

Evaluation of the Governance Structure of Transit Service in the Richmond Region and the Establishment of a Transportation District

Central Virginia Transportation Authority

Steering Committee Update

04/09/2021

1

GRTC Data Updates

2

Peer Agency Assessment

3

Regional Stakeholder Interviews

1

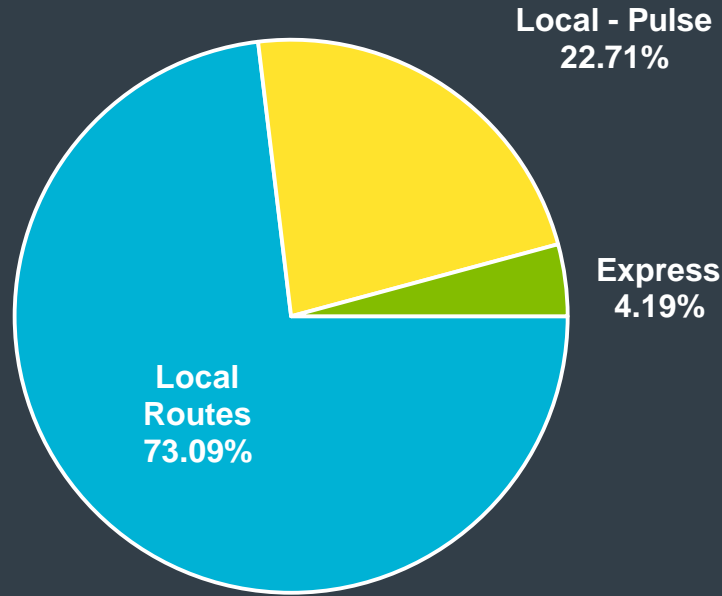
GRTC Data Update

GRTC Ridership

1

GRTC Update

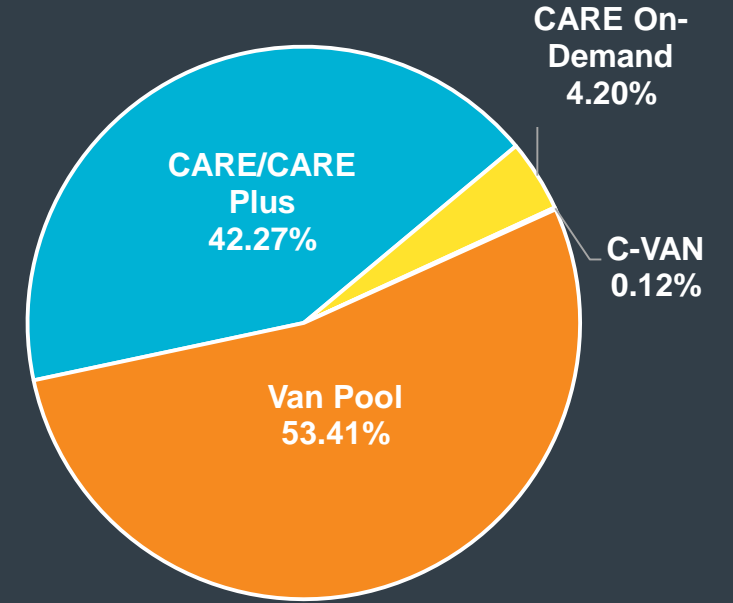
Fixed Route Ridership (2019)



Service Type	Ridership
Local Routes	6,279,126
Local – Pulse	1,951,376
Express	360,355
Total	8,590,857

Source: GRTC Annual Report 2019

Specialized Ridership (2019)

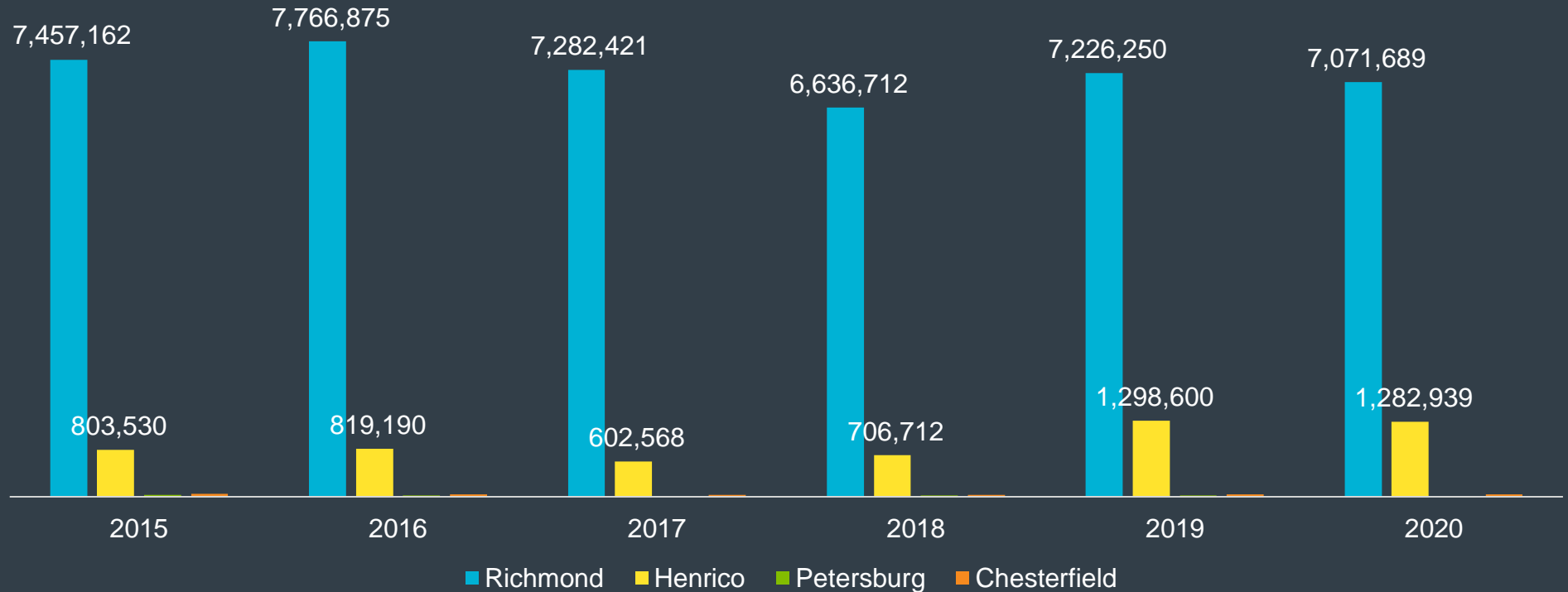


Service Type	Ridership
CARE/CARE Plus	282,578
CARE On-Demand	28,058
C-VAN	806
Van Pool	357,033
Total	668,475

GRTC Ridership by Jurisdiction

1

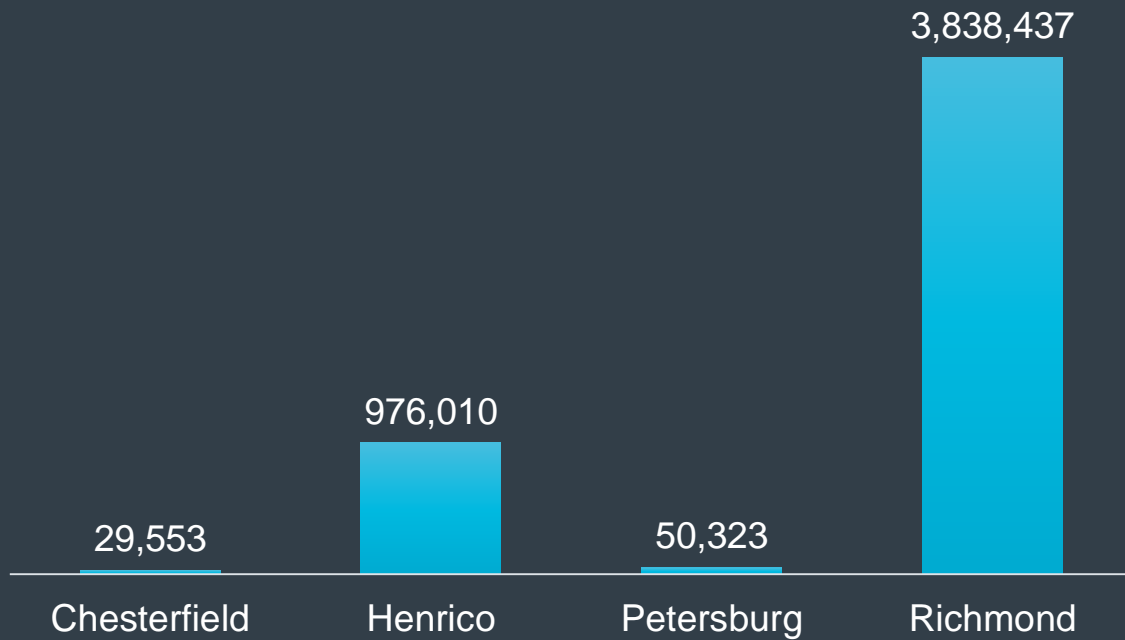
GRTC Update



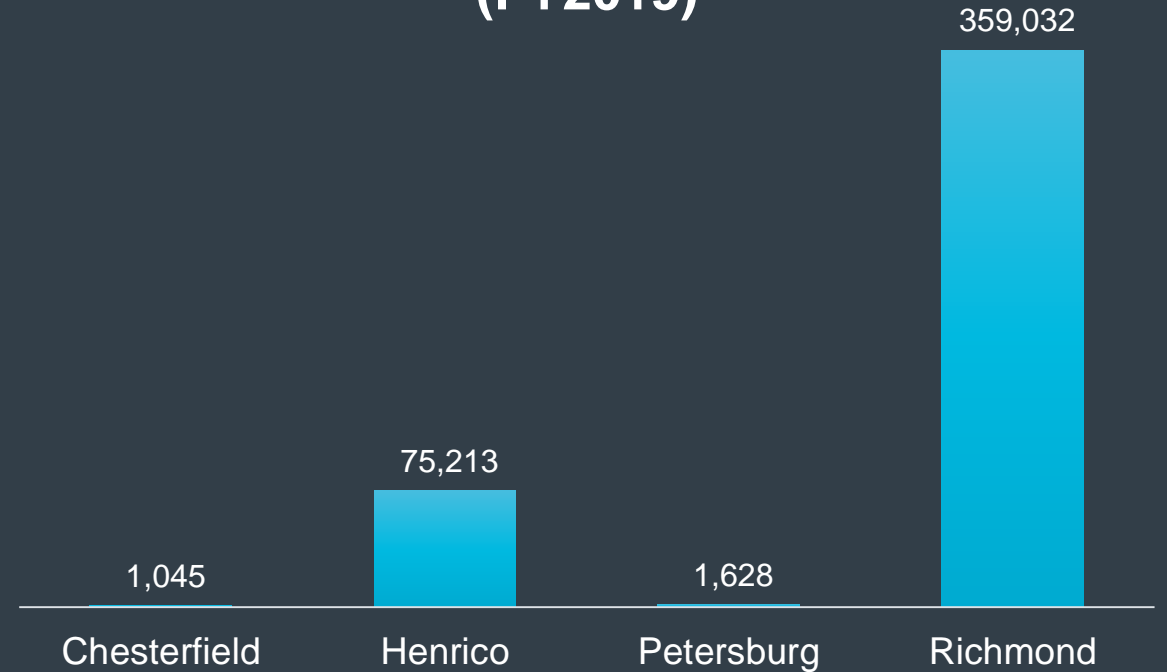
Jurisdiction	2015	2016	2017	2018	2019	2020
Petersburg	28,762	27,468	-	21,627	24,541	16,185
Chesterfield	50,336	40,408	28,651	29,282	36,997	39,845

GRTC Service by Jurisdiction (MB)

Total Actual Revenue Miles (FY2019)



Total Actual Revenue Hours (FY2019)



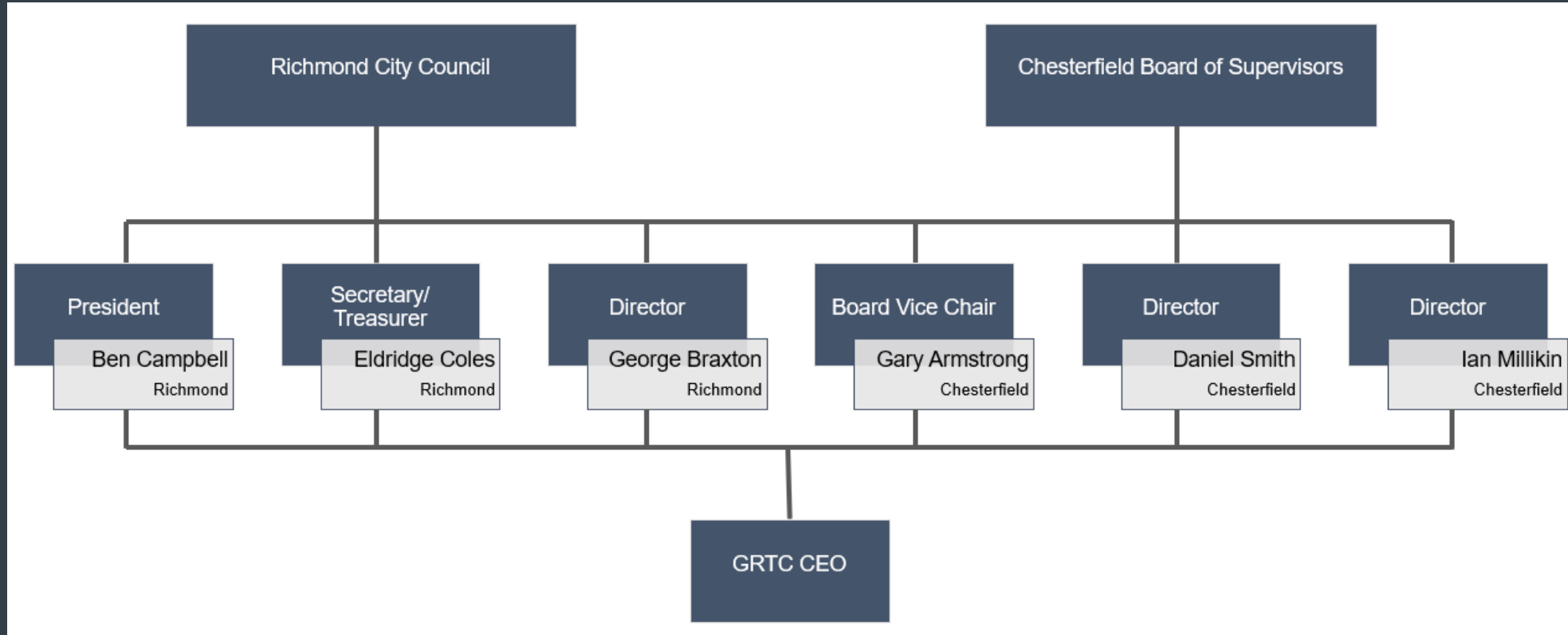
*Chesterfield added Route 111 in FY2020

*Source: GRTC Planning and Operations

Board Powers and Functions

1

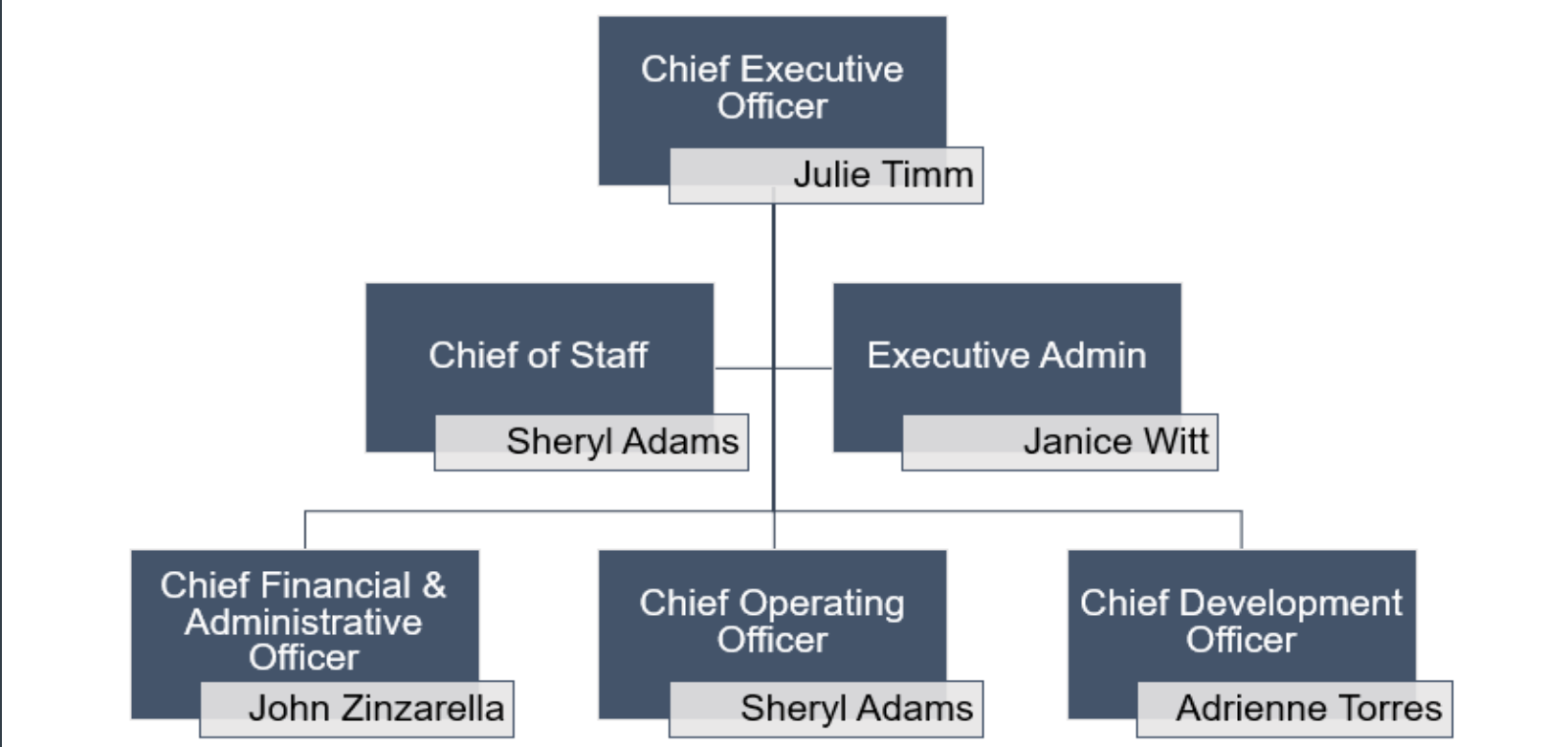
GRTC
Update



GRTC Executive Leadership

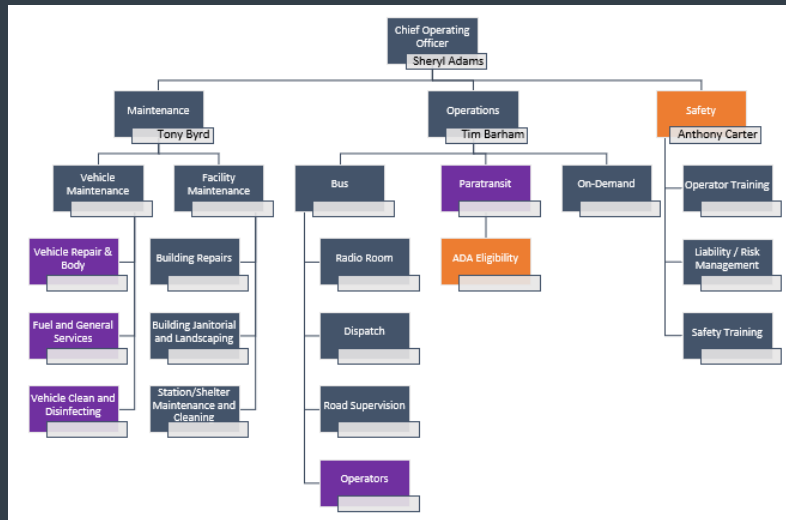
1

GRTC Update

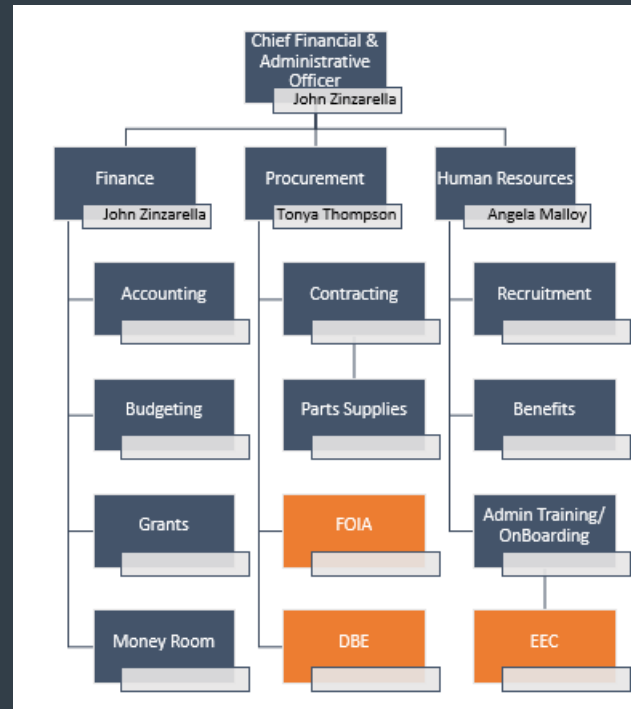


GRTC Organization Structure

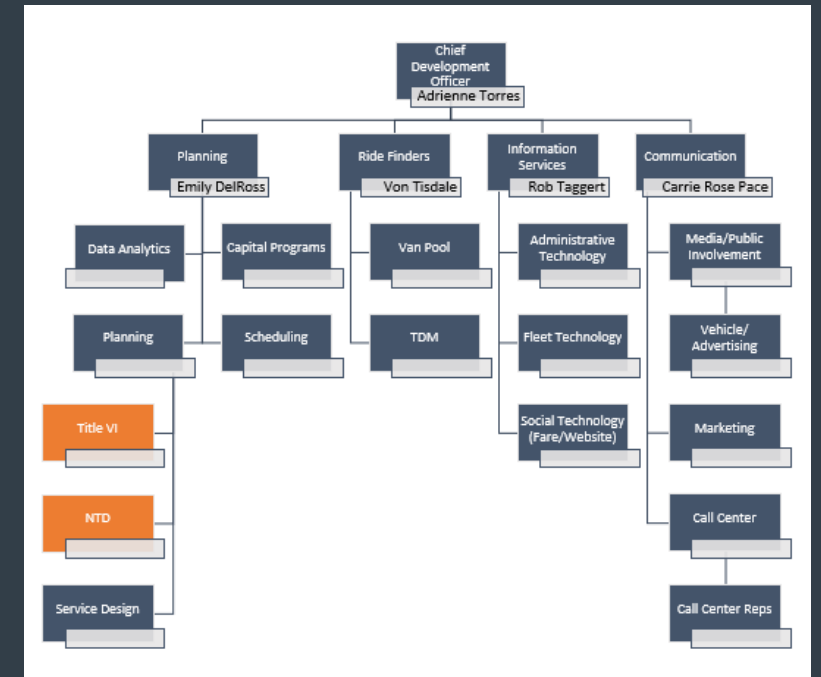
Operations



Finance & Administration



Development



Local Funds

1

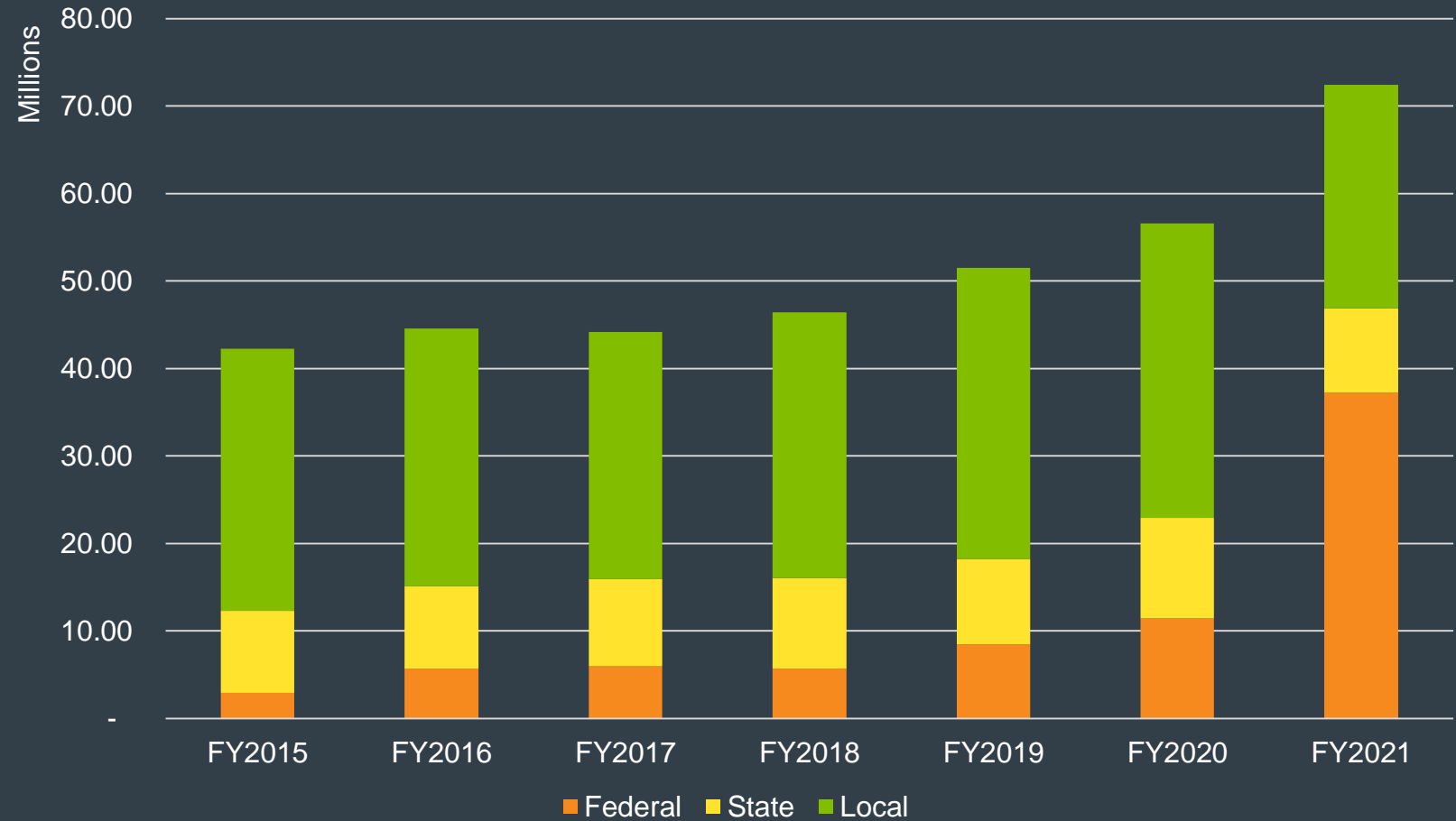
**GRTC
Update**

- Fare revenues
- Service contracts
- Other directly generated
 - Advertising
 - Charter services
 - Pass program
 - RideFinders
 - Other revenues
- Local contributions from municipalities

Operations Funding (2015-2021)

1

GRTC
Update



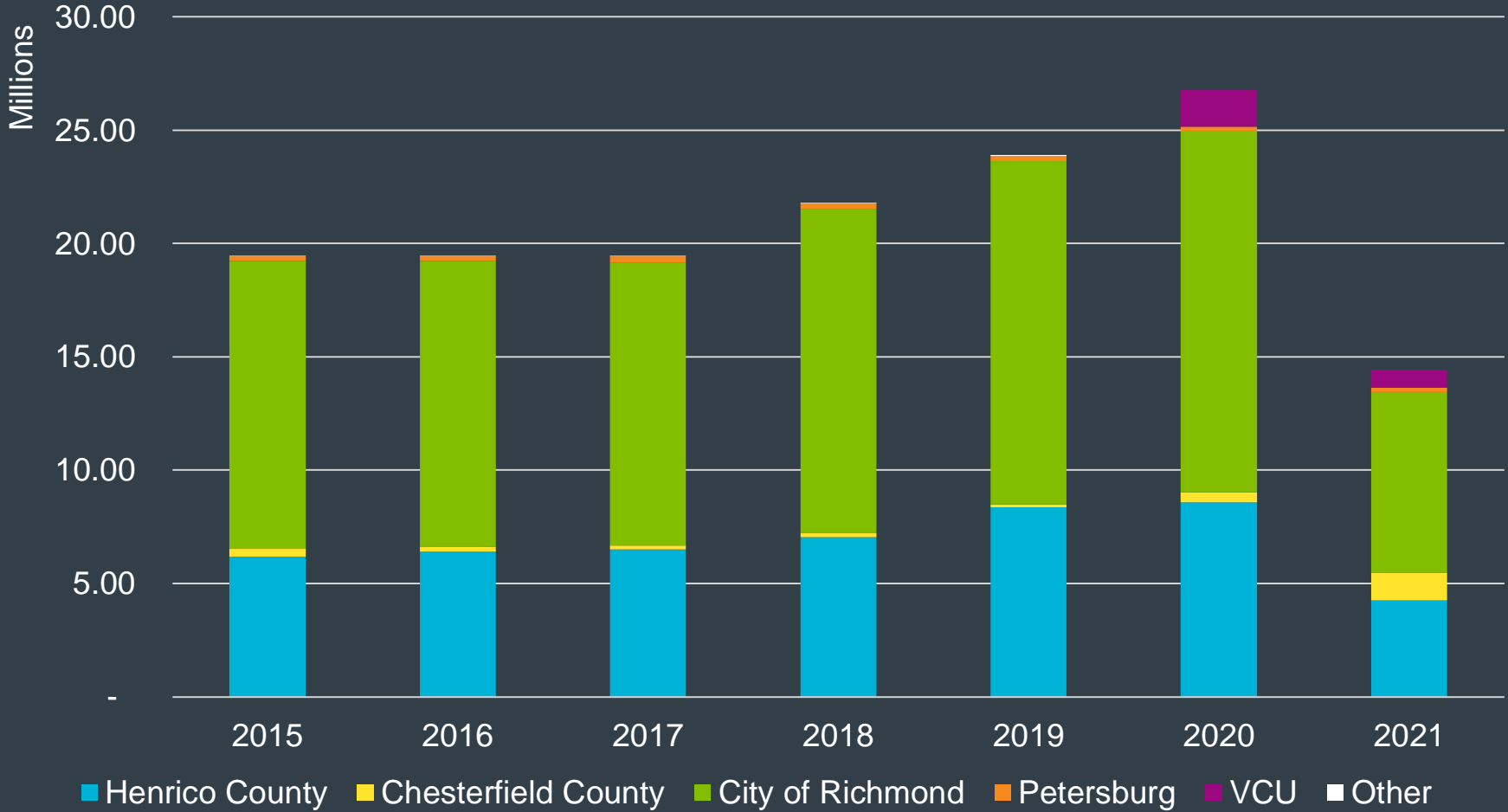
2021 Estimates are budgeted amounts
2021 and 2020 Federal funds include CAREs Act funding
2021 Local Funds include anticipated CVTA funding

Source: GRTC Finance

Local Operating Contributions

1

GRTC
Update



2

Peer Agency Review

Peer Study Selection Review

1

Service Area Demographics

- Service area population
- Service area square miles
- Population density

2

Agency Size

- Vehicles operated in maximum service
- Number of modes
- Number of employee
- Total operating budget

3

Operating Characteristics

- Total annual vehicle revenue miles
- Total annual vehicle revenue miles per capita
- Total annual vehicle revenue hours
- Total annual vehicle revenue hours per capita

4

Governance Structure and Funding

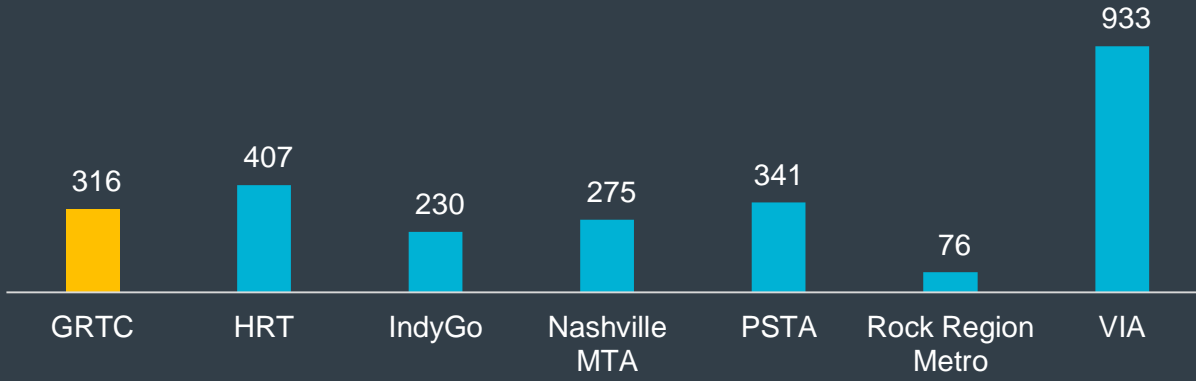
- Governance type
- Board size and composition
- Qualifications for members
- Selection of officers
- Committees and roles
- Voting and veto authority
- Funding structure

Peer Agencies

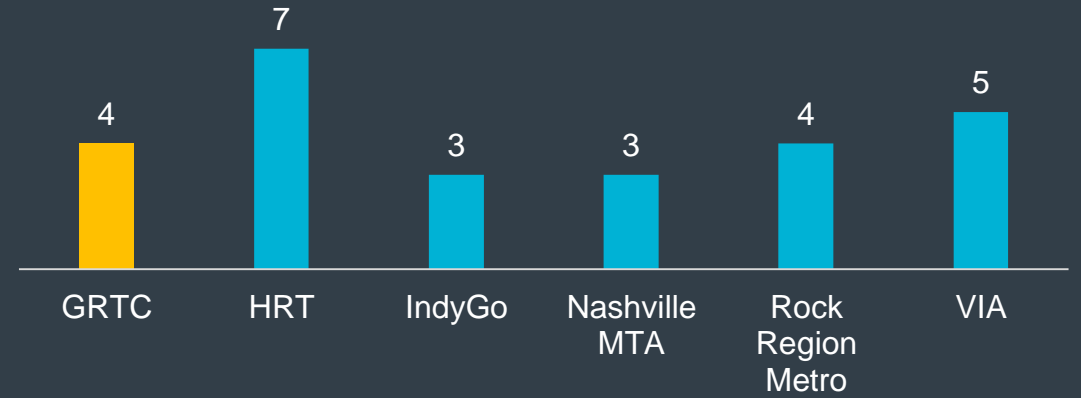
- Hampton Roads Transit (HRT)
 - Hampton Roads, VA
- VIA Metropolitan Transit (Via Metro)
 - San Antonio, TX
- Nashville Metropolitan Transit Authority (Nashville MTA)
 - Nashville, TN
- Indianapolis Public Transportation Corporation (IndyGO)
 - Indianapolis, IN
- Rock Region Metropolitan Transit Authority
 - Little Rock, AR

Operating Statistics

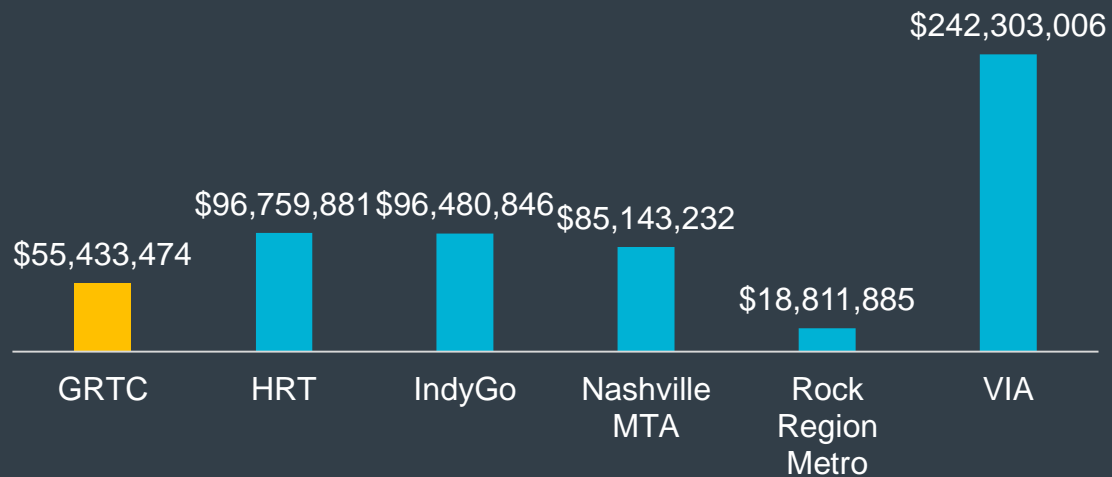
Vehicles Operated in Maximum Service



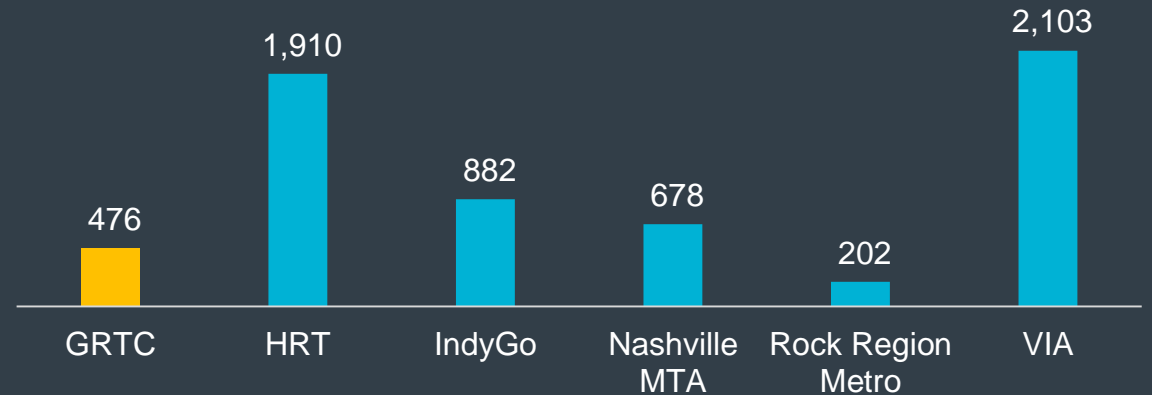
Number of Modes



Total Operating Budget



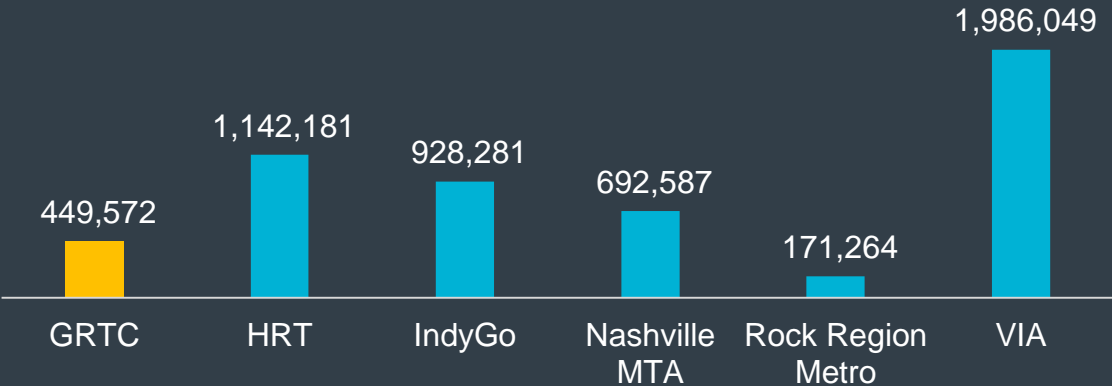
Employee Totals



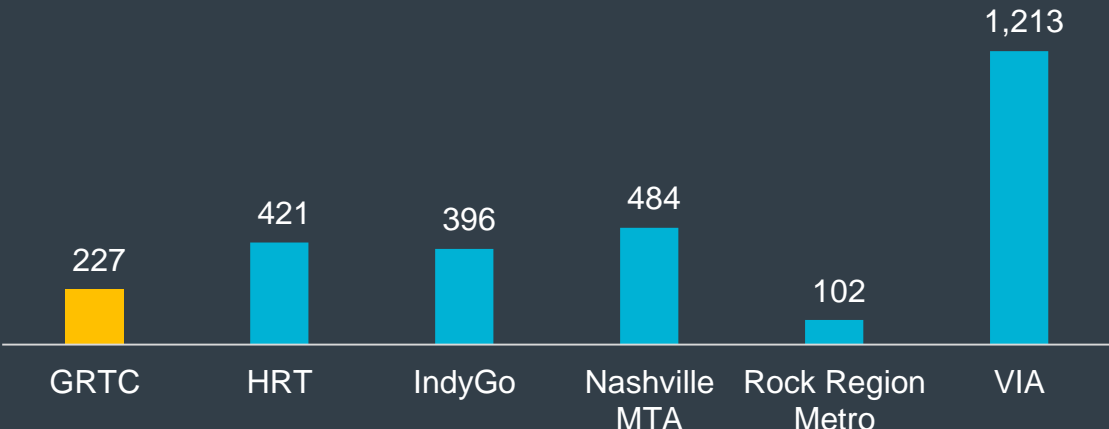
Source: NTD Database 2019

Service Area Demographics

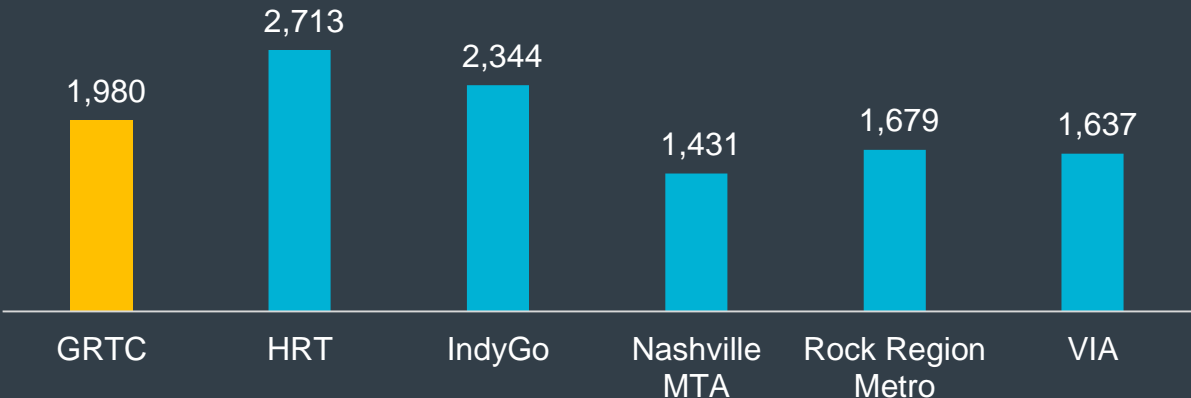
Service Area Population



Service Area Square Miles



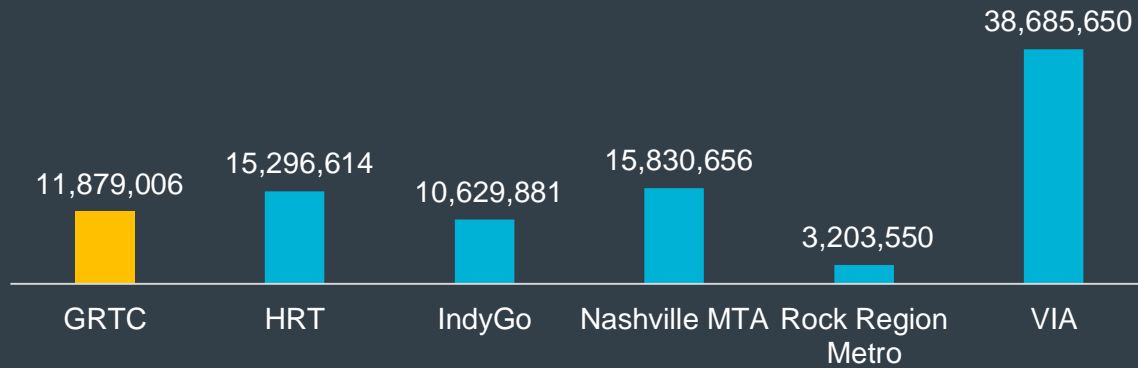
Population Density (person per square mile)



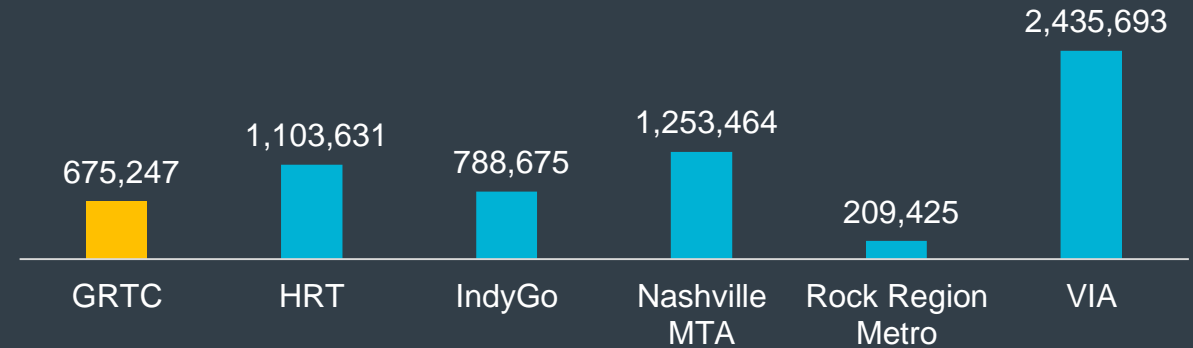
Source: NTD Database 2019

Agency Operating Characteristics

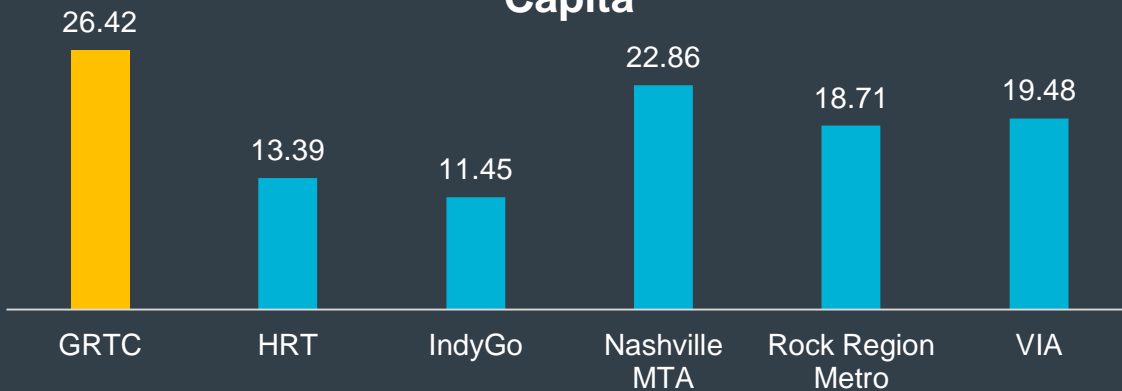
Total Annual Vehicle Revenue Miles



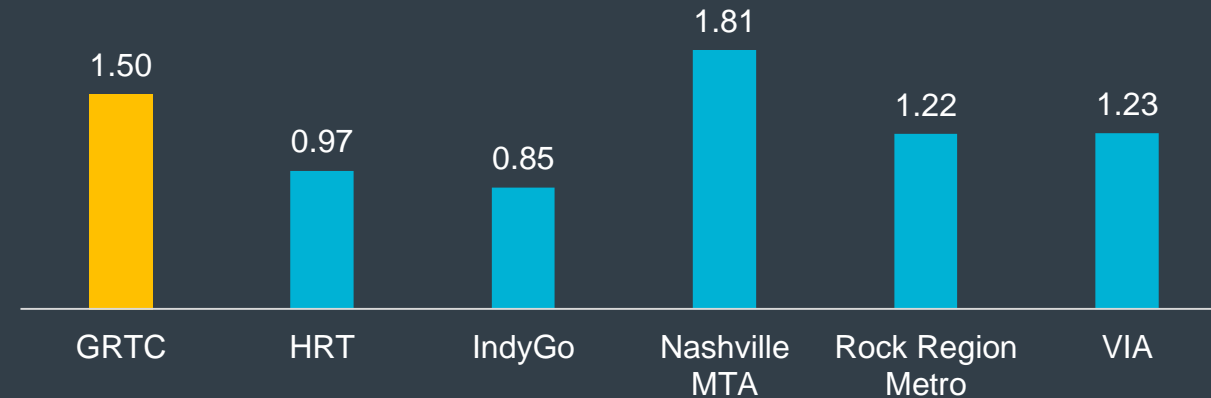
Total Annual Vehicle Revenue Hours



Total Annual Vehicle Revenue Miles Per Capita

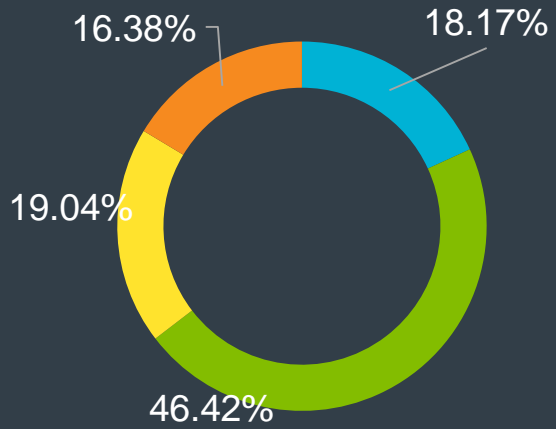


Total Annual Vehicle Revenue Hours Per Capita

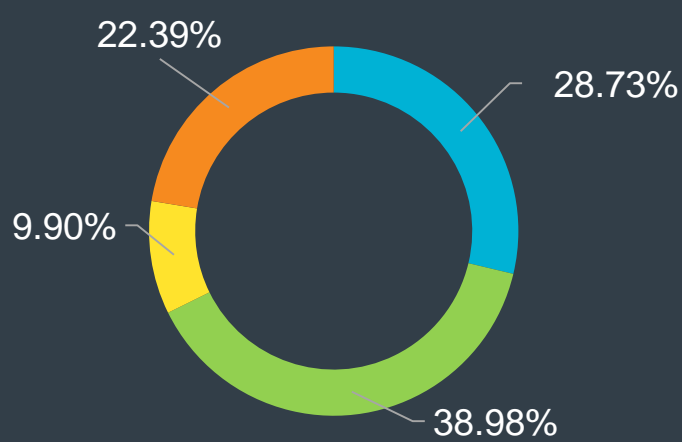


Operating Funding Breakdowns (2019)

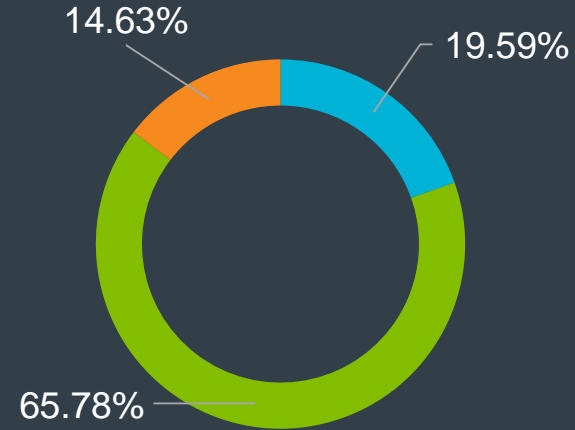
GRTC



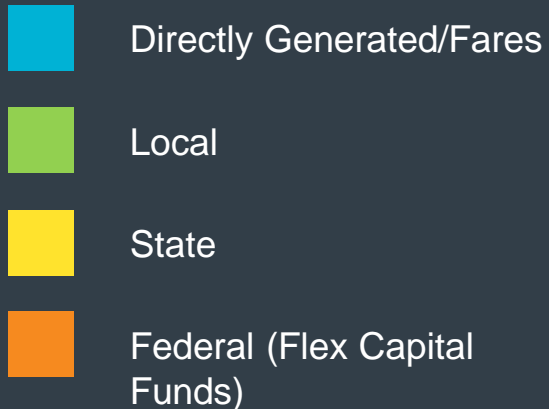
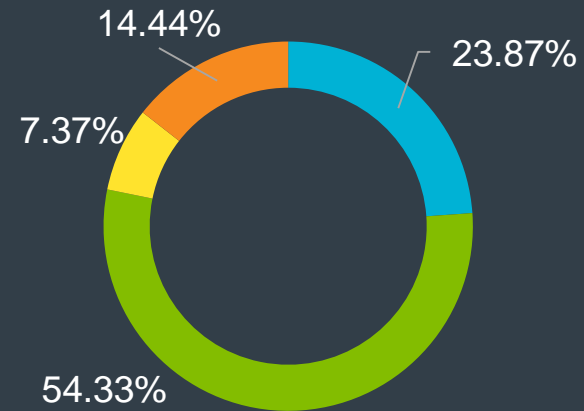
HRT



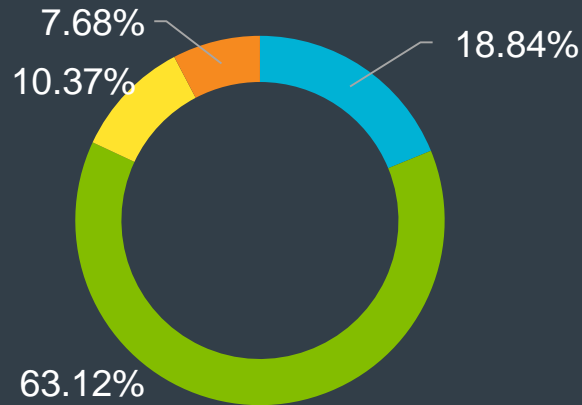
VIA Metro



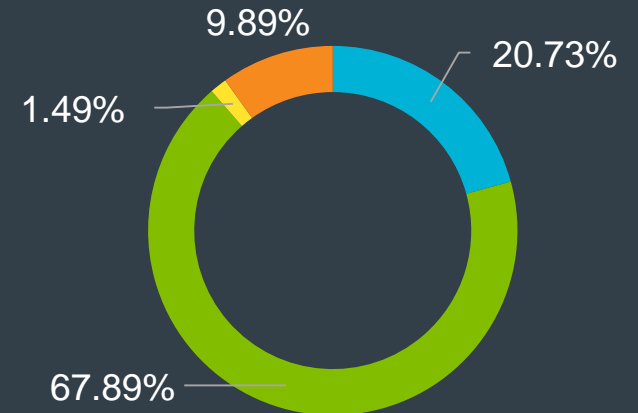
MTA Nashville



IndyGO



Rock Region Metro



Hampton Roads Transit (Hampton Roads)

Background

- Merger of two transit systems in 1999:
 - Peninsula Transportation District Commission (dba Pentran)
 - Tidewater Transportation District Commission (dba Tidewater Regional Transit)
- Transportation District Commission of Hampton Roads (dba HRT)

Fast Facts



Governance Type: *District Commission (Transportation District Act of 1964, Chapter 45 of Title 15.2 of the Code of Virginia)*

Founded: 1999

Taxation Authority: No

Fast Facts (2019)



Service Area Population: 1.14M
Service Area Square Miles: 432



Veh Operated in Max Service: 407
Total Veh Rev Mi: 15.3M
Total Veh Rev Hr: 1.1 M
Total Employees: 896
Modes Operated: 6 (MR, DT, FB, LR, MB, VP)
Total Operating Budget: \$96,759,881

Jurisdictions (7)



- City of Chesapeake
- City of Hampton
- City of Newport News
- City of Norfolk
- Town of Smithfield*
- City of Portsmouth
- City of Virginia Beach
- *Only one park and ride stop; has no formal board representation

HRT (Hampton Roads)

Board Details

Member Characteristics

- TDCHR Board, 15 Members, 1-year terms;
 - One elected official and citizen per city (Governor appointed)
 - CTB chair
 - One representative each from Senate and House (recently passed)
- Appoints alternate commissioners

Role

- Manage HRT contractual relationships
- Serve as liaison between HRT and Commonwealth
- Approve all financial aspects including tax issuance

Quorum

- 7 members, at least one member from a majority of the local governments
- Chairperson of CTB or designee

Board Details

Voting

- One vote per member, simple majority
- No changes to service in any locality without respective locality's affirmative vote (absolute veto power within jurisdiction)
- *Weighted voting has been debated
- Change of Bylaws requires 2/3 majority vote

Powers

- Sue, contract, condemn property

Committees

- Advisory in nature and do not act on behalf of commission
- Members appointed by the Chairperson of commission
- Each board member serves on **two** committees

HRT (Hampton Roads)

Committees

Executive Committee

- Works with CEO/President to coordinate management of HRT
- TDCHR Chair, Vice Chair, past Chair, CTB Chair
- Commissioner from each government
- Subcommittees: Transit Riders Advisory Subcommittee and Paratransit Advisory Subcommittee

Operations and Oversight

- Work with CEO to monitor operational performance
- Approve projects before voted on by commission
- 6 members
- Meets two weeks in advance of Commission meetings

Planning and New Starts Development Committee

- Work with CEO on policy and direction for major initiatives, e.g., studies, major capital projects

Committees

- 6 members
- Advise staff in development of “transit vision”

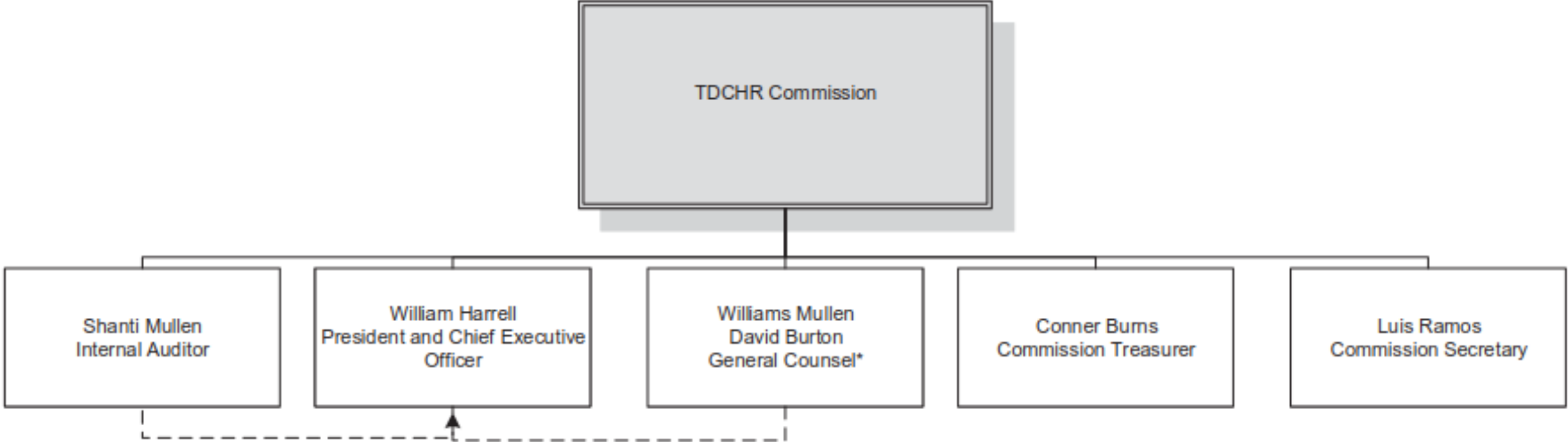
Management/Financial Advisory Committee

- Serves as liaison between HRT and City Managers of local governments
- Advise staff on transit issues affecting both HRT and local governments
- City managers, chair of CTB (or designees) – usually key city staff from budget and planning
- work with Audit/Budget Review Committee
- Meets quarterly

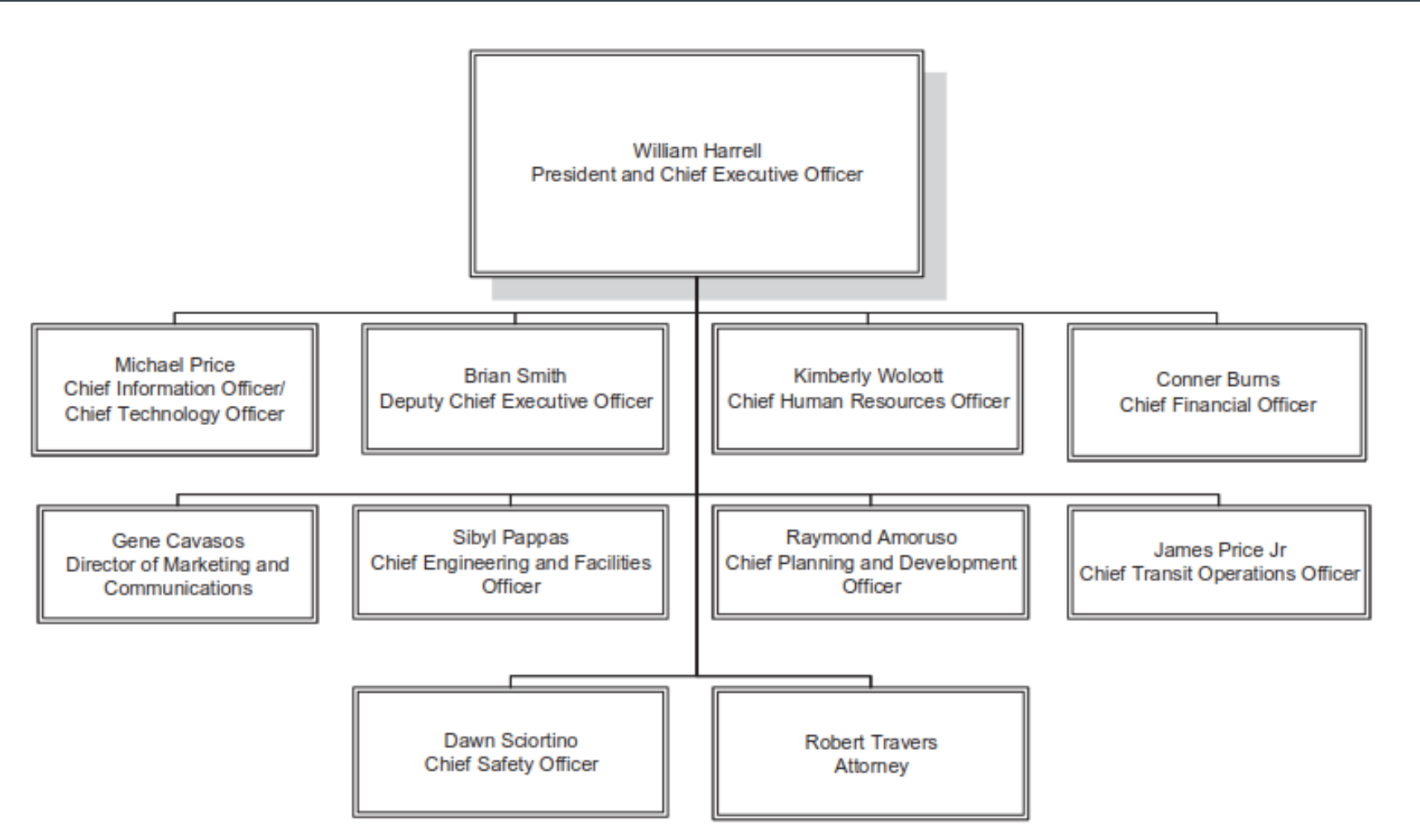
Audit/Budget Review Committee

- Work with CEO to monitor annual budget and initiate audits to meet FTA and commission policies
- 6 members
- Meets monthly

TDCHR Organizational Chart

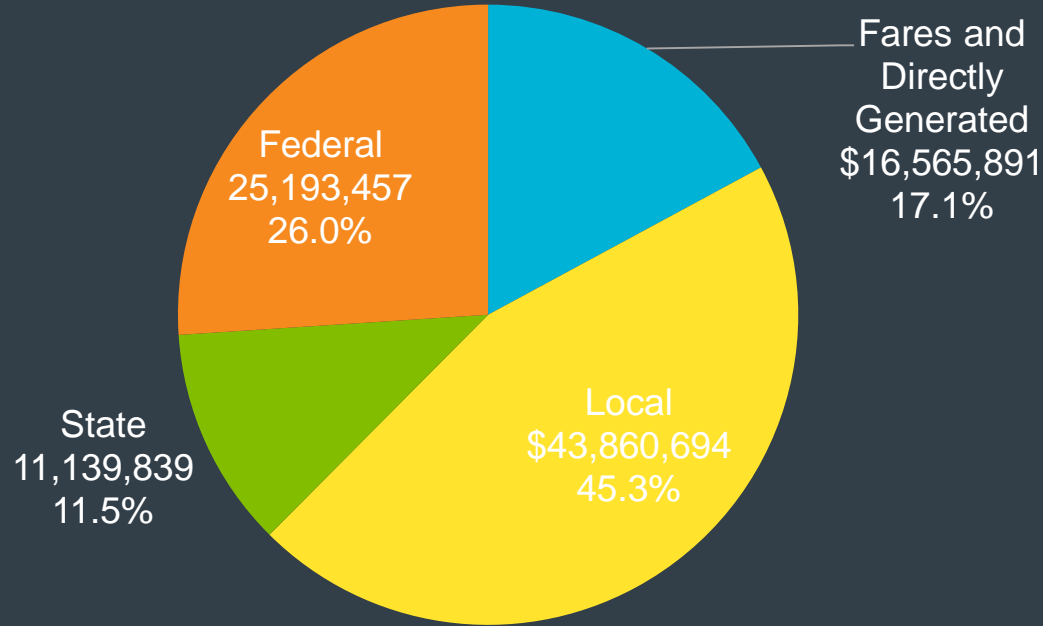


Senior Executive Team



HRT (Hampton Roads)

Sources of Operating Funds (NTD 2019)



Federal Grants

- Metropolitan and Statewide Planning, 5303
- State of Good Repair, 5337
- Urbanized Area Formula, 5307

Capital Projects:

- 57% Federal
- 35% State
- 8% Local

Funding

Cost Allocation

- Determined annually
- Proportional to service hours
- Exception – capital projects which benefit one city exclusively will be funded 100% by that city
- Commission does not impose service unless city has voted affirmatively to accept it
- Cities share administrative expenses equally

Capital Costs

- Local share based on percentage of service hours received

Operating Costs

- Express routes – allocated to portion with open door portion
- Local routes – In service hours

Passenger Revenues

- Credited to service and city in which it was collected

VIA Metropolitan Transit (San Antonio)

Fast Facts

Governance Type: *Authority*

(Section 451, Transportation Code, Article 1118x of the Texas civil statutes)

Founded: 1978

Taxation Authority: *Yes (sales and use tax)*

Related Agencies

Advanced Transportation District (ATD)

- Approved in November 2004
- ¼ cent sales tax for transportation improvements for VIA, City of San Antonio, and TxDOT
- VIA receives half of ATD revenues (1/8 of total)
- 1/8 local sales tax rededicated to transit in November 2020

Fast Facts (2019)



Service Area Population: 1.99M
Service Area Square Miles: 1,208



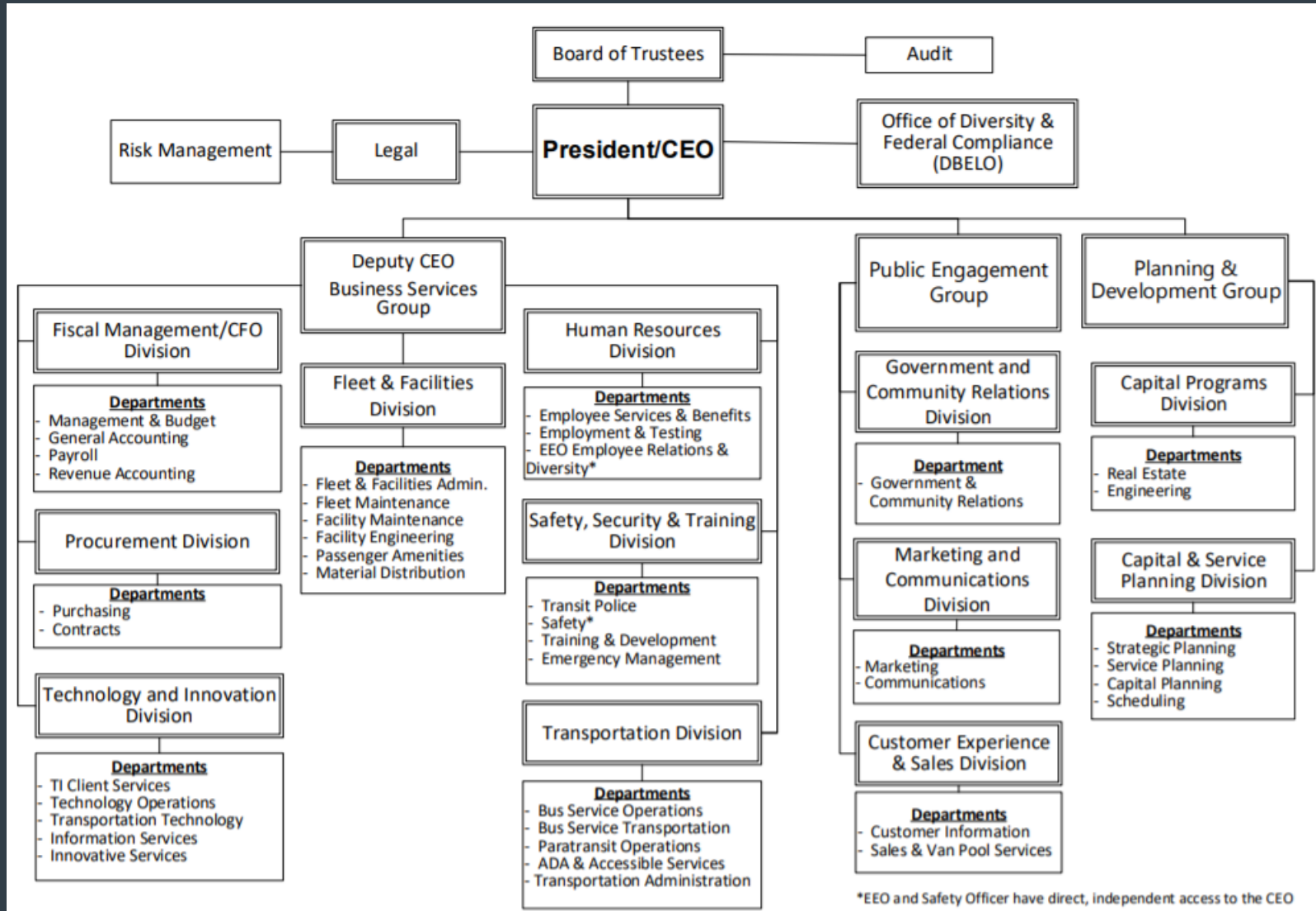
Veh Operated in Max Service: 933
Total Veh Rev Mi: 38.7M
Total Veh Rev Hr: 2.4M
Total Employees: 2,200
Modes Operated: 4, DR, DT, MB, VP
Total Operating Budget: \$242,303,006

Jurisdictions (14 cities)



- City of San Antonio
- Unincorporated parts of Bexar County and municipalities

VIA Metro Organizational Chart



VIA Metropolitan Transit (San Antonio)

Board Details

Member Characteristics

- 11 members, 2-year staggered terms, max 8 years
- 5 selected from San Antonio City Council
- 3 selected by Bexar Commissioners Court
- 2 selected by Mayors of other served jurisdictions
- 1 chairperson selected by other board members
- Fiduciary responsibility. Viewed as separate entity

Officers

- Chair – 2-year term; Vice Chair and Secretary, 1 year term

Qualifications

- Residents and qualified voters of service area
- No elected officials due to potential conflicts

Quorum and Voting

- Majority of members constitute a quorum
- No proxies used for votes, no veto, simple majority

Board Details

Voting

- Change, suspend by laws - 2/3 majority vote

Citizen Input

- VIA Transit Community Council

Committees

- Chair may form committee as needed with input from Executive Committee
- Can constitute individuals outside the board as well

Executive Committee

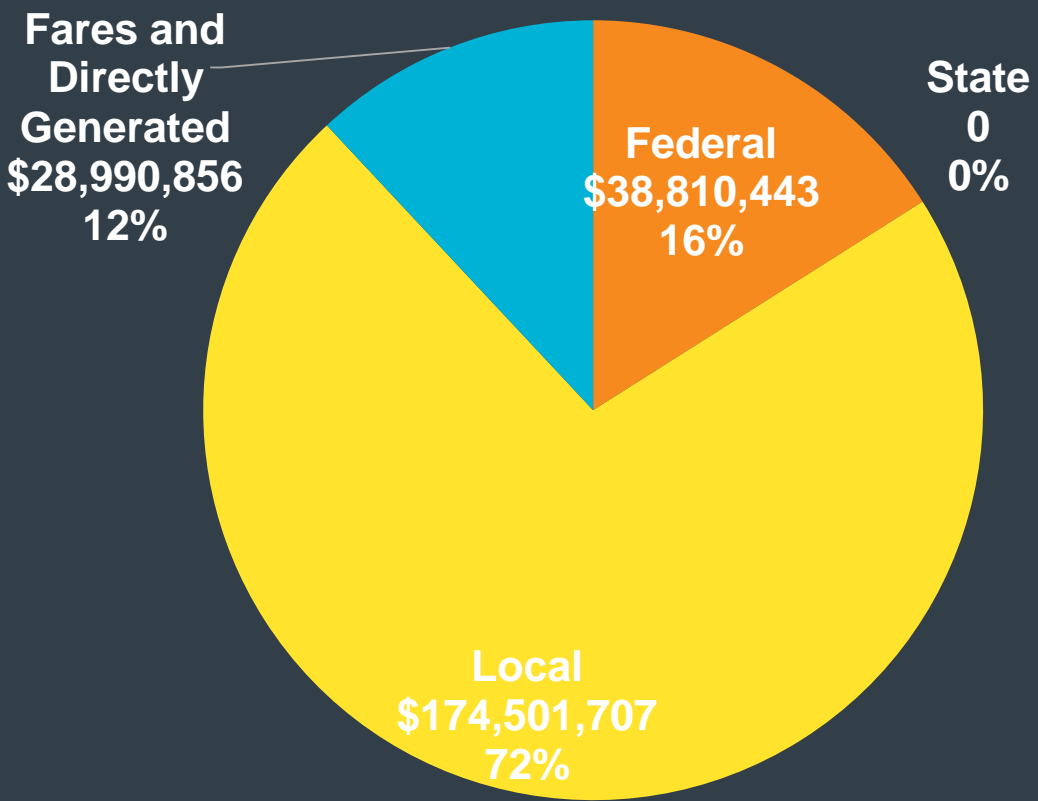
- Chair, Vice Chair, Secretary, and two members
- Should include all three appointing bodies

Nominating Committee

- Appointed by Executive Committee
- Select candidates for officer positions for Board elections

VIA Metropolitan Transit (San Antonio)

Sources of Operating Funds (NTD 2019)



Funding

Federal grants

- Section 5310
- JARC
- New Freedom funds

Sales tax

- 1/2 cent transit sales tax (MTA Sales tax)
- 1/8 cent sales tax (Advanced Transportation District)

Fares

- Passenger fares
- Charter operations

Interest and other

- Interest gains
- Parking and advertising

Metropolitan Transportation Authority (Nashville)

Background

- Two major entities in the region: MTA and RTA
- Metropolitan Transportation Authority accountable to City of Nashville
- Regional Transportation Authority created by the state (rural, suburban, urban)

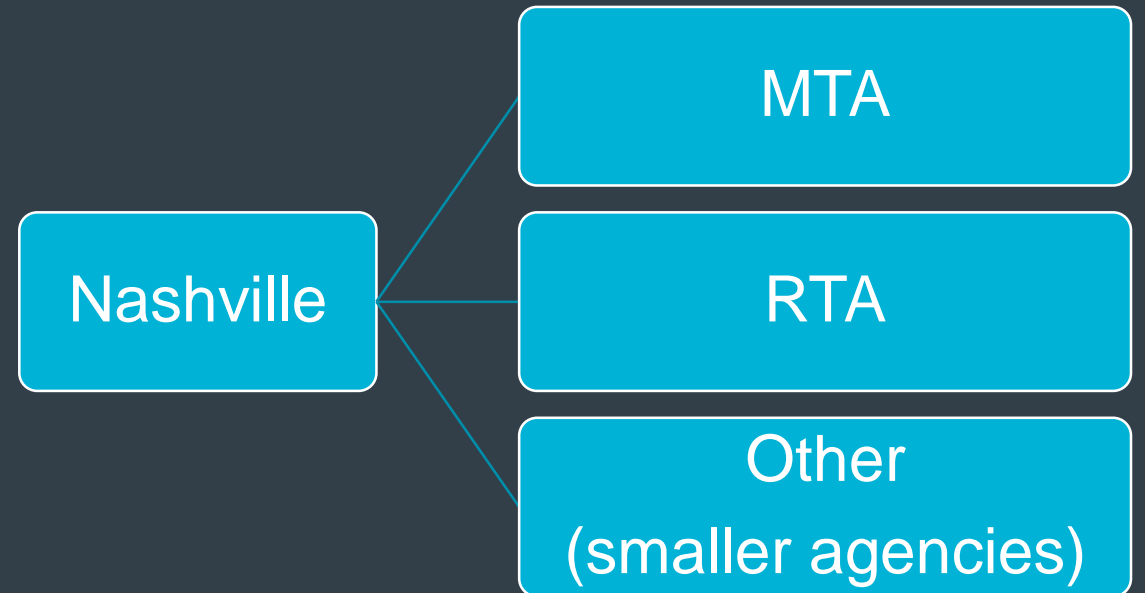
Fast Facts



Governance Type: *Authority, Article 64
Charter of the City of Nashville*

Founded: 1973

Taxation Authority: No



MTA (Nashville)

Fast Facts (2019)



Service Area Population: 692,587
Service Area Square Miles: 484



Veh Operated in Max Service: 275
Total Veh Rev Mi: 9,453,445
Total Veh Rev Hr: 722,743
Total Employees: 678
Modes Operated: 3, DR, DT, MB
Total Operating Budget: \$85,143,232

Jurisdictions



- City of Nashville
- Davidson County

Board Details

Member Characteristics

- 5 Members
- 5-year staggered terms
- Appointed by mayor, approved by city council
- Must of residents for at least 3 years
- Authority to delegate powers
- Elected officials ineligible to serve on board

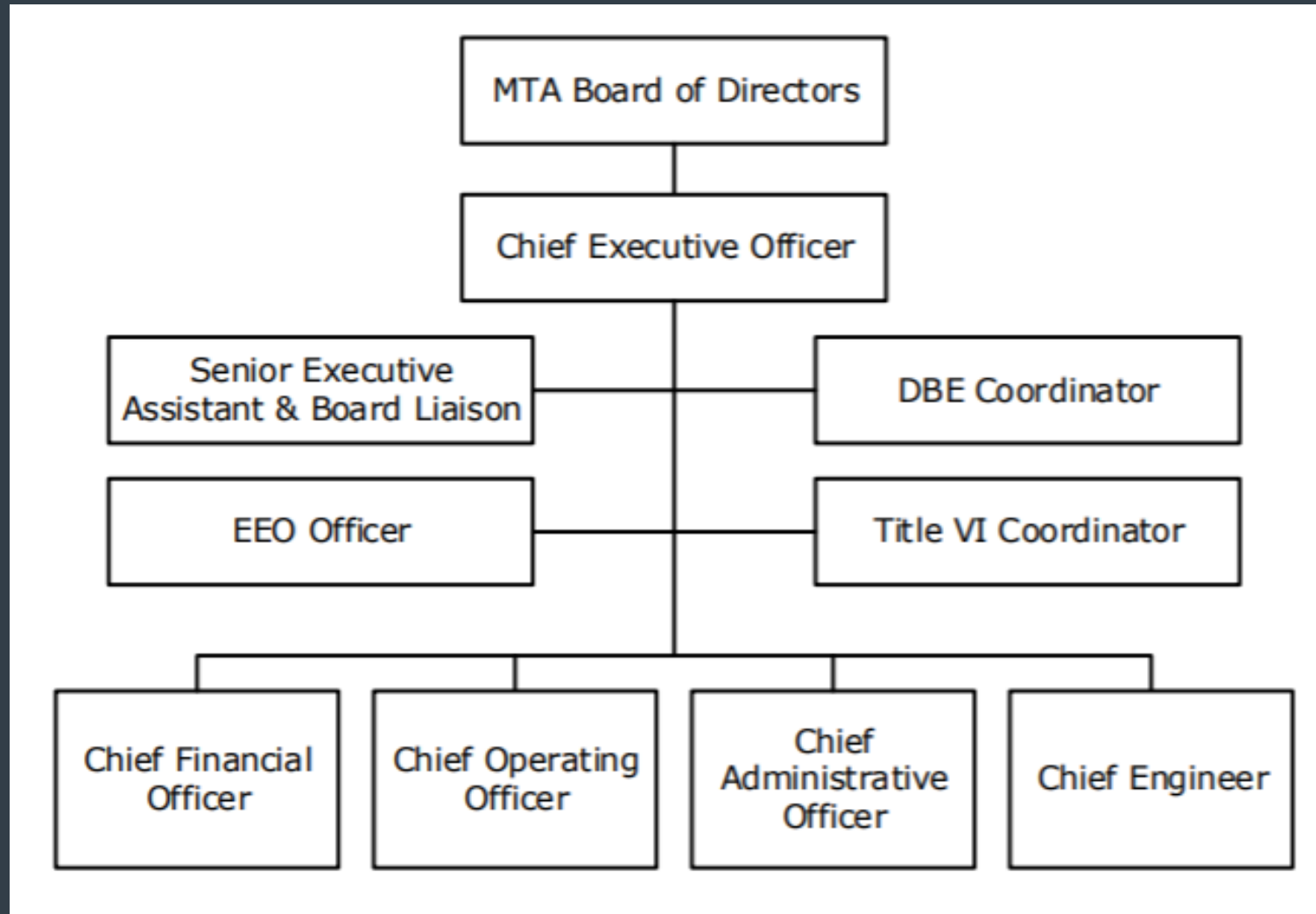
Officers

- Chair, vice chair, and secretary
- Secretary does not need to be a board member
 - Licensed and practicing attorney at Nashville Bar

Quorum and Voting

- 3 members constitute a quorum
- Simple majority
- Does not use bylaws
- Operates by policies and procedures adopted by the Board or staff

MTA (Nashville) Organizational Structure



Rock Region Metro (Little Rock)

Fast Facts



Governance Type: *Authority*

Founded: 1986

Taxation Authority: *No*

Jurisdictions Served



- City of Jacksonville
- City of Little Rock
- City of North Little Rock
- City of Maumelle
- City of Sherwood
- Pulaski County

Related Agencies



- Jurisdiction Governments
- Arkansas Department of Transportation

Board Details



Member Characteristics

- 11 Members
- 5 members selected by Little Rock City Board of Directors
- 3 members selected by North Little Rock Mayor
- 2 members selected by Pulaski County Judge
- 1 member selected from Maumelle Board of Directors
- Four-year terms

Role

- Manage and control the Central Arkansas Transit Authority, its property, operation, business and affairs

Citizen Input

- Rock Region Transit Alliance

Legislative Standing

- Arkansas Code Annotated 14-334-101

IndyGo (Indianapolis)

Fast Facts



Governance Type: *Municipal Corporation*

Founded: 1975

Taxation Authority: Yes

Jurisdictions Served



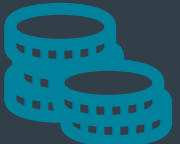
City of Indianapolis / Marion County (single entity)

Related Agencies



- City/County Government
- Indiana Department of Transportation

Funding Source Highlights



Voters approved a 0.25% income tax increase for transit in 2016

Board Details



Member Characteristics

- 3 directors appointed by mayor for 1-, 2-, and 3-year terms
- 4 directors appointed city council for 1-, 2-, and 3-, and 4-year terms

Role

- Approves IndyGo policies relating to operations, contracted services, safety, finance, and overall corporate structure

Citizen Input

- Mobility Advisory Committee exists but is not required by law

Legislative Standing

- Indiana Code 36-9-4

Challenges Identified

- Providing regional service
 - Challenge with planning regional service with separate contracts
- Veto power
 - Potential for cross boundary issues during to voting where each entity has veto power within jurisdiction
- Funding competition
 - Funding challenge with annual budget approval from local governments
- Committee and subcommittees
 - Committee scope must be well defined

3 Regional Stakeholder Outreach

37 Representatives, 12 Stakeholder Groups, 16 Interviews

GRTC

GRTC Board

City of
Richmond

Chesterfield
County

Henrico County

Commonwealth
Transportation
Board (CTB)

Goochland
County

Hanover
County

New Kent
County

Charles City
County

VA House of
Delegates

Powhatan
County

DRPT (Pending)

Next Steps ...

- Conclude peer review
- Strategic assessment and benchmarking of CVTA
 - Northern Virginia Transportation Authority
 - Hampton Roads Transportation Accountability Commission and Hampton Roads Regional Transit Program and Fund
- Evaluation of a transportation district
- Options for potential transit governance strategies
 - Evaluation of GRTC governance relative to peer transit agencies
 - Options for potential GRTC governance strategies

AECOM

Imagine it.
Delivered.