



Meeting of the Planning and New Starts Committee

Thursday January 22, 2026, 12:00 noon.
3400 Victoria Blvd Hampton VA 23661
HQ Boardroom, – 2nd Floor
In-Person & Hybrid (Zoom)

Call to Order

Chairwoman Ross-Hammond called the meeting to order at 12:04. Initially it was noted there was no quorum present, however with the arrival of an additional committee member, that was corrected to there being a quorum present.

IN ATTENDANCE – In-Person or (Zoom)

Committee Members

Honorable Amelia Ross-Hammond, Chair (Virginia Beach)
Commissioner Anthony “Tony” Goodwin, (Portsmouth)
Commissioner Les Smith, (Chesapeake)
Commissioner Ryan A. King, (Norfolk)
Commissioner Alternate Avery Daughtery, (VDRPT) - (Zoom)
Honorable Marcellus I. Harris III, (Newport News) (Zoom)

Commissioners

Commissioner James “Jay” Jamison (Virginia Beach)
Commissioner Patricia P. Woodbury, (Newport News)
Commissioner Roland White (Hampton)
Honorable Shannon E. Glover TDHR Chair (Portsmouth)

Alternate Commissioners

James J. McNamara, (Chesapeake)
John Stevenson, (Norfolk)
Lisa J. Cipriano (Newport News)

Hampton Roads Transit Staff In-Person or (Zoom)

Adrian Tate-Baker, Assistant Director of Finance (Zoom)
Alexis Majied, Chief Communications Officer & (Zoom)
Amy Braziel, Director of Contracted Services and Operational Analytics
Angela Glass, Acting Chief Financial Officer
Antoinette White, Director of Service Planning & Scheduling (Zoom)
April Edwards, Sr. Executive Assistant to Transit Operations & (Zoom)
Ashley Johnson, Acting Director of Budgets and Financial Analysis, (Zoom)
Ben Simms, Chief Transit Operations Officer
Carleen Muncy, Executive Assistant for Planning & Development & (Zoom)
Chauntele Taylor, Grants Program Analyst, (Zoom)
Danielle Hill, Director of Human Resources, (Zoom)
Dawn Sciortino, Chief Safety Officer
Elizabeth Noelle Pinkard, Organizational Advancement Officer (Zoom)

Hampton Roads Transit Staff In-Person or (Zoom), Continued

Fevrier Valmond, Assistant Director of Procurement, (Zoom)
Gavin Dorsey, Budget Analyst, (Zoom)
Jennifer Dove, Civil Rights/Grants Program Manager, (Zoom)
John Powell, Telecommunications Specialist
Julie Taft, Procurement Admin Assistant, (Zoom)
Karen Kitsis, Chief Planning & Development & (Zoom)
Keisha Branch, Director of Capital Programs, (Zoom)
Keishia Williams, Operations Support Technician, (Zoom)
Lawrence Mason, Emergency Manager, (Zoom)
Liliana Scott, HR Training Development Specialist, (Zoom)
Luis R. Ramos, Senior Executive Administrator/Commission Secretary & (Zoom)
Matthew Stumpf, Budget Analysis, (Zoom)
Noelle Pinkard, Organizational Advancement Officer (Zoom)
Peter Katranides, Employee Engagement and Retention Specialist, (Zoom)
Robert Travers, HRT Corporate Attorney
Rodney Davis, Director of Customer Relations
Sheri Dixon, Director of Revenue Services (Zoom)
Shleaker Rodgers, Staff Auditor, (Zoom)
Sibyl Pappas, Chief Engineering & Facilities Officer
Sonya Luther, Director of Procurement
Toni Hunter, Staff Auditor, (Zoom)
Tracy Moore, Director of Transportation, (Zoom)
William Harrell, President and Chief Executive Officer

Others in Attendance via (Zoom)

Angela Hopkins, City of Newport News
Enzo Lundy, City of Chesapeake
Jessica Klion, Four Square
Megan Gribble, City of Portsmouth
Saleem Raja
Sheila McAllister, City of Newport News
Tiffany Dubinsky, DRPT

The Planning and New Starts meeting package was distributed electronically to all Commissioners in advance of the meeting. In-Person meeting packets were distributed to attendees that also included printed PowerPoint Presentations on the American Bus Benchmarking Group (ABBG) Customer Satisfaction Survey Results and the System Optimization Plan (SOP) Overview. The meeting package consisted of:

- Meeting Memo
- Agenda
- Meeting Minutes from January 23, 2025, meeting
- PowerPoint - American Bus Benchmarking Group (ABBG) Customer Satisfaction Survey Results
- PowerPoint - System Optimization Plan (SOP) Overview

Approval of January 23, 2025, Meeting Minutes

A motion to approve January 23, 2025, minutes was made by Commissioner Goodwin and properly seconded by Commissioner Jamison. The meeting minutes were approved by unanimous decision.

American Bus Benchmarking Group (ABBG) Customer Satisfaction Survey Results

Mr. Rodney Davis, Director of Customer Relations, delivered a detailed presentation on the 2025 Customer Satisfaction Survey (CSS), which had been included in the meeting packets. The survey was conducted from April 8 to May 19, 2025, and consisted of 19 questions. A total of 530 online responses were received, with 460 valid responses remaining after data-quality filtering.

Mr. Davis reported that the average satisfaction score improved to 3.78 in 2025, up from 3.73 in 2024. Overall satisfaction also increased to 3.82, compared to 3.77 the previous year. Key strengths included improvements in boarding and alighting experience, seat and space availability, and general information provided (credited to Marketing, Customer Service, and IT). Areas showing slight declines included operator helpfulness and professionalism, real-time schedule status, and the availability of alternative service information during disruptions—an area noted as a challenge across peer agencies.

Mr. Davis outlined several planned initiatives in response to survey findings:

- **Service Planning:** Continue routine service adjustments and begin implementing the System Optimization Plan (SOP).
- **Operator Experience:** Maintain customer-service training at approximately 18-month intervals, with additional refreshers following complaints.
- **Safety & Security:** Expand partnerships with local law enforcement, increase mobile surveillance, and maintain cleanliness spot-checks.
- **Rider Communications:** Continue use of SMS alerts, transit-center displays, and web updates; launch the mobile app in mid-March to enhance real-time and disruption communication.
- **Operations Readiness:** Continue AVL/CAD training for supervisors to improve incident handling and reduce canceled trips.

Leadership noted ongoing progress in reducing mandatory overtime through improved coordination among Planning, Operations, and the Union, leading to better work–life balance. Missed trips have decreased to the low 20s per month, and operator morale has risen, with more staff voluntarily taking overtime. These results reflect the positive impact of recent system changes and stronger accountability.

The next ABBG Customer Satisfaction Survey will occur during the usual April–May timeframe. Leadership noted that the planned March launch of the mobile fare/mobile app system is expected to improve survey results, particularly in areas related to fare payment and customer access to information. Light rail surveys, which occur every two years, will be conducted this cycle alongside bus service.

System Optimization Plan Overview

Mrs. Karen Kitsis, Chief Planning and Development Officer, presented the System Optimization Plan (SOP), a major initiative to modernize and improve regional transit service. The plan focuses on enhancing system efficiency, reliability, and ridership; evaluating route performance; aligning service levels with land use and demand; and addressing operator shortages that continue to prevent full restoration of pre-COVID service. The SOP is designed to improve cost efficiency, productivity, reliability, and wait times. Rather than reducing local contributions, it reallocates city investments toward higher-performing services to leverage additional state funding.

Service Planning and Scheduling Director Antoinette White, joined by consulting partners, highlighted ongoing staffing constraints. Despite reduced mandatory overtime, more than 40 additional operators would be required to return to legacy service levels—a target not achievable in the near term. Key elements of the SOP include consolidating underperforming routes, reducing corridor overlap, strengthening 15-minute high-frequency service, and expanding Microtransit in low-density areas. The plan maintains transit access for all communities through either fixed-route or Microtransit service. Estimated resource needs include approximately 210 vehicles and 480 operators. If implemented, more than 300,000 residents would gain access to 15-minute weekday service, and over 90% of current riders would retain fixed-route options.

Public engagement will begin with open houses and pop-up events in early March, followed by a March 26 work session on jurisdiction-specific route impacts. The Commission is expected to review and potentially adopt the plan on April 3. Implementation would roll out in phases across three to four service boards from summer 2025 through 2027. Presentations have already been shared with Southside councils, and coordination with Hampton and Newport News is ongoing.

Commissioners expressed support for the SOP's goals but requested additional cost-savings analyses regarding proposed route suspensions, pro forma revenue and ridership projections for the redesigned network, and further clarification on Microtransit zone boundaries and selection criteria. Cities have responded positively to the plan's overall direction, with more detailed feedback anticipated as jurisdiction specific route impacts are reviewed.

Old Business

Mrs. Karen Kitsis commented on the Completion of Connecting Chesapeake Study-Phase I and the Naval Station Norfolk Transit Corridor Projects currently being paused pending redevelopment decisions regarding Military Circle Mall.

New Business

Mrs. Karen Kitsis made comments regarding the start of Connecting Chesapeake, Phase 2.

Adjournment

With no further business to conduct, the meeting was adjourned at 12:52pm for all to enjoy the lunch provided before the Commission meeting starting at 1:00 pm.

Respectfully submitted by Carleen Kay Muncy
Executive Assistant to the Planning & Development Dept.
2-18-26