain stops from one route to another. Changes in waiting times for transfers may result in further ridership changes that are not reflected in these estimates.

Finally, the estimation results assume that all bus operator needs for the full implementation of planned service changes before FY 2034 will be met. In the case that some service improvements cannot be implemented within the 10-year period, actual demand may fall short of these estimates and ridership growth may be limited.

C.7. Estimation Results

Table C-1 shows the existing (CY 2019) and forecasted average daily ridership by route for the FY 2034 proposed system. Regional Backbone route numbers are highlighted with a light grey background. Routes with newly introduced service are marked with "New" or "New Route" and routes that are eliminated are marked with "Route Eliminated" in the percent change column.[2]

Table C-1: Weekday, Saturday, and Sunday Average Daily Ridership Estimates

Route		Existing Daily Ridership (CY 2019)			Forecasted Daily Ridership (FY 2034)			Percent Change		
		Weekday	Saturday	Sunday	Weekday	Saturday	Sunday	Weekday	Saturday	Sunday
Southside Total[3]		29,837	21,423	9,725	38,110	25,883	14,940	28%	21%	54%
Southside Routes	1	2,735	1,571	823	3,417	2,075	1,597	25%	32%	94%
	2	841	351	290	1,247	521	418	48%	49%	44%
	3	1,745	1,255	733	2,576	1,491	1,250	48%	19%	70%
	4	347	231	145	347	231	145	0%	0%	0%
	5	238	179	0	238	119	0	0%	-34%	0%
	6	667	503	123	938	700	265	41%	39%	116%
	8	1,288	1,017	525	1,853	985	887	44%	-3%	69%
	9	809	369	0	809	369	0	0%	0%	0%
	11	173	118	59	173	118	43	0%	0%	-27%
	12	433	292	0	634	413	158	46%	41%	New

---

[2] Routes eliminated in November 2023 (FY 2024) or earlier do not appear in this table.
[3] Southside total ridership for CY 2019 includes Route 55, which was eliminated in FY 2022 and is not included in this TSP.

Route		Existing Daily Ridership (CY 2019)			Forecasted Daily Ridership (FY 2034)			Percent Change		
		Weekday	Saturday	Sunday	Weekday	Saturday	Sunday	Weekday	Saturday	Sunday
	13	951	644	279	1,103	821	390	16%	27%	40%
Southside Routes	14	357	229	0	285	201	71	-20%	-12%	New
	15	2,219	1,463	593	3,096	1,953	817	40%	33%	38%
	18	131	80	0	151	92	38	15%	15%	New
	20	3,687	2,574	1,530	5,011	3,568	2,207	36%	39%	44%
	21[4]	1,720	1,191	555	2,341	1,138	785	36%	-4%	42%
	22	322	206	0	374	273	94	16%	32%	New
	23	1,227	872	377	1,227	872	377	0%	0%	0%
	24	146	101	73	260	151	41	78%	50%	-44%
	25	485	262	0	514	265	129	6%	1%	New
	26	193	130	0	354	220	88	83%	70%	New
	27	382	271	0	659	443	165	72%	63%	New
	29	315	228	0	221	156	55	-30%	-32%	New
	30	1,986	2,472	1,759	1,986	2,472	1,759	0%	0%	0%
	31	397	553	413	397	553	413	0%	0%	0%
	33	457	345	63	485	328	48	6%	-5%	-23%
	34[5]	-	-	-	-	-	-	-	-	-
	35	633	686	478	633	686	478	0%	0%	0%
	36	530	301	0	1,391	848	348	162%	181%	New
	41	374	264	0	928	643	232	148%	144%	New
	43	174	142	0	0	0	0	Route Eliminated		
	44	423	290	105	419	307	100	-1%	6%	-4%
	45	1,598	1,102	509	1,816	1,411	956	14%	28%	88%
	47	932	499	217	1,240	856	457	33%	72%	111%
	50	199	118	78	339	222	73	71%	89%	-6%
	57	360	271	0	454	272	6	26%	1%	New
	58	175	108	0	197	111	49	12%	2%	New
Peninsula Total[6]		**11,801**	**9,279**	**5,060**	**16,731**	**11,653**	**9,106**	**42%**	**26%**	**80%**
Peninsula Routes	101	829	613	369	1,707	776	730	106%	27%	98%
	102	223	125	103	0	0	0	Route Eliminated		
	103	882	682	317	1,033	771	585	17%	13%	84%
	104	680	524	189	594	267	203	-13%	-49%	7%

[4] Route 21 ridership for CY 2019 includes stops within Naval Station Norfolk (NSN). In FY 2023, the Base Express (Blue and Gold routes) replaced Route 21's service in NSN. For the purposes of this analysis, the Base Express was considered a part of Route 21, such that FY 2034 ridership estimates for Route 21 include ridership on the Blue and Gold routes.

[5] VB Wave Route 34 ridership could not be estimated using existing data sources and would require a specialized ridership estimation approach due to its unique service characteristics as a seasonal, weekend-only shuttle.

[6] Peninsula total ridership for CY 2019 includes Routes 116, 117, and 120 which were eliminated in FY 2022-FY 2024 and are not included in this TSP.

Route		Existing Daily Ridership (CY 2019)			Forecasted Daily Ridership (FY 2034)			Percent Change		
		Weekday	Saturday	Sunday	Weekday	Saturday	Sunday	Weekday	Saturday	Sunday
	105	661	540	310	859	662	521	30%	22%	68%
Peninsula Routes	106	1,130	810	474	1,335	883	570	18%	9%	20%
	107	949	765	457	1,259	873	532	33%	14%	16%
	108	541	515	293	585	483	306	8%	-6%	4%
	109	211	161	106	1,327	1,024	590	530%	536%	458%
	110	480	319	204	911	606	466	90%	90%	128%
	111	402	290	187	738	467	287	84%	61%	53%
	112	1,771	1,459	675	3,287	2,648	2,430	86%	81%	260%
	114	1,284	1,098	473	2,182	1,679	1,491	70%	53%	215%
	115[7]	358	211	126	915	514	397	155%	144%	216%
	118	550	367	247	0	0	0	Route Eliminated		
PCS Total		**312**	**0**	**0**	**468**	**0**	**0**	**50%**	**0%**	**0%**
PCS Routes	403	30	0	0	60	0	0	101%	0%	0%
	405	50	0	0	99	0	0	97%	0%	0%
	414	110	0	0	110	0	0	0%	0%	0%
	415	32	0	0	62	0	0	94%	0%	0%
	430	90	0	0	137	0	0	52%	0%	0%
757 Express (formerly MAX) Total		**1,687**	**732**	**481**	**1,872**	**801**	**556**	**11%**	**9%**	**16%**
757 Express (Formerly MAX) Routes	919	81	0	0	0	0	0	Route Eliminated		
	921	48	0	0	48	0	0	0%	0%	0%
	922	64	0	0	0	0	0	Route Eliminated		
	960	275	277	250	294	318	300	7%	15%	20%
	961	732	455	230	732	455	230	0%	0%	0%
	964	74	0	0	74	0	0	0%	0%	0%
	966	93	0	0	138	0	0	50%	0%	0%
	967	276	0	0	276	0	0	0%	0%	0%
	970	0	0	0	104	0	0	New Route		
	972	44	0	0	89	0	0	100%	0%	0%
	975	0	0	0	78	0	0	New Route		
	980	0	0	0	39	28	26	New Route[8]		
System Total[9]		**43,638**	**31,434**	**15,266**	**57,181**	**38,338**	**24,602**	**31%**	**22%**	**61%**

[7] Route 115 was realigned and extended to replace Routes 117 and 120 in Fall 2023.
[8] 757 Express Route 980 was introduced in Fall 2021, after ridership data was available. For the purposes of the ridership estimation analysis, Route 980 was treated as a new route.
[9] System total ridership for CY 2019 includes Routes 55, 116, 117, and 120 which were eliminated in FY 2022-FY 2024 and are not included in this TSP.

HAMPTON ROADS TRANSIT

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On-Demand (Microtransit) Service

FY2025 – FY2034

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Contents

Tables

Figures

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Appendix D: On-Demand Microtransit Service

D.1 Overview

D.1.1 Introduction

Appendix D documents how on-demand microtransit has been an integral part of the Transit Strategic Plan planning process and the next steps toward future implementation through initial pilot projects.

Reliable fixed-route bus service is the centerpiece of public transportation in communities across the United States. This will continue to be essential for Hampton Roads. At the same time, the transportation marketplace is continuously evolving. It is essential for agencies to adapt and innovate to meet the needs of current and would-be customers as the mobility landscape changes.

HRT embraces this concept as part of its vision to function as *a progressive mobility agency* and to fulfill its mission *to connect Hampton Roads with transportation solutions that are reliable, safe, efficient, and sustainable.*

Figure D-1: HRT On-Demand Vehicle

HRT believes that achieving this vision and mission must include exploring new partnerships, service models, and leveraging new technologies. This includes exploring on-demand microtransit operations as a new mode of service.

The regional standards outlined in **Chapter 1** guide the design and operation of different types of services in the years ahead. This includes "On-Demand" as one of the five classifications of HRT route types, with microtransit zones as the "routes" which fit the classification. In contrast to fixed-route bus services, microtransit is characterized by flexible on-demand scheduling, routing, and customer experiences that resemble private industry ride-hailing and ride-sharing activities; however, microtransit is a mode of *public* transportation. **Table D-1** shows the characteristics of the On-Demand service classification. In sum, on-demand microtransit service will help HRT to better match service types to the local context, maintain or expand its service footprint to reach underserved or unserved customers, and provide first- and last-mile connections to increase ridership of fixed-route service.

Table D-1: On-Demand Classification

| Route Classification	Description	Interjurisdictional	Population / Job Density
On-Demand	On-Demand transit service will operate in specified zones, connecting lower-density areas to local destinations and transfer opportunities to fixed-route service.	Can operate within a jurisdiction or cross jurisdictional boundaries.	Densities warrant transit service but are low enough that regular fixed route service would be less effective.

D.1.2   Pilot Projects

In February 2020, HRT applied for and was awarded $1.6 million in grant funding from the Virginia Department of Transportation for two microtransit pilot projects: one in Virginia Beach and one in Newport News. As a result, HRT launched microtransit service in Newport News and Virginia Beach in July 2022 through February 2023.

Following the Hampton Roads Transit On-Demand pilot projects, HRT applied for and was awarded a second microtransit grant via the Transit Ridership Incentive Program (TRIP). With this TRIP grant, HRT will operate microtransit in Newport News and Virginia Beach for an additional 12 months. Service is expected to begin again in Newport News and Virginia Beach in March 2024.

Beyond these pilot projects, HRT's member jurisdictions across the region have expressed strong interest in microtransit. Therefore, HRT is completing an updated technical evaluation to determine potential phasing of expanded microtransit operations beyond the initial pilot zones in Newport News and Virginia Beach. This analysis will inform the major update of HRT's Transit Strategic Plan in 2024.

Figure D-2: HRT On-Demand App and Vehicle
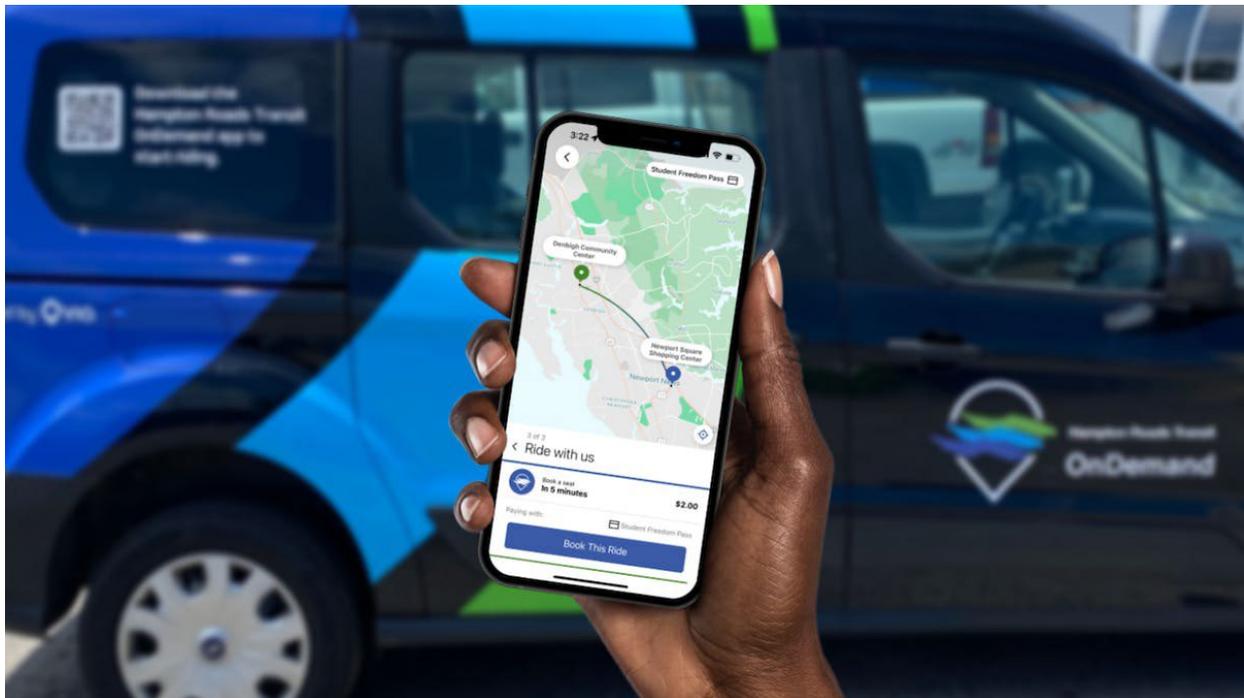
D.2   Strategic Approach

HRT's microtransit strategy involves both leveraging the pilot projects to gain valuable insights and conducting additional studies on how microtransit can be implemented in new areas. Through the pilot project, it is becoming clearer that on-demand service is an important innovation that could enhance mobility options in Hampton Roads. Microtransit may effectively serve multiple goals and objectives, including, for example, growing ridership and expanding the reach of transit to areas currently unserved by HRT. Properly testing and evaluating these services is key to maximizing the benefits of this new mode of public transportation.

Beyond the initial microtransit pilot zones, further study is being completed to empirically determine how on-demand service characteristics and performance may work as a sustainable new travel option in more parts of HRT's service area. HRT is completing an updated service delivery and planning study in 2023 to determine potential implementation of the new on-demand microtransit service mode across the region. The results of the

study will help HRT and its partner cities who make decisions on services and funding to gain a better understanding of the benefits and limitations of different service operating models, identify and prioritize zones where microtransit service would be suitable, and estimate the costs of microtransit service provision in the region. This study will build off the information learned from the initial microtransit pilots and further inform and guide future implementation efforts to be included in the updates to HRT's Transit Strategic Plan.

D.3   Background: Preliminary Planning Snapshot

As part of the *Transit Transformation Project*, HRT identified several "flex zones" in which new on-demand services could potentially be deployed. Seven zones were initially identified. At HRT's direction, an additional zone was subsequently analyzed for the City of Newport News using other professional service resources, bringing the number of zones to eight, with at least one in each HRT member city. The basic concept was for on-demand transit service to potentially operate in these specified zones, connecting lower-density areas to local destinations as well as transfer opportunities to fixed-route service (for example, connecting to the Regional Backbone high-frequency bus system). As initially conceived, these zones were relatively small in size (an average of 8.6 square miles) and located strictly within a city's boundaries rather than crossing any jurisdictional boundaries.

In late 2022 and early 2023, HRT conducted microtransit pilot projects in Newport News and Virginia Beach after successfully winning a Virginia Department of Transportation demonstration grant award. The goal of the pilot project was to explore how on-demand transportation could be used to expand the region's access to flexible, equitable mobility, and make it easier for residents to connect with existing public transit options. During the pilot period, over 25,000 trips were requested in the Newport News zone and over 13,000 were requested in the Virginia Beach zone. HRT was awarded a subsequent grant by the state to extend the pilot microtransit zone's operation for 12 months.

D.4   Microtransit Service Delivery and Planning Study

HRT's Microtransit Service Delivery and Planning Study kicked off in Summer 2023. Building on the lessons learned from the microtransit pilot projects in Newport News and Virginia Beach, the goals of this study are two-fold:

- Determine the right service operating model for HRT to employ, both in the short-term and long-term.
- Determine the next implementable set of microtransit zones, accounting for demand and suitability, funding sustainability, institutional capacity and resources needed for new service, and limitations of HRT's collective bargaining agreement.

This information will enable HRT to make an informed decision about what service model makes sense as well as a prioritized list of future microtransit zones and the estimated cost of operating those zones. The results of this study will be integrated into future updates to HRT's Transit Strategic Plan.

D.4.1   Microtransit Service Operating Models

Integral for determining the future of on-demand microtransit at HRT is deciding the model under which the service will operate. Typically, on-demand microtransit service is operated using one of three models.

- **Transportation as a Service (TaaS),** also known as the "turn-key model," generally involves the acquisition, through an operational services contract, of a microtransit platform, including the technology in the form of ride-matching software, and vehicles and personnel needed to operate the service.
- **Software as a Service (SaaS)** involves the acquisition of ride-matching technology (and potentially customer support functions) but does not involve using a contractor's own vehicles or contracting of operating personnel through the operator.
- **Hybrid** refers to a scenario in which different aspects of the service, for example vehicle ownership, software, drivers, administration, compliance, and operations, could be provided by a mix of different vendors and HRT itself. Under a hybrid model, microtransit zones may have a bespoke combination of administration, compliance, and operations structures.

The case for adopting one service model over the other depends on the needs and capabilities of an agency as well as the location of the zones. Based on best practice research, interviews with key HRT staff members, and guidance from other stakeholders, HRT will be equipped to decide on the service model that best adds microtransit as a complementary service to its family of transit services.
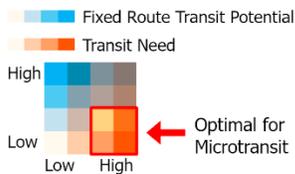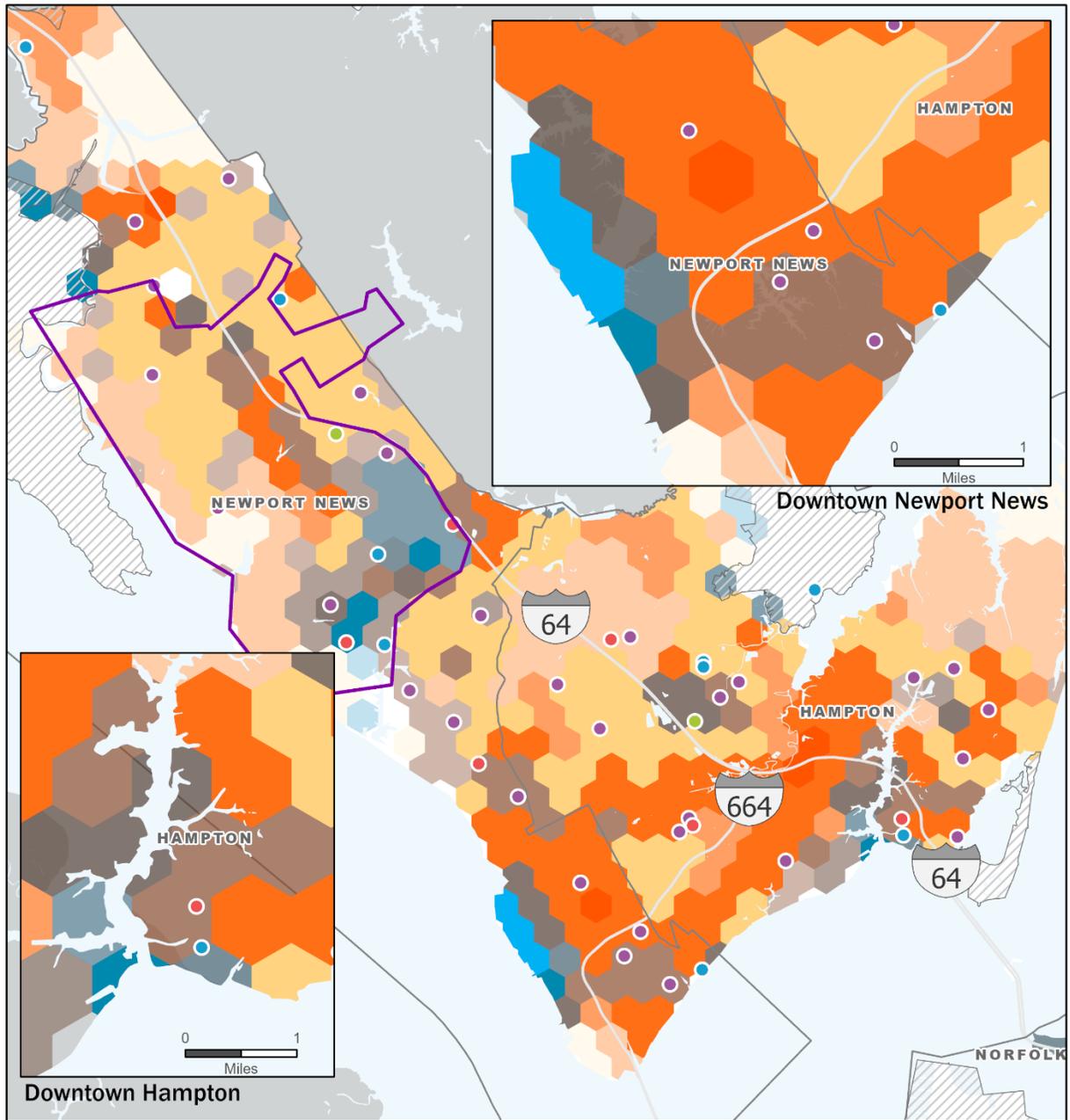
D.4.2   Microtransit Zone Suitability

Microtransit Suitability

A key outcome of the Microtransit Service Delivery and Planning Study is a prioritized list of microtransit zones for implementation. Developing potential zones will be informed by a variety of metrics. Importantly, the study team conducted a microtransit suitability analysis that uses population data and destination information to identify areas that are suitable for microtransit in terms of having the *right* level of density and also serving populations that are likely to use transit. The results of the suitability analysis shown in **Figure D-3** and **Figure D-4**.

Building off the suitability analysis, several other key datapoints will be utilized to develop preliminary zones, including travel flow data, destinations and points of interest, and stakeholder and public input. Once zones are identified, they can be prioritized based on the following factors: intersection density, presence of activity generators, presence of low-income and minority populations, and land use. The prioritization will be customized based on HRT's goals for the service. Following zone development, the study will estimate vehicle need and cost for microtransit service operations.

Figure D-3: Microtransit Suitability – Peninsula

PENINSULA: MICROTRANSIT SUITABILITY

Legend:

Fixed Route Transit Potential
Transit Need

Optimal for Microtransit

Trip Attractions
- School
- University
- Hospital
- Mall

Military Base
Pilot Microtransit Zone
City Boundary
Water Body
County

Figure D-4: Microtransit Suitability - Southside
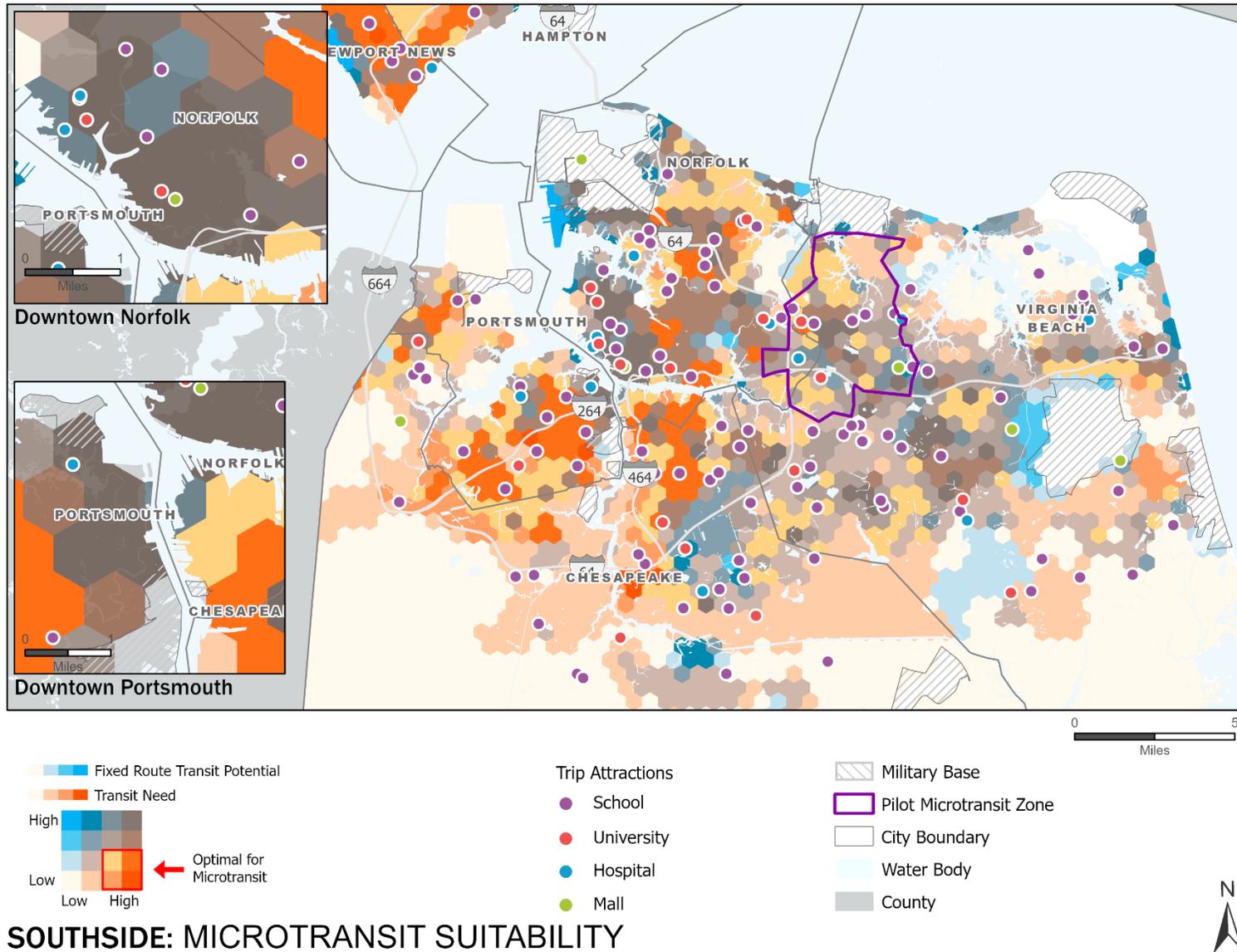
SOUTHSIDE: MICROTRANSIT SUITABILITY

D.5   Conclusion

HRT learned valuable information from its on-demand microtransit pilots and will use the ongoing microtransit service delivery and planning study to further understand the market for microtransit in Hampton Roads. The study will be an important aid for HRT and its member cities to determine the path forward for implementing this new service mode.

Adding on-demand microtransit service to HRT's service offerings is expected to be beneficial for several reasons:

- Aligns with HRT's mission and vision of being a progressive mobility agency that provides transportation solutions that are reliable, safe, efficient, and sustainable, all while being relevant and responsive to the needs of today's commuters.
- Expands HRT into new markets for transit that could reduce reliance on single-occupancy vehicles.
- Enables HRT to enhance organizational capacities (e.g., human resources, organizational learning) for innovation, service planning, customer-centric operations, and responsiveness to the dynamic environment.
- Informs updates to the 10-year Transit Strategic Plan that will further refine and potentially expand the use of on-demand services throughout the HRT service area, in accordance with regional standards and route classifications, and inform local decision-making on public transportation investments.

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