

# Shenandoah County Public Transit Feasibility Study

## *Final Report*

June 2019

Prepared for  
Northern Shenandoah Valley Regional Commission



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# Chapter 1

## Introduction and Outreach

### BACKGROUND

Over the past several years, Shenandoah County non-profit agencies have increasingly identified that the lack of transportation is a barrier for their clients to access services, jobs, medical appointments, educational opportunities, and other important destinations. Concurrently, major employers in the region have indicated that they are having difficulty hiring and retaining workers, as entry level employees tend to face challenges maintaining stable transportation arrangements. The need for improved access to employment opportunities has become a discussion issue among members of the Shenandoah County Chamber of Commerce. It has been reported that some of the largest employers even own and operate vehicles to provide work-based transportation for their employees.

Given these issues, the Chamber of Commerce conducted a transit survey in 2017, focusing on reaching out to clients of non-profit agencies. Of the 40 surveys that were completed, 29 indicated that they would use a public transportation service in Shenandoah County. The focus of the Chamber survey was the Route II corridor.

Building on this work, the agencies and the Chamber reached out to the Northern Shenandoah Valley Regional Commission (NSVRC) to see what could be done to help address the lack of public transportation in Shenandoah County. In response, the NSVRC organized a Shenandoah County Public Transportation Committee that began meeting on a regular basis. The NSVRC contacted the Virginia Department of Rail and Public Transportation (DRPT) and applied for funding assistance to conduct a transit feasibility study. NSVRC was awarded funds to conduct the feasibility study, which was initiated in September 2018. KFH Group was hired through a procurement process to conduct the technical work for the study. This final report documents the study process and results.

### STUDY PROCESS

The process for the Shenandoah County Public Transit Feasibility Study included the following six major study tasks:

1. Outreach to Stakeholder Groups and the Public
2. Review of Socioeconomic Data and Local Planning Documents
3. System and Service Development
4. Budget and Performance Development
5. System Governance and Management
6. Draft and Final Reports

The first step in the study process was for the Shenandoah County Public Transportation Committee to meet with the KFH Group Project Manager. This meeting had four primary purposes:

1. Provide the KFH Group study team with background on the work of the Shenandoah County Public Transportation Committee.
2. Review the scope of work for the study.
3. Develop a public outreach strategy for gathering stakeholder and public opinion.
4. Outline the schedule for the project and highlight important deadlines with regard to DRPT's grant application schedule.

The following committee members attended the project kick-off meeting:

<b><u>Name</u></b>	<b><u>Organization</u></b>
Dan Sonenklar	DRPT
Lib Rood	KFH Group
Karen Taylor	NSVRC/MPO
Jenna French	Shenandoah County
Jill Jefferson	Shenandoah County
Sharon Baroncelli	Shenandoah County Chamber of Commerce
Kevin Fauber	Town of Mount Jackson
Alex Berryman	Town of New Market
Michelle Bixler	Town of Strasburg

## **OUTREACH STRATEGIES**

Following the project kick-off meeting, four primary strategies were used to solicit public and stakeholder input concerning the need for public transportation in Shenandoah County. These were:

- Group stakeholder discussions, including meetings with the Shenandoah County Chamber of Commerce's Nonprofit Council and the Aging in Place committee;
- Stakeholder interviews;
- A survey of employers in Shenandoah County; and
- A public survey.

The results of these four strategies are documented within the next four sections of this first chapter.

## GROUP STAKEHOLDER DISCUSSIONS

The timing of the stakeholder discussions within the study process was fortunate for the study team, as there were two October events scheduled where a large number of community stakeholders were present. These events included a meeting of the Shenandoah Chamber's Nonprofit Council and its Aging in Place Committee. The KFH Group project manager made a presentation about the study at each of these meetings and solicited feedback from these two groups of community stakeholders.

On October 17, 2018, the Nonprofit Council meeting was held at the Hampton Inn and Suites in Woodstock. There were 26 community stakeholders in attendance. On October 18, 2018, the Aging in Place meeting was held at Valley Health's Shenandoah Memorial Hospital. There were 22 community stakeholders in attendance at this second meeting, four of whom had also attended the Nonprofit Council meeting. Appendix A includes the attendance rosters from these meetings.

### Discussion Questions

At each meeting, the following questions were asked of the stakeholders:

- Is the lack of public transportation options a barrier for Shenandoah County residents to access jobs, appointments, shopping, and other life activities?
- If yes, what do you think the primary focus for a new public transportation service should be?
- What type of transit services would be the most useful?
- Which of the following corridors are the most important to consider for public transportation service:
  - U.S. Route 11 between New Market and Strasburg, serving Mount Jackson, Edinburg, Woodstock, Maurertown, Toms Brook, and Strasburg
  - VA 263 between Mount Jackson and Bryce
  - VA 42 between Woodstock and Basye
  - Route 55 / US 48 in Northern Shenandoah County
  - Other corridors?
- What days of the week and times of the day are most critical for the provision of public

transportation services?

- Could your agency provide any financial assistance for the implementation of a public transportation in the County?
- What fare do you think people could pay?
- What are the most important considerations for the implementation of public transportation in the County?

## **Group Stakeholder Input**

Both stakeholder groups indicated that the lack of transportation options is a barrier for Shenandoah County residents who do not have access to a private automobile. The responses to the discussion questions are summarized below.

### ***Primary Focus***

There were several suggestions regarding what the primary focus for public transportation in the county should be. The following priorities were mentioned:

- The southern end of the county.
- Route II to George's facility (major employer).
- Job-oriented route, serving the Route II corridor between Winchester and Harrisonburg with bi-directional service. This would provide access to jobs located within the urbanized areas to the north and south of Shenandoah County.
- A connection to Lord Fairfax Community College in Middletown.
- Work trips generally.
- Senior transportation.
- The Route 263 corridor for people who attend the summer music festival on Friday and Saturday nights.

### ***Types of Service***

- Scheduled service along major corridors.
- Demand response (door-to-door) for more rural areas and for vulnerable populations.



- Maybe a hybrid program – with volunteers or a “county Uber” for more remote areas.
- A call center concept was suggested. This concept involves gathering information concerning all available transportation resources (taxi, bus, church van, volunteers, etc.) and referring callers to the most appropriate service.
- Accessible to people with disabilities.

### **Corridors**

- US Route 11.
- Route 42 corridor to George’s Chicken.
- Apartment areas to shopping areas (generally).
- To area food kitchens.

### **Days of the Week and Times of the Day**

- Highest priority is Monday - Friday to access work and medical appointments.
- Limited Saturday service would be a plus also.
- Service would need to start early enough for early morning work shifts – processing plants and fast food.

### **Agency Assistance**

- None of the participants indicated that their agencies had funds available to defray the cost of service, but there were suggestions made with regard to potential revenue sources including advertising, the Shenandoah Foundation, and major employers.
- There are several home care agencies operating within Shenandoah County, and care workers do provide transportation for their clients as part of the bundle of services.
- Assisting Angels has fully developed a private transportation program as a side business to its home care business. The transportation service is available, starting at \$15.00 per trip.

### **Fares**

- The consensus among participants was that fares need to be low so that people could afford to use the service.
- \$1.00 per trip was mentioned.
- The concept of a distance-based fare was discussed. For example, if a trip stayed within one town it would be \$1.00, but a higher fare would be charged to travel through the full Route 11 corridor.
- It was reported that currently people without transportation pay friends/family members up to \$10 for a ride.

### **Other Needs Information**

- Residents without transportation tend to cancel important medical appointments if they cannot get a ride.
- The currently available senior transportation is not able to meet all of the need.
- Perhaps with additional transportation resources for seniors they could remain independently in their homes for a longer period.
- For people with low wage jobs, the more they have to pay for transportation, the less money is available for other basic needs such as housing, food, and medical expenses.

### **Important Considerations**

- The development of a public transportation program should be viewed as an economic development initiative to help increase workforce availability – employee retention.
- Stakeholders were unsure whether or not the public would support a program if it required any type of tax increase.
- Elected officials will need to be educated regarding the benefits of implementing a public transportation program.
- Communication concerning the availability of the program and how to use it will be important.
- System ownership – what entity will organize, manage, operate the system?

## STAKEHOLDER INTERVIEWS

The study team reached out to a few additional stakeholders after these group meetings to ensure that a wide range of constituent groups were afforded an opportunity to provide input on the need for public transportation in Shenandoah County. These stakeholder interviews are summarized below.

### **Shenandoah Area Agency on Aging**

The Shenandoah Area Agency on Aging (SAAA) provides a range of services geared to helping senior citizens remain independent. Services provided include:

- Senior center programming, including congregate meals;
- Home-delivered meals;
- Information and referral;
- In-home care services;
- Two respite centers;
- Medicare insurance counseling;
- Long-term care ombudsman services; and
- Transportation.

The service area includes the counties of Clarke, Frederick, Page, Shenandoah, Warren, and the city of Winchester.

### ***Transportation Program***

There are two components to SAAA's transportation program: 1) transportation for seniors to attend the senior centers; and 2) WellTran, which provides transportation for senior citizens and people with disabilities.

In Shenandoah County two vehicles are used Tuesday through Friday to bring seniors to the senior center in Woodstock. There are currently 23 clients who use the service on a regular basis. Most of the clients live in the Woodstock, Edinburg, and Toms Brook areas. These vehicles are also used for home-delivered meals. About 5,500 annual passenger trips were made in FY 2018.

The WellTran program is a demand response program that provides transportation for senior citizens and people with disabilities. There are currently 156 clients registered to use WellTran in Shenandoah County. In FY 2018, 1,650 passenger trips were completed in Shenandoah County. These trips are primarily to medical appointments, both local to Shenandoah County as well as to Harrisonburg and Winchester. The program does not typically provide subscription trips, as these trips would use up all of the available capacity for the program.

### ***Unmet Need***

SAAA staff indicated that there is a need for a public transportation program in Shenandoah County, as well as the need for a mobility management program that could direct people who need transportation services to agencies and services that best meet their specific need.

### ***Agency Role***

SAAA does not have the resources to serve as a lead agency for any new public transportation services. The agency's main mission is to serve senior citizens and people with disabilities and staff indicated that is where the focus of the agency should remain.

The agency does want to collaborate and coordinate with any new public transportation services either through information and referral or through connecting services where feasible.

## **Shenandoah County Public Schools – Student Careers and Business Partnerships**

Shenandoah County Public Schools recently added a new staff position to help students graduate with productive workplace skills. New graduation requirements in Virginia require that students either take advanced placement, honors, or International Baccalaureate coursework, or earn a career or technical education credential. The new Supervisor of Student Careers and Business Partnerships works with students and area businesses to help arrange the career and technical education internship opportunities needed for this requirement.

An obstacle that the Supervisor of Student Careers has encountered in his work with students and businesses is a lack of transportation options for students who either do not drive or do not have vehicles available. The supervisor indicated that about 50% of the students who have internships in the community need help with transportation. Current arrangements are pieced together among the school system's transportation program, school system staff, and employers.

### ***Unmet Need***

The supervisor indicated that there is a need for a public transportation program in Shenandoah County, not only for the students who need it to access internship opportunities, but also for their parents who need to get to work. The greatest need is along the Route 11 corridor, as the majority of the employers, as well as the population base, are concentrated in this corridor. Pick-up locations in other areas of the county may also be needed for people who live outside of the Route 11 corridor.

There is also a need for transportation to Lord Fairfax Community College (LFCC) in Middletown, both for credit classes and workforce development programs.

## **Service Parameters**

A pre-scheduled type of service that is available on a regular basis was discussed as being more favorable than a service that required the rider to reserve in advance. For the students, the primary hours of need are Monday through Friday from noon to 8:00 p.m., though evening and weekend hours were also seen as important for people who work in restaurants. A fare of \$1.00 or less was discussed.

It is also important for a public transportation service to serve the county's five high schools, listed below:

- Central High School (Woodstock)
- Massanutten Regional Governor's School (Mount Jackson)
- Stonewall Jackson High School (Quicksburg)
- Strasburg High School (Strasburg)
- Triplett Tech (Mount Jackson)

These schools are all located generally along the Route 11 corridor, though Stonewall Jackson High School is just west of I-81.

The most important features of any new service are that it be accessible and available on a regular basis and that there is ongoing marketing and advertising so that people know it is available.

## **Agency Role**

The school system may be able to help contribute to a transportation program that directly provides student access to internship and training opportunities, as they are already paying for some of these trips through their own transportation program.

## **EMPLOYER SURVEY**

An important group of stakeholders in Shenandoah County is comprised of employers who rely on county residents being able to access their worksites. As part of our work to help understand the need for public transportation in the county, we developed an electronic survey for employers to complete. A notice about the availability of the survey was sent out by the Shenandoah County Chamber to its list of employers and the link to the survey was included in the media releases that went to a number of local outlets from both the NSRVC and the Chamber.

The survey was open from early October 2018 through early November 2018. The study team was able to analyze surveys from 26 county employers, representing 3,305 employees in Shenandoah County. A copy of the survey is provided as Appendix B.

## Results of the Survey

Table 1-1 provides a list of the employers that responded to the survey, along with the location of the employer and the number of employees based at that location.

### Shift Work

Employers were asked to indicate their shift schedules and about how many employees worked each shift. These responses indicated that 62.6% of the employees work the day shift (the hours of which varied among employees); 23.9% work the second shift; and 13.9% of employees work the third shift. The responses to this question represented 1,864 employees, as not all of the employers answered the question fully.

**Table 1-1: Employer Survey Respondents**

Employer	Location	Number of Employees
Blake Insurance	Woodstock	3
Boost Your Immunity	Woodstock	2
Bowman Andros Products	Mount Jackson	550
Brannon Consulting	New Market	400
Carper's Wood Creations Inc	Strasburg	30
Catholic Outreach	Woodstock	12
Comfort Inn - Woodstock	Woodstock	20
Curtain Call Coffeehouse	Mount Jackson	4
ECONO LODGE	Woodstock	6
Hampton Inn & Suites	Woodstock	30
Holtzman	Mount Jackson	150
LSC Communications	Strasburg	436
Mercury Paper	Strasburg	225
Motel 6	Mount Jackson	30
Northern Shenandoah Valley Adult Education	Middletown	n.a.
P J Designs	Woodstock	2
Page One of Page County, Inc.	Luray	5
Quality Inn	New Market	20
Response, Inc.	Woodstock	10
Shenandoah Energy Services	Woodstock	4
Shentel	Edinburg	1,015
Sonabank	New Market	6
Town of New Market	New Market	5
TruckVault Inc (1) Expect to grow to 60 employees	Mount Jackson	15
Valley Health	Woodstock	325
<b>Total</b>		<b>3,305</b>

### **Current Modes of Transportation to Work**

The primary mode of transportation to work reported by employers was driving alone (75.3%), followed by carpooling (20.8%), and walking (3.2%). These results are provided in Table 1-2.

This employer survey data mirrors the American Community Survey (ACS) data fairly closely. The ACS data (highlighted in Chapter 2) show that 81% of Shenandoah County workers drive alone to work and 13% carpool, followed by working from home (4%), walking (2%), and other modes (1%).

**Table 1-2: Mode of Transportation to Work**

<b>Mode</b>	<b>Percent</b>
Drive Alone	75.3%
Carpool	20.8%
Walk	3.2%
Motorcycle	0.4%
Bicycle	0.3%
Vanpool	0.0%
Uber/Taxi	0.0%

### **Employer Assistance with Transportation**

None of the employers that responded to the survey indicated that they offer transportation assistance for their employees.

### **Transportation Issues and Ideas**

Nine of the 26 employers (35%) reported that their employees have indicated that transportation to work is a problem for them. Seven employers (27%) reported that their employees have indicated that transportation to child care is a problem for them. When asked, "Do you as an employer feel that transportation to work is an issue in hiring and retaining employees for your work site?" 9 of the 26 respondents (35%) indicated that it is.

The last two questions on the survey asked two open-ended questions:

1. Please describe any employment transportation problems or issues that you have encountered as an employer; and
2. Please provide any suggestions that you may have to improve employment transportation in Shenandoah County, specifically for work purposes.

Table 1-3 provides the employers' responses concerning employment transportation problems. As these responses indicate, many of the reported transportation issues revolve around carpooling and what happens if a carpool arrangement fails for some reason. The effect for the employer is magnified, as several employees have a transportation barrier if a carpool driver changes jobs or has a problem with their vehicle.

**Table 1-3: Employment Transportation Issues/Problems**

Employment Transportation Issues/Problems
Turnover; absenteeism; concerns regarding the ability to run production / warehousing due to turnover & absenteeism
Cost of travel and cost of reliable auto for entry level jobs for even short distances
We have several workers with very old cars. When they break down, they have no way of getting in.
Many members of our housekeeping staff do not drive, and therefore rely on other employees or family members to bring them to work. If and when that transportation falls through, our employees are forced to call out, which negatively affects everyone involved.
Some employees either do not have a reliable vehicle or do not have a valid license. Many will rely on other employees, but that does not always work out. When employees cannot make it to work, they will get absences which can lead to termination if excessive.
Cost of Uber
Since some of our employees ride with others, due to not having a car or license themselves, if the driver calls off then we also lose the employees that ride with them. Same as if the driver quits.
I had an employee who was not able to drive because of vision issues, ultimately she had to seek employment within walking distance to her home but it was a real trial. As a bank we see many customers who are not able to get to the bank for similar reasons.
Multiple people that carpool and a vehicle breaks down, which results in multiple people having to quit.
Most employees travel Rt 211 or I-81, and there are major backups on both

Employers' suggestions for improving employment transportation are provided in Table 1-4. The mostly commonly voiced suggestion among the employers is to implement a bus route along Route 11.



**Table 1-4: Employment Transportation Suggestions**

Suggestions to Improve Employment Transportation
Public transportation that will provide routes and stops along Route 11 and other major thoroughfares.
Vans or small buses running from and to major towns like Harrisonburg and Luray for the southern end of the county if public I am sure seniors and others would use the resource.
Bus route -- in the least from north to south on RT 11 -- i.e., Strasburg to New Market and back.
Public transportation would be great as it would open door for us to hire more personnel without having to worry about transportation. Plus it would help the management when we get last minute calls from employees that they cannot make it due to transportation.
Any form of public transportation is greatly needed, and would certainly benefit the county and its citizens.
It would be nice if there were more AFFORDABLE public transportation options.
A bus line primarily on route 11 could alleviate the issue.

## PUBLIC SURVEY

A public survey was developed by the study team and reviewed by the Study Advisory Committee. Once finalized, the survey was posted on Survey Monkey for electronic distribution. A press release was developed and sent out through the Shenandoah County Chamber, Northern Shenandoah Valley Regional Commission, the county, and several towns. The Shenandoah County School System also publicized the availability of the survey. Paper copies of the survey were available at key locations throughout Shenandoah County so that people without access to the Internet could complete a survey. A copy of the survey is provided as Appendix C. Surveys were available in English and Spanish. The survey was open from early October 2018 through mid-November 2018.

## Results of the Survey

The survey effort resulted in 1,100 survey responses. Not all survey participants answered each question, and the results reflect that in the analysis.

### Current Travel Mode

The first question asked participants to indicate what their primary mode of travel is to access work, school, shopping, and other life activities. The results show that the majority of survey participants drive themselves (91.4%), followed by getting a ride from a friend or family member (4.3%), and walking (1.7%). These results are shown in Table 1-5.

**Table 1-5: Current Travel Modes**

Answer Choices	Responses	
	Percent	Number
Drive myself	91.4%	999
A friend or family member drives me	4.3%	47
Walk	1.7%	18
Carpool with others - I am usually the driver	1.1%	12
Carpool with others - I am usually a passenger	0.7%	8
Other	0.6%	6
Motorcycle / Moped	0.2%	2
Public Transportation	0.1%	1
Bicycle	0.0%	0
	<b>Answered</b>	<b>1093</b>
	<b>Skipped</b>	<b>7</b>

### Transportation Needs

The second survey question asked participants to indicate if they or other people in their homes have problems meeting their transportation needs. About 78% of survey participants indicated that neither they nor their family members have problems meeting their transportation needs. It should be noted that 242 participants indicated transportation problems among their household members. These responses are shown in Table 1-6.

**Table 1-6: Do you or members of your household have problems getting your transportation needs met?**

	Responses	
	Percent	Number
No	77.9%	853
Yes	22.1%	242
	<b>Answered</b>	<b>1095</b>
	<b>Skipped</b>	<b>5</b>

A follow up question asked survey participants to indicate what activities a lack of transportation prevents them or their family members from doing. Participants could check more than one response to this question, so the percentage calculation is based on the 242 people who indicated transportation problems. Of those reporting transportation problems, the highest percentage reported problems getting to social or recreational activities, followed by medical/dental appointments, shopping, and work. These responses are provided in Table 1-7.

**Table 1-7: Activities Limited by Lack of Transportation Options**

Answer Choices	Responses	
	Percent	Number
Social or recreational activities	69.0%	167
Medical or dental appointments	66.5%	161
Shopping	60.7%	147
Working or seeking employment	59.1%	143
Attending school or training	32.2%	78
Other	20.7%	50
<b>Note - % is based on 242 respondents</b>	<b>Total</b>	<b>264</b>
	<b>Skipped</b>	<b>825</b>

The next question on the survey asked participants to indicate if there are reasons why they or their family members do not drive or limit the amount they drive. These results (Table 1-8) show that 29.2% or 307 respondents indicated yes to this question.

**Table 1-8: Are there Reasons for Not Driving or Limiting Driving**

	Responses	
	Percent	Number
No	71.9%	757
Yes	29.2%	307
	<b>Answered</b>	<b>1053</b>
	<b>Skipped</b>	<b>36</b>

A follow up to this question asked respondents to indicate these reasons. The responses are listed in Table 1-9. Not driving in poor weather and not driving at night topped the list of reasons that limited driving for survey participants, followed by not having a vehicle, having a disability, not being licensed to drive, and experiencing vehicle mechanical difficulties.

**Table 1 -9: Reasons for Not Driving or Limiting Driving**

Answer Choices	Responses	
	Percent	Number
Don't drive in poor weather	38.8%	92
Don't drive at night	37.1%	88
Don't have a vehicle	32.9%	78
Have a disability and cannot drive	30.0%	71
Not licensed to drive	29.5%	70
Vehicle mechanical difficulties	26.2%	62
<b>Note: More than one answer permitted</b>	<b>Answered</b>	<b>237</b>
	<b>Skipped</b>	<b>852</b>

### ***Opinions Concerning the Need to Start a Public Transportation Service***

The next several questions on the survey asked survey participants to indicate whether or not there is a need to start a public transportation service, and probed further concerning service parameters. Fewer survey participants answered these questions, which is likely a reflection of the transportation resources of the participants, 78% of whom reported that they do not have transportation problems.

Of the 1,100 survey participants, 882 answered the question, “Do you think there is a need to start a public transportation service in Shenandoah County, either to help you and your family members or for others in the community? Of these, the majority indicated yes. This represented 64.6% of the total survey participants. These data are shown in Table 1-10.

**Table 1-10: Need to Start a Public Transportation Service**

	Responses	
	Percent	Number
Yes	64.6%	711
No	15.5%	171
No Response	19.8%	218
	<b>Total Survey Participants</b>	<b>1,100</b>

When asked to indicate what the primary focus of a public transportation system should be, 739 survey respondents participated in the question. Respondents were asked to rank five primary trip purposes 1 through 5, with 1 being the most important and 5 being the least important. The results of this question indicate that the top ranked purpose is providing

service to get people to work within Shenandoah County, followed by providing a local service geared to bringing people to appointments and daily life activities. These results are shown in Table 1-11.

**Table 1-11: Primary Focus of Transportation Program - Rankings**

Primary Focus	Score
Providing service to get people to work within Shenandoah County	2.19
Providing a local service geared to bringing people to appointments and daily life activities	2.68
Providing service to get people to work to other locations in the Shenandoah Valley (such as Harrisonburg and Winchester)	2.82
Providing local service for a variety of riders and trip purposes	3.38
Providing service to connect people to the commuter bus from Front Royal to N. Virginia and DC	3.75

**Note:** 1 is the most important and 5 is the least important

### ***Type of Service and Corridors***

Survey participants were asked to indicate what type of service would be the most useful. Three options were provided (demand response; deviated fixed route; and fixed route). Respondents could choose more than one answer. The results of this question are summarized in Table 1-12.

These responses show that the most favored mode is fixed route, followed by deviated fixed route and demand response.

**Table 1-12: Public Transportation Modes**

Answer Choices	Responses	
	Percent	Number
<b>Demand response</b> service that requires you to call a day ahead, and picks you up near your home and brings you to your destination	38.5%	277
<b>Deviated fixed route</b> service that follows a base route, but will deviate up to ¼ mile to pick you up, if you have called ahead	43.1%	310
<b>Fixed route</b> service that follows a set route and schedule and does not require you to call ahead	68.3%	492
	<b>Answered</b>	<b>720</b>
	<b>Skipped</b>	<b>380</b>

When asked to indicate which corridors of the county are the most important to consider for service, the Route 11 corridor was the most frequently indicated, with 679 responses. The Route 42 corridor was a distant second, with 180 responses, followed by Route 55 in Northern Shenandoah County. There were 720 survey participants who answered this question, and participants could choose more than one corridor. Table 1-13 provides these responses.

**Table 1-13: Important Service Corridors**

Answer Choices	Responses	
	Percent	Number
U.S. Route 11 between New Market and Strasburg, serving Mount Jackson, Edinburg, Woodstock, Maurertown, Toms Brook, and Strasburg	94.3%	679
VA 42 between Woodstock and Basye	25.0%	180
Route 55 / US 48 in Northern Shenandoah County	21.1%	152
VA 263 between Mount Jackson and Bryce	16.3%	117
Other	9.7%	70
	<b>Answered</b>	<b>720</b>
	<b>Skipped</b>	<b>380</b>

### ***Days and Hours of Service***

Question 10 of the survey asked participants to indicate the most important service periods. The choices included six time periods for weekdays, Saturdays, and Sundays. The four most frequently chosen time periods were: weekdays 6:00 a.m. to noon; weekdays noon to 6:00 p.m.; weekdays 6:00 p.m. to 9:00 p.m.; and Saturdays noon to 6:00 p.m. The full results are shown in Table 1-14.

**Table 1-14: Important Time Periods for Service**

Weekdays		
Time Period	Percent	Number
Before 6:00 a.m.	50%	317
6:00 a.m. to Noon	88%	564
Noon to 6:00 p.m.	81%	520
6:00 p.m. to 9:00 p.m.	70%	446
After 9:00 p.m.	27%	173
	<b>Answered</b>	<b>639</b>
	<b>Skipped</b>	<b>461</b>

Saturdays		
Time Period	Percent	Number
Before 6:00 a.m.	15%	96
6:00 a.m. to Noon	62%	394
Noon to 6:00 p.m.	68%	436
6:00 p.m. to 9:00 p.m.	52%	335
After 9:00 p.m.	31%	201
	<b>Answered</b>	<b>639</b>
	<b>Skipped</b>	<b>461</b>

Sundays		
Time Period	Percent	Number
Before 6:00 a.m.	10%	67
6:00 a.m. to Noon	53%	337
Noon to 6:00 p.m.	56%	355
6:00 p.m. to 9:00 p.m.	36%	227
After 9:00 p.m.	15%	98
	<b>Answered</b>	<b>639</b>
	<b>Skipped</b>	<b>461</b>

**Would You Use It?**

The survey asked respondents to indicate whether or not they or their family members would use a public transportation service, if it were to be provided. Just fewer than half of the survey participants who answered the question indicated yes. These results are shown in Table 1-15.

**Table 1-15: Would You Use It?**

Answer Choices	Responses	
	Percent	Number
Yes	47.8%	342
No	52.2%	373
<b>Answered</b>	<b>65%</b>	<b>715</b>
<b>Skipped</b>	<b>35%</b>	<b>385</b>

### ***Fares***

Question 12 of the survey asked participants to indicate what fare they would be willing to pay for a public transportation trip. Of the 745 participants who answered this question, 62.8% indicated between \$1.00 and \$2.00. These responses are shown in Table 1-16.

**Table 1-16: Opinions Regarding Fares**

Answer Choices	Responses	
	Percent	Number
Less than \$1.00	12.8%	95
Between \$1.00 and \$2.00	62.8%	468
More than \$2.00	24.4%	182
	<b>Answered</b>	<b>745</b>
	<b>Skipped</b>	<b>355</b>

### ***Survey Respondent Demographics***

Of the 870 survey participants that provided a response, 47.1% indicated that they are in the 25 to 44 age category. The second most frequently chosen category was ages 45 to 59. These results are provided in Table 1-17.



**Table 1-17: Age of Survey Participants**

Answer Choices	Responses	
	Age Bracket	Percent
0 to 17	0.2%	2
18 to 24	2.8%	24
25 to 44	47.1%	410
45 to 59	30.5%	265
60 to 69	11.5%	100
70 +	7.9%	69
	<b>Answered</b>	<b>870</b>
	<b>Skipped</b>	<b>230</b>

Survey responses were received from several areas of Shenandoah County. The most number of responses came from the Woodstock area, followed by Strasburg, Edinburg, and Mount Jackson. The zip code data provided by survey recipients is presented in Table 1-18.

**Table 1-18: Survey Respondents Zip Code Data**

Zip Code	Town or Area	Number of Responses
22664	Woodstock	246
22657	Strasburg	175
22824	Edinburg	109
22842	Mount Jackson	99
22844	New Market	64
22644	Maurertown	54
22660	Toms Brook	28
22847	Quicksburg	24
22652	Fort Valley	17
22810	Basye	12
22654	Star Tannery	4
22641	Strasburg	3
22601	Winchester	2
22602	Winchester	1
22853	Timberville	2
22656	Stephenson	2
22835	Luray	1
22843	Mount Solon	1
22626	Fishers Hill	1



## SUMMARY

The stakeholder and public opinion gathered for the Shenandoah County Public Transit Feasibility Study show the following sentiments:

### Stakeholders

- Stakeholders who work directly with vulnerable populations indicate that there is a need to develop a public transportation program to help area residents access jobs, medical appointments, school, training, shopping, and other life activities.
- From the stakeholders' perspective, the primary focus should be for jobs and for senior citizens and people with disabilities to access daily life activities.
- The highest priorities for the stakeholders were the Route 11 corridor and Monday through Friday service.
- Including a mobility management component that is able to access and make use of all existing resources was viewed favorably.
- Stakeholders have concerns with regard to implementation, including garnering public support if a program required a tax increase, the institutional structure through which it could be managed, and communication about any new program and how to use it.
- Stakeholders view the most viable way to implement a program will be to emphasize the importance from an economic development perspective.

### Employers

- About one-third of the employers surveyed indicated that transportation to work is an issue in hiring and retaining employees.
- Employees' transportation problems are typically a result of carpool arrangements that fall through, affecting more than one employee.
- Seven employers offered specific suggestions for improvement, with three suggesting service along Route 11.

### Public

- The majority of respondents drive themselves, and do not face transportation barriers.

- Just fewer than 65% of respondents indicated that there is a need to start a public transportation program, with a focus on work trips and local service geared to appointments and daily life activities.
- Fixed route service was favored.
- The Route II corridor was overwhelmingly favored.
- Monday to Friday service between 6:00 a.m. and 9:00 p.m. was favored, with 9:00 a.m. to noon ranking the highest.
- Of the 1,100 survey respondents, 342 said they would use it.
- People are generally willing to pay between \$1.00 and \$2.00 per trip.
- 270 comments were received, with 195 categorized as positive; 54 as negative and 21 as neutral. There were many comments voicing strong support, as well as some comments indicating that such a service is not needed and would be a waste of taxpayer money.

# Chapter 2

## Demographics and Land Use Analysis

### INTRODUCTION

The purpose of this chapter is to provide an assessment of transit need in Shenandoah County based on an analysis of demographic and land use data, as well as a review of previous plans and studies. Data ranging from major trip generators to underserved and unserved population subgroups are documented and analyzed. The analysis includes: a general population profile; identification and evaluation of potentially transit-dependent population subgroups; and a review of the demographic characteristics pertinent to a Title VI analysis. Data sources included the 2010 Census and American Community Survey (ACS) 2012-2016 5-year estimates and local planning documents.

### POPULATION ANALYSIS

This section provides a general population profile for Shenandoah County, identifies and evaluates potentially transit-dependent population subgroups, and reviews the demographic characteristics pertinent to a Title VI analysis.

#### Population

Table 2-1 shows the U.S. Census population counts for Shenandoah County from 1990 to 2010. During this time period, the population of Shenandoah County increased by 33%, as compared to the statewide growth rate of 29%.

**Table 2-1: Historical Population for Shenandoah County and the Commonwealth of Virginia**

Place	1990 Population	2000 Population	2010 Population	1990-2000 Percent Change	2000-2010 Percent Change	1990-2010 Percent Change
Virginia	6,187,358	7,078,515	8,001,024	14%	13%	29%
Shenandoah County	31,636	35,075	41,993	11%	20%	33%

Source: U.S. Census, American Factfinder

Since the 2010 Census, the county's population has increased slightly (3%). Table 2-2 shows the recent population trend of Shenandoah County as well as the statewide trend. These data show that in the past seven years, the county has grown at a slower rate than the commonwealth as a whole.

**Table 2-2: Recent Population Trends in Shenandoah County and the Commonwealth of Virginia**

Place	2010 Census	2011	2012	2013	2014	2015	2016	2017	2010-2017 Percent Change
Virginia	8,001,024	8,107,548	8,188,656	8,261,689	8,316,902	8,366,767	8,414,380	8,470,020	6%
Shenandoah County	41,993	42,262	42,532	42,512	42,743	42,864	42,928	43,225	3%

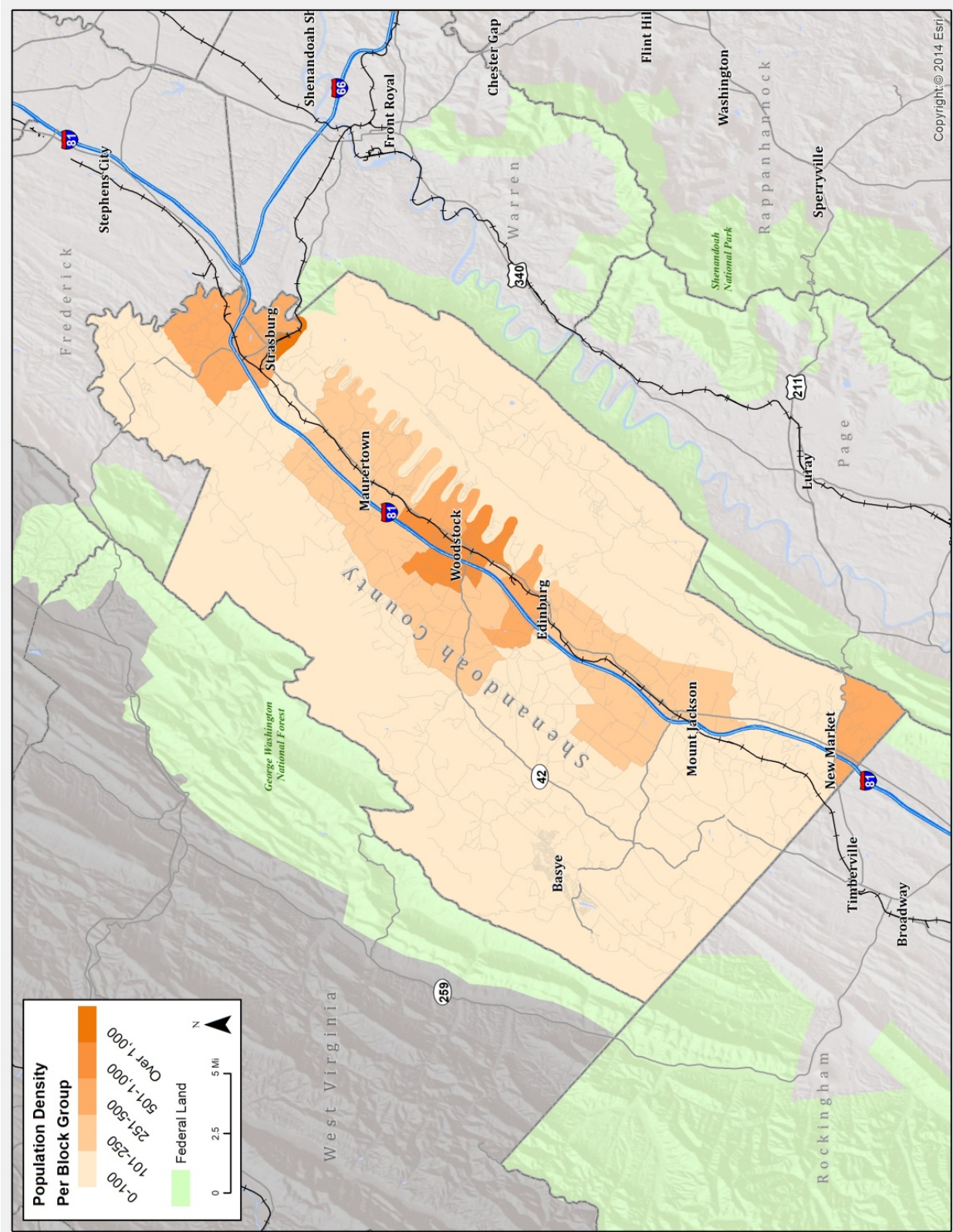
Source: U.S. Census Annual Estimates of the Resident Population: April 1, 2010, to July 1, 2017

## Population Density

Population density is often a determinate for the type of public transportation service that is feasible in an area. Generally, an area with a population density greater than 2,000 persons per square mile will be able to sustain frequent daily fixed route bus services. Areas with a population density below 2,000 persons per square mile may be better suited for deviated fixed route, flex schedule or dial-a-ride service.

Shenandoah County is predominately rural. There are no block groups in the county with population densities above 2,000 persons per square mile. There are some pockets of density in Strasburg and Woodstock, both of which are below the 2,000 people per square mile fixed route guideline. Figure 2-1 illustrates the population density in Shenandoah County.

Figure 2-1: Population Density in Shenandoah County



Source: U.S. Census and American Community Survey

## Population Projections

According to population projections developed by the Weldon Cooper Center for Public Service, Shenandoah County will see a 20% increase in its population by 2040. Also, by 2040, it is projected that a quarter of the county's population will be age 65 and older. Table 2-3 provides the population projections by age for Shenandoah County and for the Commonwealth of Virginia.

**Table 2-3: Population Forecast – Shenandoah County and Commonwealth of Virginia**

Age Group	2020 Population Projection		2030 Population Projection		2040 Population Projection	
	Population	Percent	Population	Percent	Population	Percent
<b>Virginia</b>	<b>8,744,273</b>	-	<b>9,546,958</b>	-	<b>10,201,530</b>	-
0-19	2,164,636	25%	2,336,936	24%	2,513,843	25%
20-64	5,186,789	59%	5,406,618	57%	5,762,537	56%
65+	1,392,849	16%	1,803,404	19%	1,925,150	19%
<b>Shenandoah County</b>	<b>42,363</b>	-	<b>46,803</b>	-	<b>50,507</b>	-
0-19	9,620	23%	10,750	23%	12,003	24%
20-64	22,224	52%	23,824	51%	25,990	51%
65+	10,519	25%	12,229	26%	12,514	25%

Source: Demographics Research Group of the Weldon Cooper Center for Public Service, June 2017.

## TRANSIT DEPENDENT POPULATIONS

Identifying the relative size and location of segments of the population that are more likely to depend on transit service is important when defining public transportation needs. Transit dependent populations include individuals who may not have access to a personal vehicle or may be unable to drive due to age or income status. Determining the location of transit dependent populations helps focus planning efforts for public transportation services.

The transit needs analysis consists of a relative measure in order to be objective when mapping population groups. This measure is based on the study area's average for each demographic characteristic. In order to rank the socioeconomic need, block groups are classified relative to the study area as a whole using a five-tiered scale of "low" to "very high." It is important to note that a block group classified as "low" can still have a significant number of potential transit dependent persons; as "low" means below the study area's average. At the other end of the spectrum, "very high" means greater than twice the study area's average. Table 2-4 summarizes the exact specifications for each score.



**Table 2-4: Relative Ranking Definitions for Transit Dependent Populations**

Amount of Vulnerable Persons or Households	Score
Less than and equal to the study area's average	Low
Above the average and up to 1.33 times the average	Elevated
Above 1.33 times the average and up to 1.67 times the average	Moderate
Above 1.67 times the average and up to two times the average	High
Above two times the average	Very High

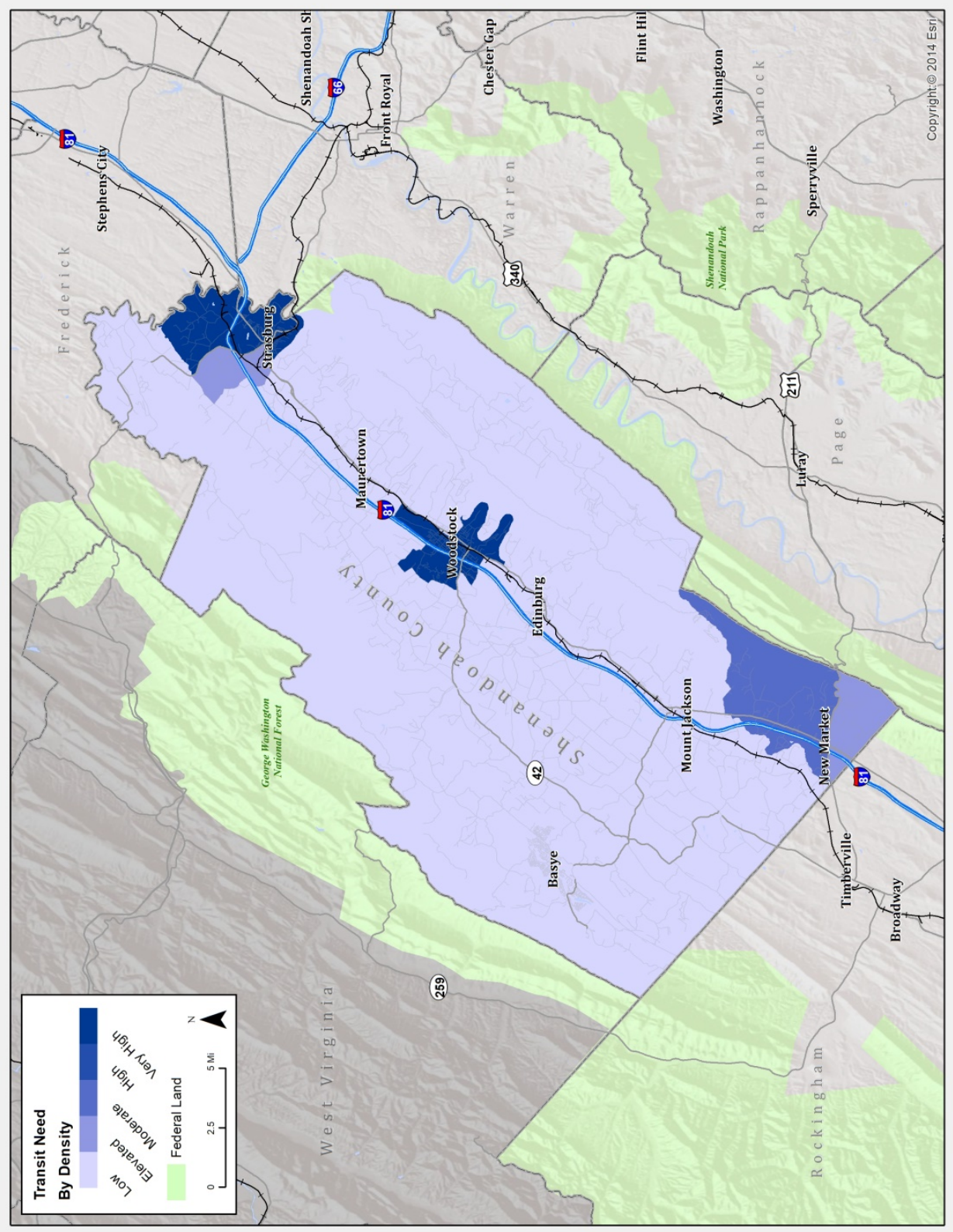
Figure 2-2 displays TDI rankings for the study area. According to the TDI, very high transit need areas are found in block groups located in Woodstock and Strasburg.

The Transit Dependence Index Percentage (TDIP) provides a complementary analysis to the TDI measure. It is nearly identical to the TDI measure with the exception of the population density factor.

By removing the population per square mile factor the TDIP measures the degree rather than the amount of vulnerability. The TDIP represents the percentage of the population within the block group with above average transit dependent socioeconomic characteristics, and it follows the TDI's five-tiered categorization of "low" to "very high". It differs in that it does not highlight block groups that are likely to have higher concentrations of vulnerable populations only because of their population density.

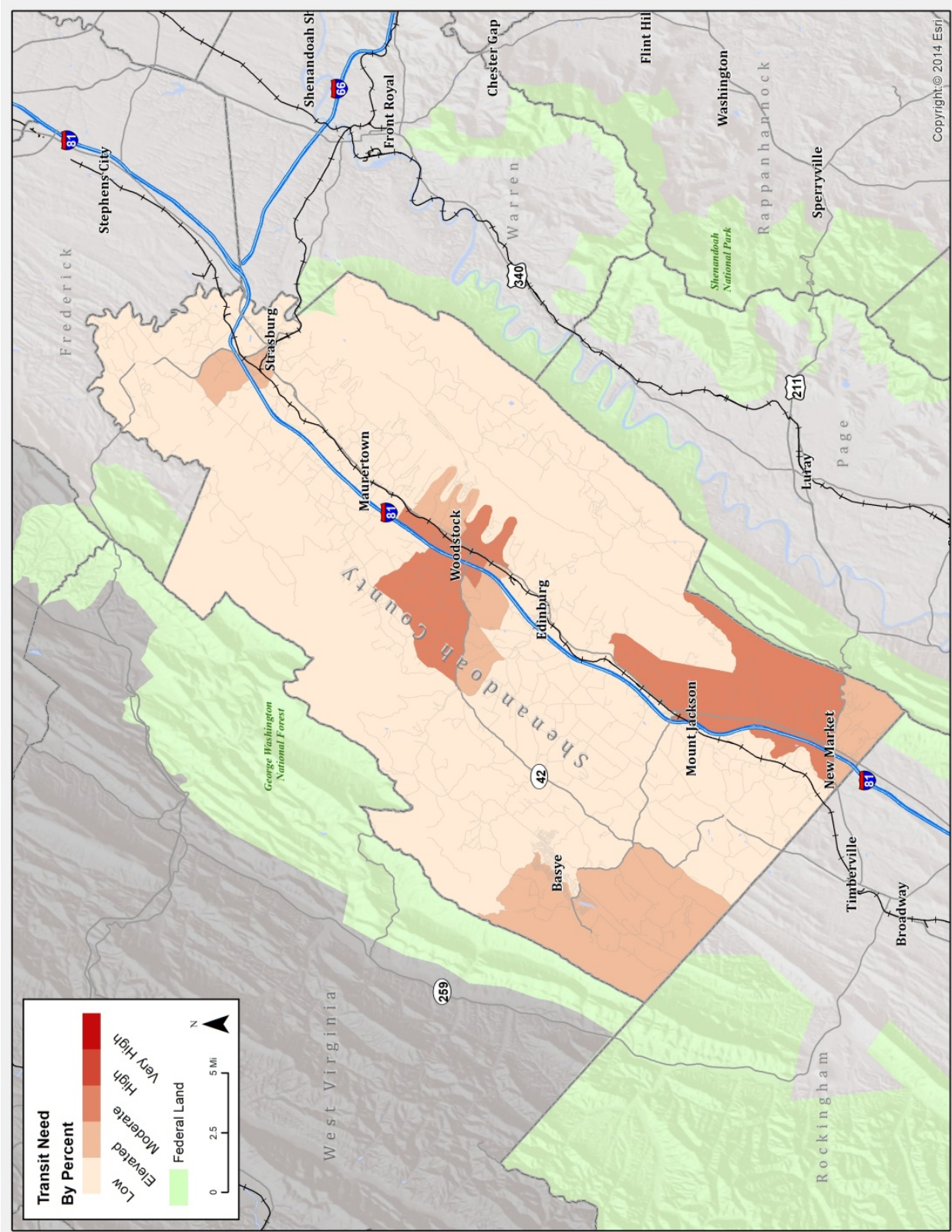
Figure 2-3 shows transit need based on percentage. While the TDIP index does not reveal any block groups with very high transit need in Shenandoah County there is moderate transit need in Woodstock and Mount Jackson.

Figure 2-2: Shenandoah County Transit Dependence Index



Source: U.S. Census and American Community Survey

Figure 2-3: Shenandoah County Transit Dependence Index by Percentage

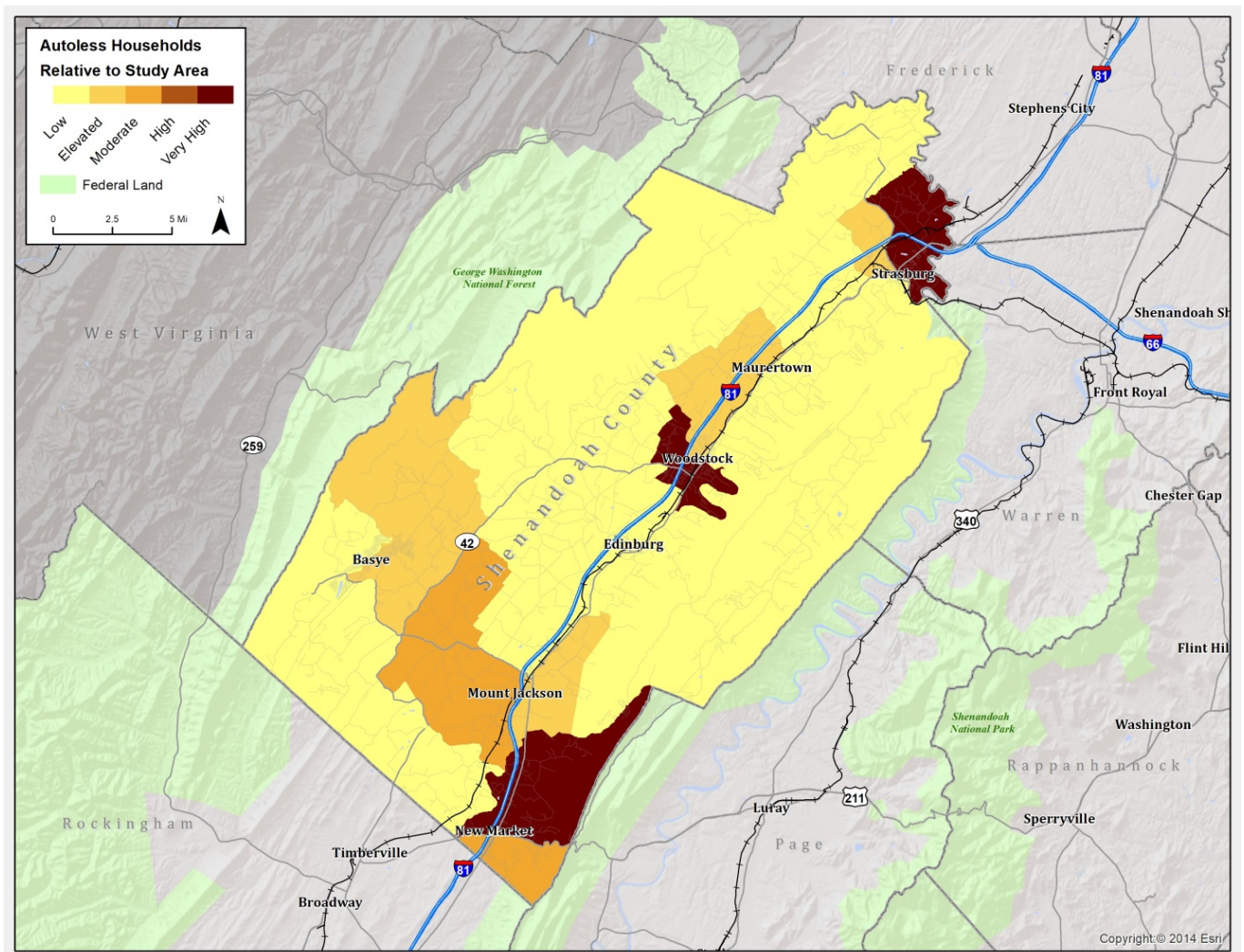


Source: U.S. Census and American Community Survey

## Autoless Households

Households without access to at least one personal vehicle are more likely to depend on the mobility offered by public transit. Autoless households are reflected in both the TDI and TDIP measures, however, displaying this segment of the population separately is seen as important from a transit planning perspective. As shown in Figure 2-4, areas with very high relative numbers of autoless households are in Strasburg, Woodstock, and the block group to the north and east of New Market.

**Figure 2-4: Autoless Households in Shenandoah County**

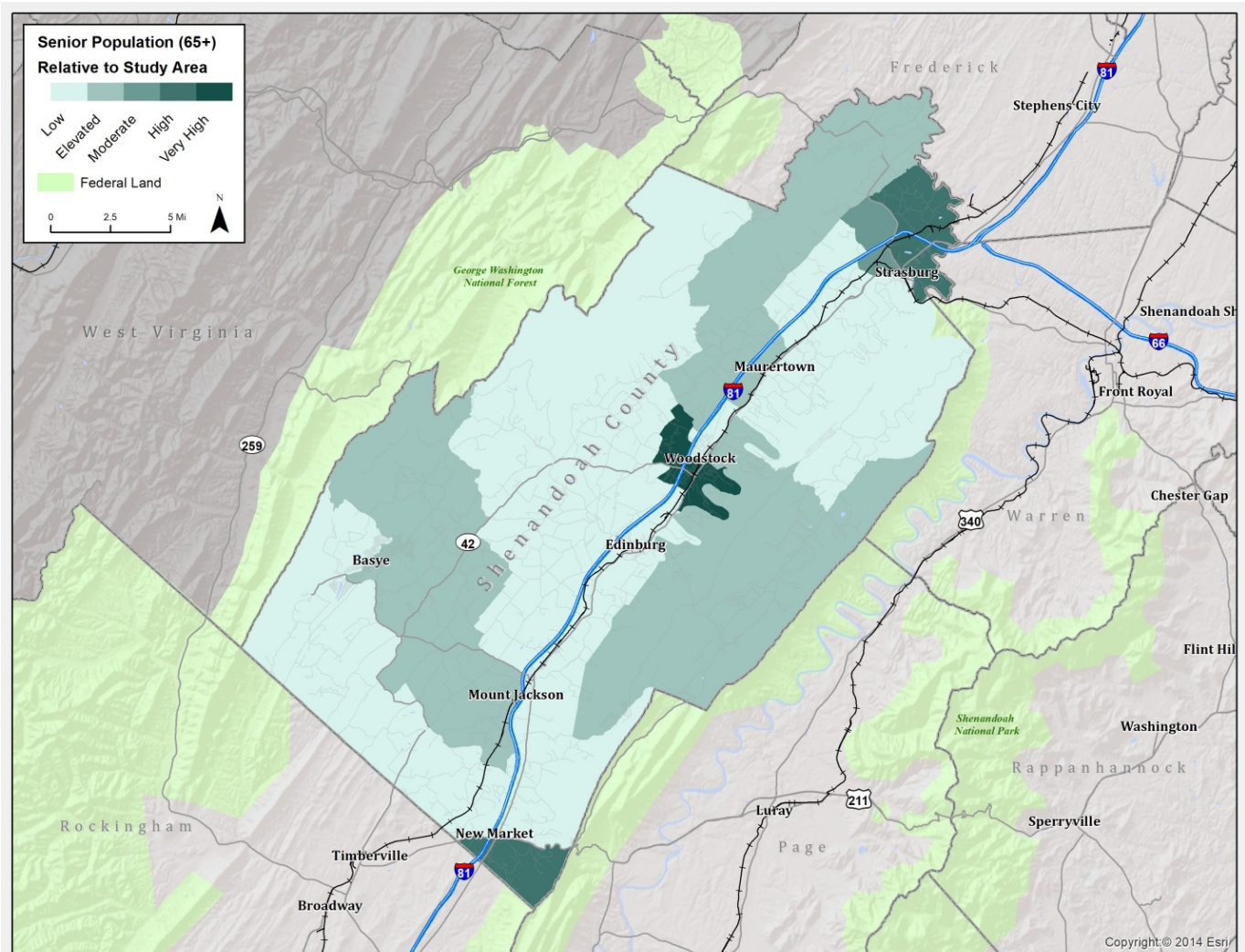


Source: U.S. Census and American Community Survey

## Senior Adult Population

One of the socioeconomic groups analyzed by the TDI and TDIP indices is the senior adult population, which are individuals ages 65 and older. Persons in this age group may begin to decrease their use of personal vehicles and rely more on public transit. Figure 2-5 illustrates the distribution of senior adults in Shenandoah County. Woodstock is the only place in Shenandoah County with a very high concentration of senior adults. Strasburg and New Market contain high concentrations of seniors.

**Figure 2-5: Distribution of the Senior Adult Population (Ages 65 and Older) in Shenandoah County**

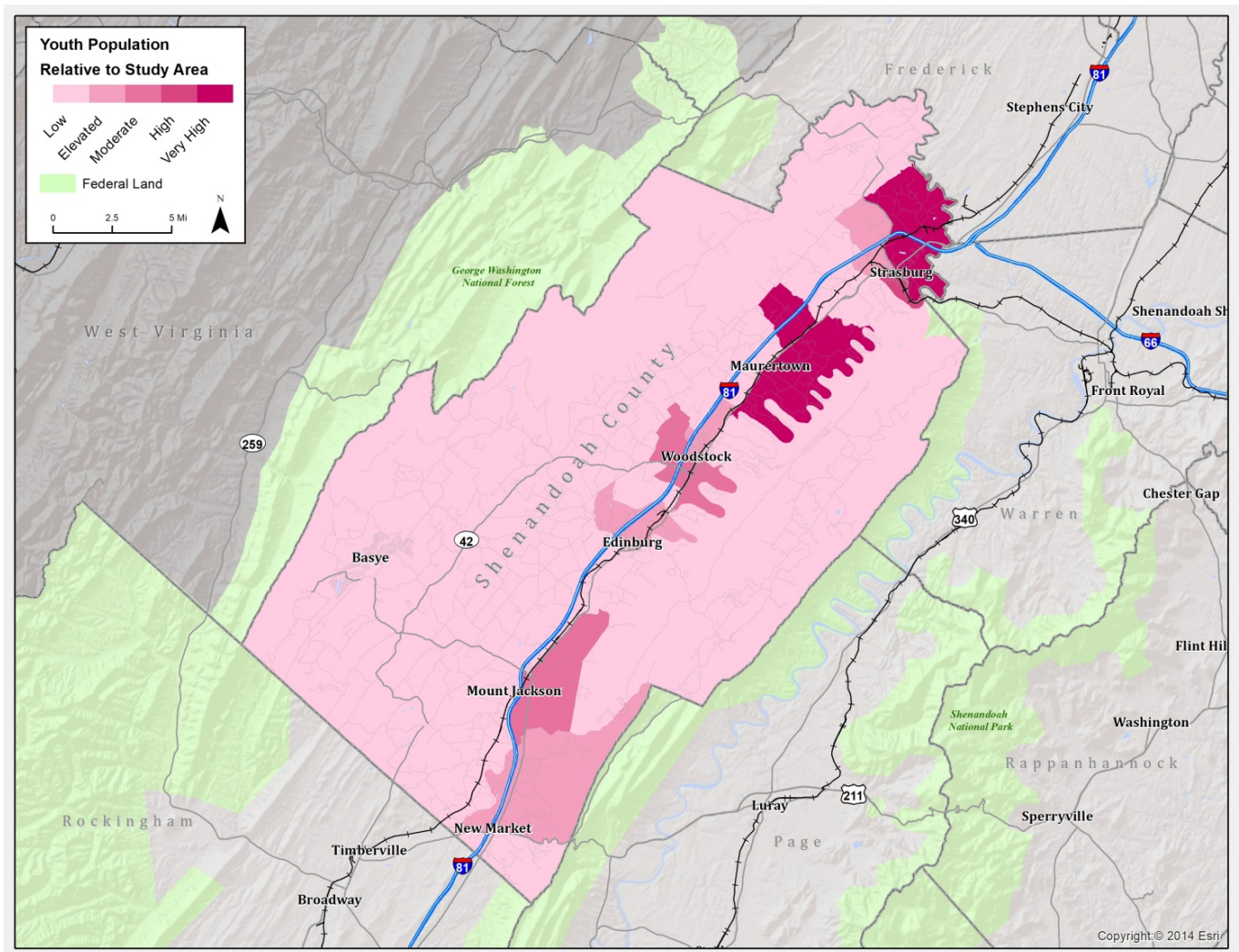


Source: U.S. Census and American Community Survey

## Youth Population

Persons ages 10 to 17 either cannot drive or are just beginning to drive and often do not have access to a personal automobile. For this population group, public transit is often the means that offers mobility. Very high concentrations of youth are in Strasburg and Maurertown, as compared to the rest of the county. Figure 2-6 illustrates the concentrations of youth populations relative to the county as a whole.

**Figure 2-6: Distribution of the Youth Population (ages 10 to 17) in Shenandoah County**

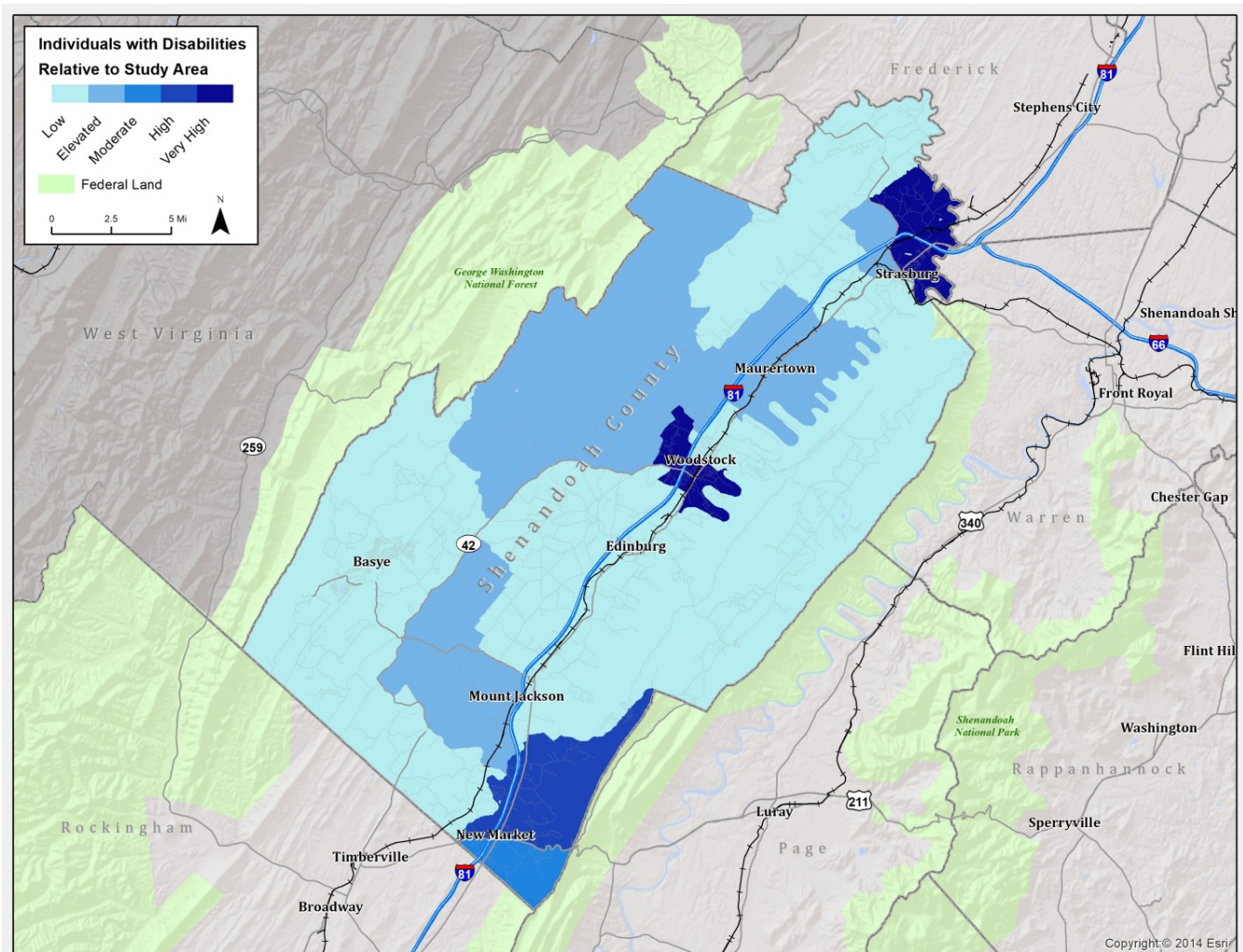


Source: U.S. Census and American Community Survey

## Individuals with Disabilities

Figure 2-7 illustrates the distribution of individuals with disabilities in the county. Persons who have disabilities that prevent them from or make it more difficult to own and operate a personal vehicle often rely on public transit for their transportation needs. Strasburg and Woodstock contain very high concentrations of individuals with disabilities as compared to the rest of the county, while New Market has a high concentration of individuals with disabilities.

**Figure 2-7: Distribution of Individuals with Disabilities in Shenandoah County**



Source: U.S. Census and American Community Survey

## TITLE VI DEMOGRAPHIC ANALYSIS

The Civil Rights Act of 1964, Title VI prohibits discrimination on the basis of race, color, or national origin in programs and activities receiving federal subsidies. This includes agencies providing federally funded public transportation. The following section examines the minority and below poverty level populations in the study area.

### Minority Population

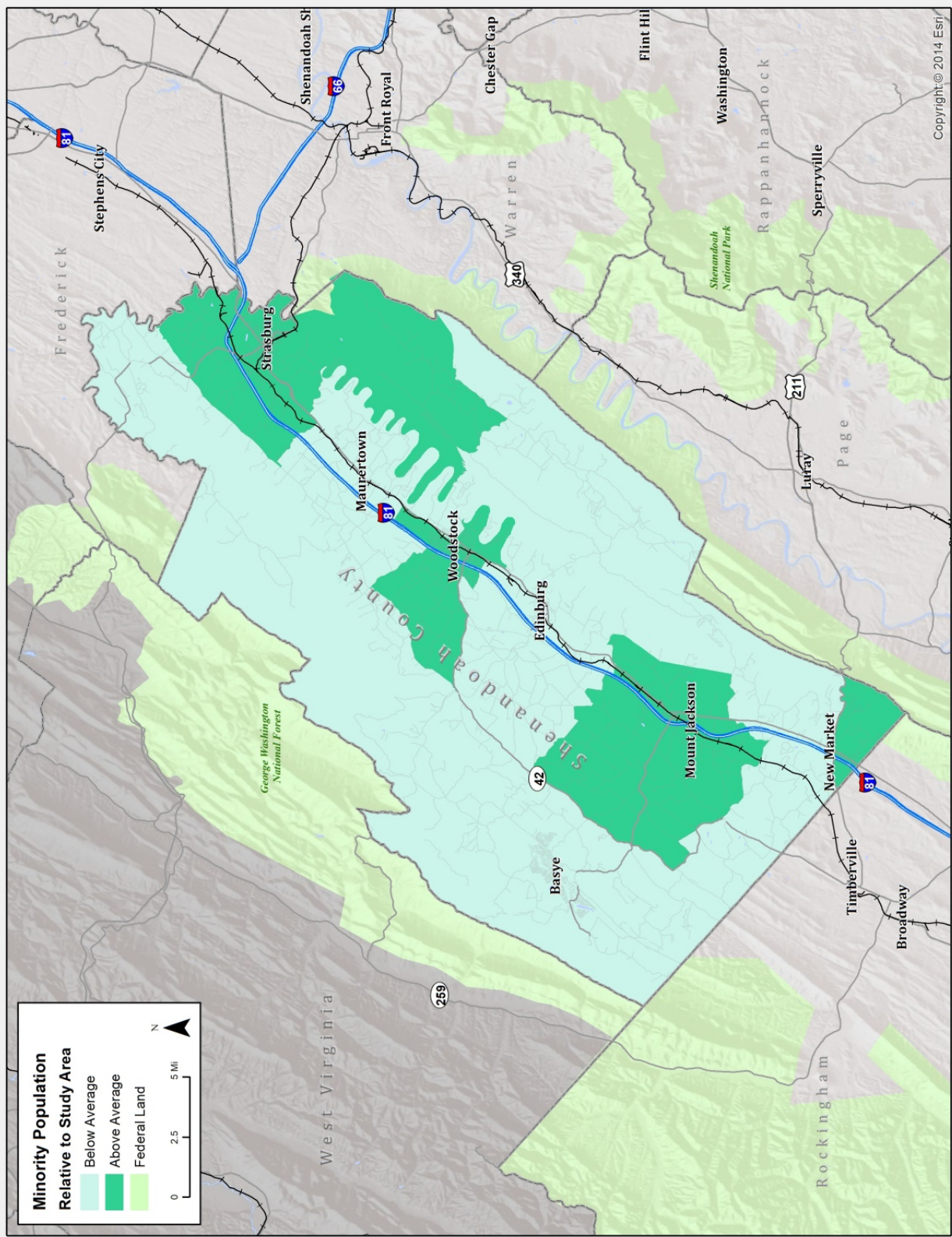
In accordance with Title VI of the Civil Rights Act of 1964, it is important to ensure that areas with a higher than average concentration of racial and/or ethnic minorities are not negatively impacted by proposed alterations to existing public transportation services. To determine whether an alteration would have an adverse impact it is necessary to first understand where concentrations of minority individuals reside. Figure 2-8 provides a map of the service area showing the Census block groups shaded according to whether they have minority populations of above or below the service area average of 6.6%. Above average concentrations of minorities are located in Strasburg, Woodstock, Mount Jackson, and New Market.

### Below Poverty Populations

This socioeconomic group represents individuals who earn less than the federal poverty level. These individuals face financial hardships that make owning and providing the necessary maintenance of a personal vehicle difficult. For this segment of the population, public transportation may be the more economical choice. Figure 2-9 is a map that shows the Census block groups according to whether the poverty rate is above or below the study area average of 11.4%. According to the map, areas with high concentrations of below poverty populations are in Woodstock, Mount Jackson, New Market, and a small block group in Strasburg.

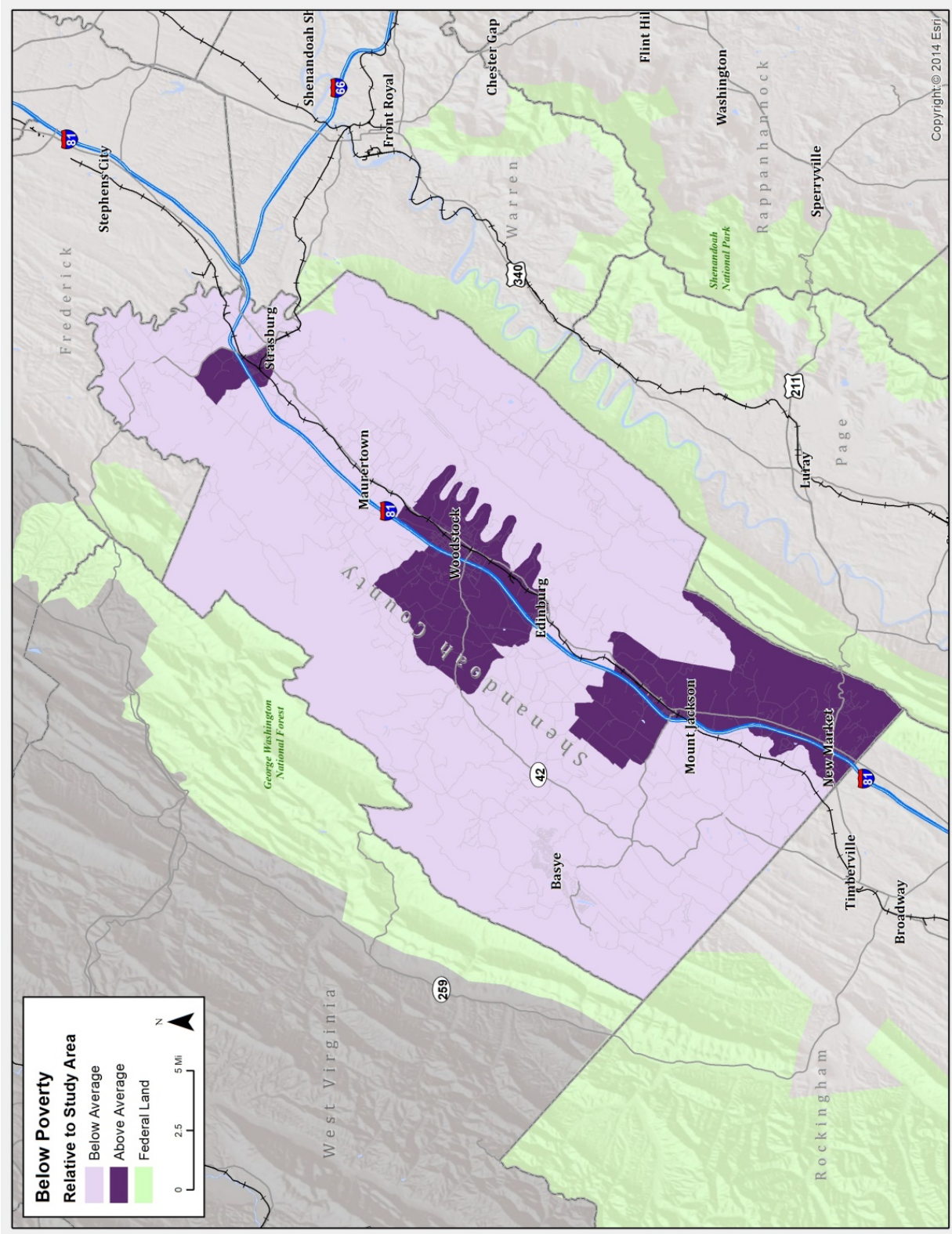


Figure 2-8: Distribution of the Minority Population in Shenandoah County



Source: U.S. Census and American Community Survey

Figure 2-9: Distribution of the Below Poverty Population in Shenandoah County



Source: U.S. Census and American Community Survey

### Limited-English Proficiency

It is important to recognize the variety of languages spoken in Shenandoah County to ensure that public information is disseminated to individuals who speak languages other than English. According to ACS five-year estimates, four percent of the county’s population speak English less than “very well” and are considered to have limited English proficiency. Spanish is the top language spoken by LEP populations. Table 2-5 provides the LEP data for Shenandoah County, including the top five languages spoken by LEP individuals.

**Table 2-5: Limited English Proficiency in Shenandoah County**

Service Area	Number	Percent
Total Population (Age 5+)	40,337	-
Total LEP Population	1,657	4%
Top 5 Languages Spoken by LEP Populations	Number	Percent
Spanish or Spanish Creole:	1,400	84.5%
Chinese:	69	4.2%
Vietnamese:	43	2.6%
Korean:	37	2.2%
German:	25	1.5%

Source: American Community Survey, Five-Year Estimates (2011-2015), Table B16001.

## LAND USE PROFILE

### Major Trip Generators

Identifying major trip generators and land uses within the county complements the demographic analysis. Trip generators such as multi-unit housing, major employers, medical facilities, educational facilities, and shopping centers attract transit demand. Figure 2-10 provides a map of the major trip generators identified in this section.

#### Educational Facilities

Major educational facilities such as universities, community colleges, and vocational schools, attract transit demand due to the student population that may be unable to afford or operate a personal vehicle, and by faculty and staff members that are associated with these institutions as major places of employment. While there is not a community college located within the county, Lord Fairfax Community College – Middletown Campus is located just seven miles northeast of Strasburg and Lord Fairfax Community College – Luray – Page Campus is located 14 miles away from New Market.

High schools can also be important trip generators, especially for students who have after-school jobs and internships. The five public high schools in the county are:

- Central High School (Woodstock)
- Massanutten Regional Governor’s School (Mount Jackson)
- Stonewall Jackson High School (Quicksburg)
- Strasburg High School (Strasburg)
- Triplett Tech (Mount Jackson)

Massanutten Military Academy is another educational facility, which is more likely to serve as a trip generator for employment.

### ***Human and Community Services***

Public transit is often vital in ensuring that transit dependent populations have access to human service agencies and organizations. Human service agencies provide assistance and resources to residents seeking support in a spectrum of issues including, but not limited to, senior health care, childhood development, recreation, and nutrition. The county’s social services agency is located in Woodstock, as is the Senior Center operated by the Shenandoah Area Agency on Aging.

### ***Major Employers***

Public transportation is a vital link for transit dependent populations to reach employment opportunities. Choice riders may also find public transportation a viable travel alternative to commute to work if the transit service provided is convenient. This section considers a major employer to have 100 employees or more. Major employer data was collected from the Virginia Employment Commission. The top five major employers in the county include: Shenandoah County School Board; George’s Chicken; Shentel Management Company; Bowman Andros Products; and LSC Communications US.

### ***Major Shopping Destinations***

Shopping centers are attractive trip destinations for many residents. Shopping centers allow residents to purchase essential items such as groceries and other necessities and often serve as a place of employment for residents who would rely on transit. For the purposes of this study, shopping destinations are defined as a concentration of stores such as a mall or retail outlet, large retail establishments and major supermarkets. It is important that the selected shopping destinations do not simply represent recreational shopping locations, but general merchandise and food outlets, as transit dependent persons are more likely to rely on these types of stores for essential needs. In Woodstock, Walmart and Shenandoah Square are major shopping destinations. The Flea Market is a major shopping destination in Edinburg. The Strasburg Shopping Center and the Mount Jackson Center are also important shopping destinations.

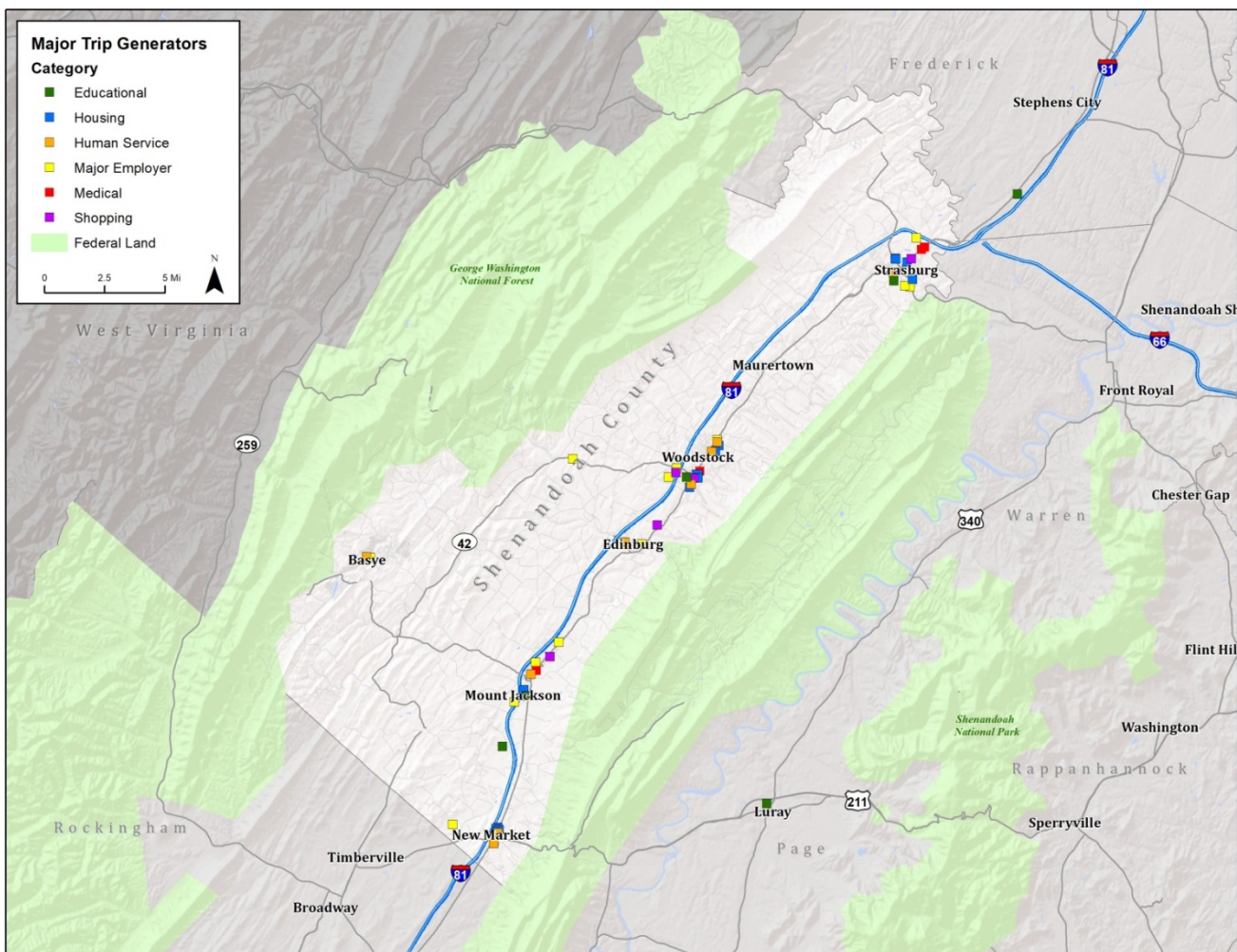
## Medical Facilities

Public transportation provides an important mobility option for medical trips, especially for senior adults and persons with disabilities. Major medical facilities in the county are: Valley Health - Shenandoah Memorial Hospital; Sentara Mount Jackson Health Center; and Valley Health Quick Care.

## Multi-Unit/ High-Density Housing

Residents of multi-unit housing tend to drive fewer miles and use public transportation more frequently than residents of single family housing. Higher density housing is also easier to serve with public transportation, as more riders can use the same shared stop. Higher density housing in Shenandoah County is located in Strasburg, Woodstock, Mt. Jackson, and New Market.

Figure 2-10: Major Trip Generators in Shenandoah County



## Employment Travel Patterns

In addition to identifying the locations of major employers, it is also important to account for commuting patterns of residents working inside and outside of the county. While the majority of residents work within the Commonwealth of Virginia, 41% of residents work outside of the county. The majority of residents drive alone to work while 13% carpool. Table 2-6 provides journey to work data for Shenandoah County.

**Table 2-6: Journey to Work Patterns for Shenandoah County**

Shenandoah County		
Workers (Ages 16 +)	20,061	
Employment Location	Number	Percent
In State of Residence	19,455	97%
In County	11,314	56%
Outside of County	8,141	41%
Outside State of Residence	606	3%
Means of Transportation to Work	Number	Percent
Car, Truck, or Van - drove alone	16,165	81%
Car, Truck, or Van - carpooled	2,566	13%
Public Transportation	64	0%
Walked	334	2%
Taxicab, Motorcycle, Bicycle, Other	148	1%
Worked at Home	784	4%

Source: ACS, Five-Year Estimates (2012-2016), Table B08130

Another source of data that provides an understanding of employee travel patterns is the Census Bureau's Longitudinal Employer-Household Dynamics (LEHD) dataset. Table 2-7 lists the top ten employment destinations for Shenandoah County residents. According to the data, the number one locality within the county where residents work is Woodstock.

**Table 2-7: Top Ten Employment Destinations for County Residents**

Place	Number	Percent
Woodstock town, VA	2,747	14.8%
Winchester city, VA	1,449	7.8%
Strasburg town, VA	1,001	5.4%
Mount Jackson town, VA	559	3.0%
Front Royal town, VA	542	2.9%
New Market town, VA	353	1.9%
Harrisonburg city, VA	317	1.7%
Edinburg town, VA	289	1.6%
Chantilly CDP, VA	218	1.2%
Arlington CDP, VA	166	0.9%
All Other Locations	10,953	58.9%

Source: Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2015.

## REVIEW OF RECENT PLANS AND STUDIES

The needs analysis included reviewing recent plans and studies that have addressed transportation needs and land use in Shenandoah County. This section provides a summary of relevant plans and studies including the issues and recommendations related to transportation and transit.

The following plans and studies were reviewed:

- Northern Shenandoah Valley Regional Commission – Coordinated Human Service Mobility Plan (2013)
- Shenandoah County Comprehensive Plan 2025
- Town of Mount Jackson Draft Comprehensive Plan
- Planning New Market 2030
- Strasburg Comprehensive Plan (2018)
- Woodstock Comprehensive Plan (2007)
- Lord Fairfax Community College Public Transit Feasibility Study
- United Way of Northern Shenandoah Valley, 2017-2020 Needs Assessment
- United Way ALICE Report- Virginia

## **Northern Shenandoah Valley Regional Commission - Coordinated Human Service Mobility Plan (2013)**

Federal legislation governing the Federal Transit Administration's Section 5310 program requires the development of a coordinated public transit-human services transportation plan as a condition of funding through the program, which provides funding assistance to support the mobility of seniors and individuals with disabilities. The plan is currently being revised, with the most recent adopted plan completed in 2013.

The following strategies were included in the 2013 plan:

1. Continue to support capital needs of coordinated human service/public transportation providers.
2. Expand availability of demand response service and specialized transportation services to provide additional trips for older adults, people with disabilities, veterans, and people with lower incomes.
3. Build coordination among existing public transportation and human service transportation providers.
4. Expand outreach and information on available transportation options in the region, including establishment of a central point of access, which this region currently lacks.
5. Provide flexible transportation options and more specialized transportation services or one-to-one services through expanded use of volunteers.
6. Establish or expand programs that train customers, human service agency staff, medical facility personnel, and others in the use and availability of transportation services.
7. Establish a ride-sharing program for long-distance medical transportation and other trip purposes.
8. Expand access to taxi and other private transportation operators.
9. Implement new public transportation services or operate existing public transit services on a more frequent basis.
10. Bring new funding partners to public transit/human service transportation.
11. Provide targeted shuttle services to access employment opportunities.



12. Establish a regular coordination meeting between stakeholders after the CHSM planning process is over.

## Shenandoah County Comprehensive Plan 2025

The Shenandoah County Comprehensive Plan was adopted in June 2005; since the initial adoption, the land use and population/demographic chapters have been updated (in 2014 and 2016, respectively). The comprehensive plan reviews existing conditions and growth trends in the county, as well as making policy recommendations for general development.

### ***Future Growth and Development Areas***

- Planned future growth and development areas in Shenandoah County are generally concentrated contiguous to the existing developed towns in the U.S. Route 11 corridor. The land use map for the county from the Comprehensive Plan is provided as Exhibit 2-1. Each of the town plans mirror this land use strategy.

### ***Transportation***

The transportation issues found in the plan are highlighted below.

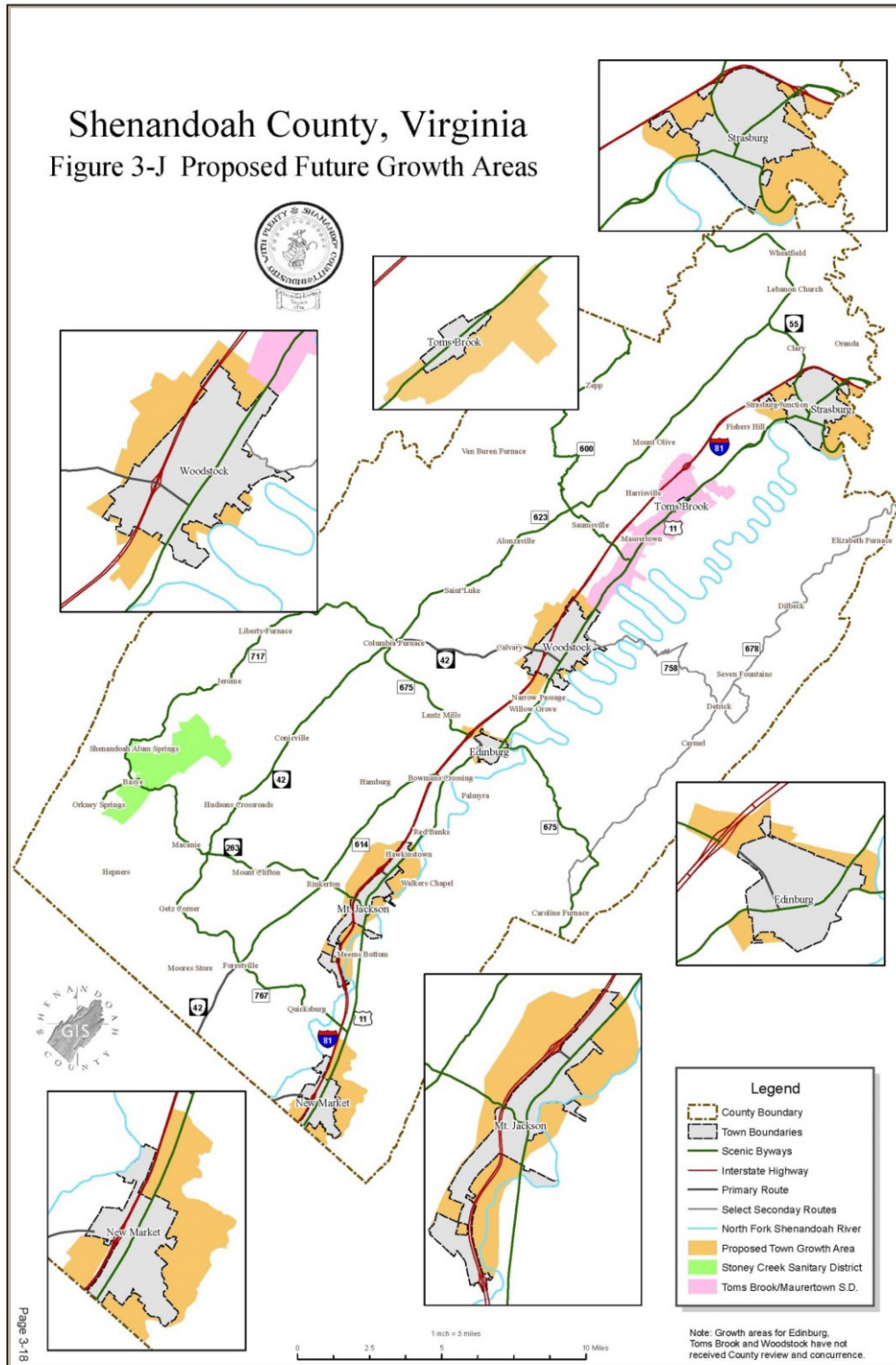
### **Transportation Issues**

- There is a need for a county-wide transportation plan.
- There has not been an overall assessment of transportation needs for transit dependent persons or an analysis to see if existing resources are adequate.
- There is a need for reliable transportation to commute to work.
- There is a shortage of community resources for the population that requires these resources.

### **Transportation Recommendations**

- Commission a professional study to develop a transportation plan through 2025 that includes:
  - Safety and volume improvements in the primary and secondary road network;
  - An I-81 interchange north of Woodstock;
  - Future needs for public transportation;
  - Protection of scenic, battlefield, and historic resources; and
  - Provisions for pedestrian and bicycle travel.

Exhibit 2-1: Future Growth Areas in Shenandoah County



Source: Shenandoah County Comprehensive Plan, 2014 Land Use Section

## Town of Mount Jackson 2017 Comprehensive Plan Draft

The Town of Mount Jackson published a 2017 Comprehensive Plan Draft in September 2017. The plan is in keeping with county growth policies that direct most future population growth to the six towns in the U.S. Route 11 corridor. Given this growth and development strategy, the plan contemplates that the Town of Mount Jackson could grow to house between five and ten percent of the county's population, which by 2030 would translate to a population of between 2,340 and 4,905 residents, up from the 2010 Census figure of 1,994.

### **Transportation**

During the Comprehensive Plan development process, the Town of Mount Jackson conducted a community survey. One of the questions asked "What types of transportation are needed?" The number one response to this question was public transportation.

The following transportation goal is excerpted from the Comprehensive Plan Draft:

***“Goal:** Plan for adequate transportation and access for all areas of Mount Jackson and all modes of travel.*

- a. Provide convenient, free, and well-marked parking for visitors and customers of the central business district.*
- b. Continue to pursue and fund the construction of sidewalks throughout the Town.*
- c. Support efforts to promote public transportation.”*

The transportation chapter of the plan (Chapter 7) addresses public transportation in the following manner:

*“As a small town, Mount Jackson is unlikely to support its own public transportation system, but should work closely with the County, regional authorities, and other nearby towns to support efforts to establish public transportation connections that can serve Mount Jackson residents.”*

## Planning New Market 2030

Planning New Market 2030 is the title of the Town of New Market's 2012 Comprehensive Plan. Contained within the plan is a goal for moderate residential growth, from 2,146 residents in 2010 to 3,189 residents in 2030.

The Transportation element (Chapter 8) primarily addresses roadways, parking, and pedestrian safety. One of the goals does allude to public transportation and is written as follows:

*“Goal: To have alternatives to the private car available for local transportation.*

*Policy: While not subsidizing programs, New Market will nevertheless endorse and encourage the use of alternative forms of private transportation when they are deemed to be safe and appropriate for their proposed use. This could take the form of a local or regional approach.”*

## **Town of Strasburg, Virginia 2018 Comprehensive Plan**

The Strasburg Comprehensive Plan was adopted in May 2018 and serves as an update to the 2012 plan. The plan anticipates that the Town will grow from 6,398 residents (2010 Census) to 8,963 residents (2030).

### **Transportation Issues**

- Pedestrian facilities will be needed for new development.
- A 2009 community survey conducted by NSVRC showed interest and demand for public transit within Strasburg and regionally.

### **Transportation Recommendations**

- Invest in constructing sidewalks in areas they do not exist and reserve funding for constructing new trails shown on the Planned Transportation Network map.
- As Strasburg’s population increases the Town should collaborate with regional partners to conduct a public transportation feasibility study.

## **Woodstock Comprehensive Plan**

The most recent comprehensive plan for the Town of Woodstock was updated in 2007, with the Urban Development Area (UDA) part of the land use chapter updated in 2012. The plan provides information concerning Woodstock’s existing conditions, long-term goals and objectives, and recommendations. Population growth estimates were updated in the 2012 UDA section of the plan, indicating that the Town expects to grow from 5,097 residents (2010 Census) to 6,433 residents (2030). These estimates are substantially higher than those provided in the 2007 plan.

The Woodstock Comprehensive Plan does not address public transportation or make recommendations but it does discuss non-vehicular transportation such as pedestrian trails and bicycle lanes.

### ***Bicycle and Pedestrian Issues***

- As traffic volume increase, so will the need for a more extensive system of pedestrian walkways and trails. Placing better sidewalks and trails between high density residential and commercial places would help alleviate growing traffic in town.
- Woodstock does not have dedicated bike lanes or shared use paths. Bicyclists are only permitted to ride in the streets. There is growing need and demand for bicycle lanes and shared use paths.

### ***Bicycle and Pedestrian Recommendation***

- Development of a Bicycle and Pedestrian Plan to improve bike and pedestrian travel within Woodstock.

### **Lord Fairfax Community College Public Transit Feasibility Study (2016)**

Completed in 2016, the Lord Fairfax Community College (LFCC) Public Transit Feasibility Study demonstrated a need for public transportation service to LFCC through demographic data, student and community surveys, and enrollment data. The following summary of needs was included in the needs assessment prepared for the study:

- Staff members from LFCC as well as high school counselors indicated that the lack of public transportation is a barrier for students to enroll and to stay enrolled at LFCC.
- Twenty-seven percent of the student/faculty/staff survey respondents indicated that the lack of transportation is either always or often a barrier.
- Sixty-eight percent of the student/faculty/staff survey respondents indicated that they would use public transportation to access the campus if it were available.
- About 33% of the student/faculty/staff survey respondents reported that they live in the Winchester- Frederick County area and the majority travels to campus Monday through Thursday, arriving between 7:00 a.m. and 12:00 p.m.
- The results of the community survey indicated that 92% were in favor of the service and 59% indicated that they would use the service. Service between LFCC and Winchester was listed as the highest priority.
- The enrollment data show that 33% of the students live in the Winchester –Frederick County area, similar to what was reported via the survey.

- The transit dependence index shows relatively high transit needs in Winchester, Stephens City, Front Royal and just south of Woodstock.
- One of LFCC's stated goals is improved access, and several of the previous planning efforts in the region specifically highlight the need to connect LFCC to Winchester via public transportation.
- LFCC is the only community college in Virginia that is not served by public transportation.

Shenandoah County was included in the needs analysis and there are significant numbers of students who live in Shenandoah County and attend LFCC; however, there are significantly more LFCC students in Frederick County and in Winchester, thus the short term recommendations for service to LFCC focused on those jurisdictions.

The short term recommendations included service between Winchester and LFCC; the mid-term recommendation included service between Front Royal and LFCC; and the long-term recommendation included Route 11 South corridor service, connecting Woodstock, Strasburg, and LFCC. There were also long-term recommendations for service from Berryville to LFCC and for service from Northern Frederick County to LFCC.

Since the study was completed, service has been implemented between Front Royal and LFCC, but the highest priority link between Winchester and LFCC has not yet been implemented.

## **United Way Northern Shenandoah Valley 2017-2020 Needs Assessment-Health**

Key findings from the 2017-2020 needs assessment for the health section include a section regarding "Access to Care." While a number of factors were discussed among these findings, a lack of accessible or reliable transportation to health care was specifically cited.

## **United Way ALICE Report - Virginia**

The acronym ALICE stands for asset limited, income constrained, employed. The United Way *ALICE Project* is a nationwide effort to quantify and describe the number of households that are struggling financially. The project uses standardized measurements to calculate a basic household survival budget and attempts to quantify the number of households that cannot afford a basic survival budget. This method was developed as an alternative to the federal poverty designation, which is viewed as underestimating the number of struggling families.<sup>1</sup>

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<sup>1</sup> United Way ALICE Project website, viewed November, 2018.

The report for Virginia notes that “public transportation is typically the cheapest form of transportation, but is only available in parts of Virginia.” The report highlights the cost of owning and operating a car, as well as the challenges faced by low-income families when they skimp on vehicle expenses (such as maintenance, insurance, registration). The report also documents the link between housing, transportation and jobs.

## SUMMARY

The demographic data collected and analyzed for Shenandoah County show that the high need areas, as well as the most densely populated areas and major origins and destinations are generally clustered along the U.S. Route 11 corridor. In addition, the County’s Comprehensive Plan defines the County’s growth areas along this corridor, within and adjacent to the County’s six major towns.

Several of the planning documents reviewed for this section support the investigation of initiating a public transportation program, as a collaborative effort among county, town, and regional partners.





# Chapter 3

## Public Transit Service and Organizational Options

### INTRODUCTION

The purpose of this third chapter is to document the series of transit service and organizational options that were considered for implementation in Shenandoah County. These options were based on the data and opinions collected and analyzed in Chapters 1 and 2. The service options are highlighted first, followed by the organizational options. These options were presented to the study committee for review and comment prior to the development of the draft and final plans.

### SERVICE OPTIONS

For each of the service options outlined there is a description of the service, followed by discussion of the advantages and disadvantages, a cost estimate, and a ridership estimate. The options presented represent a starting point for developing a viable public transportation program in Shenandoah County. These options were considered a menu, with the possibility of choosing more than one or making adjustments to the options presented based on input from the study committee.

#### **Option 1: Route 11 Corridor Service**

Stakeholder opinion, survey results, as well as demographic and land use data suggest that the highest priority for public transportation service should likely be the U.S. Route 11 corridor, which spans the entire county from north to south. This corridor includes the county's primary towns of Edinburg, Maurertown, Mount Jackson, New Market, Strasburg, Toms Brook, and Woodstock (the county seat).

#### **Routes**

Given the length of the corridor and the likely need to serve some destinations that are within the general corridor, but not directly on U.S. Route 11, this option includes two deviated fixed routes: Shenandoah North and Shenandoah South. It is suggested that these routes meet in Woodstock for a timed transfer.

## Shenandoah North

The proposed Shenandoah North deviated fixed route would serve several origins and destinations in the Strasburg area, and then travel south along U.S. Route 11 to Woodstock. The route would also serve several Woodstock area origins and destinations and terminate in the vicinity of the Walmart store, which is located just west of I-81. The route map for the proposed Shenandoah North route is provided in Figure 3-1. The route is 20 miles one-way. Given this route length, it is estimated that one vehicle in service could make the round-trip in two hours. The exact pattern and timing would still need to be fully examined to maximize rider convenience.

## Shenandoah South

The proposed Shenandoah South deviated fixed route would generally serve the Route 11 corridor between Woodstock and New Market. Several origins and destinations would be served in the Woodstock area, with the route traveling south to serve Edinburg, Mount Jackson, and New Market. The route map for the proposed Shenandoah South route is provided in Figure 3-2. The route is 21 miles one-way. Given this route length, it is estimated that one vehicle in service could make the round-trip in two hours. The exact pattern and timing would still need to be fully examined to maximize rider convenience.

## Hours of Service

The proposed hours of service are 6:00 a.m. to 6:00 p.m., Monday through Friday. This level of service, using two vehicles (one for Shenandoah North and one for Shenandoah South), equates to 6,120 annual revenue hours (assuming 255 service days).

Figure 3-1: Proposed Shenandoah North Deviated Fixed Route

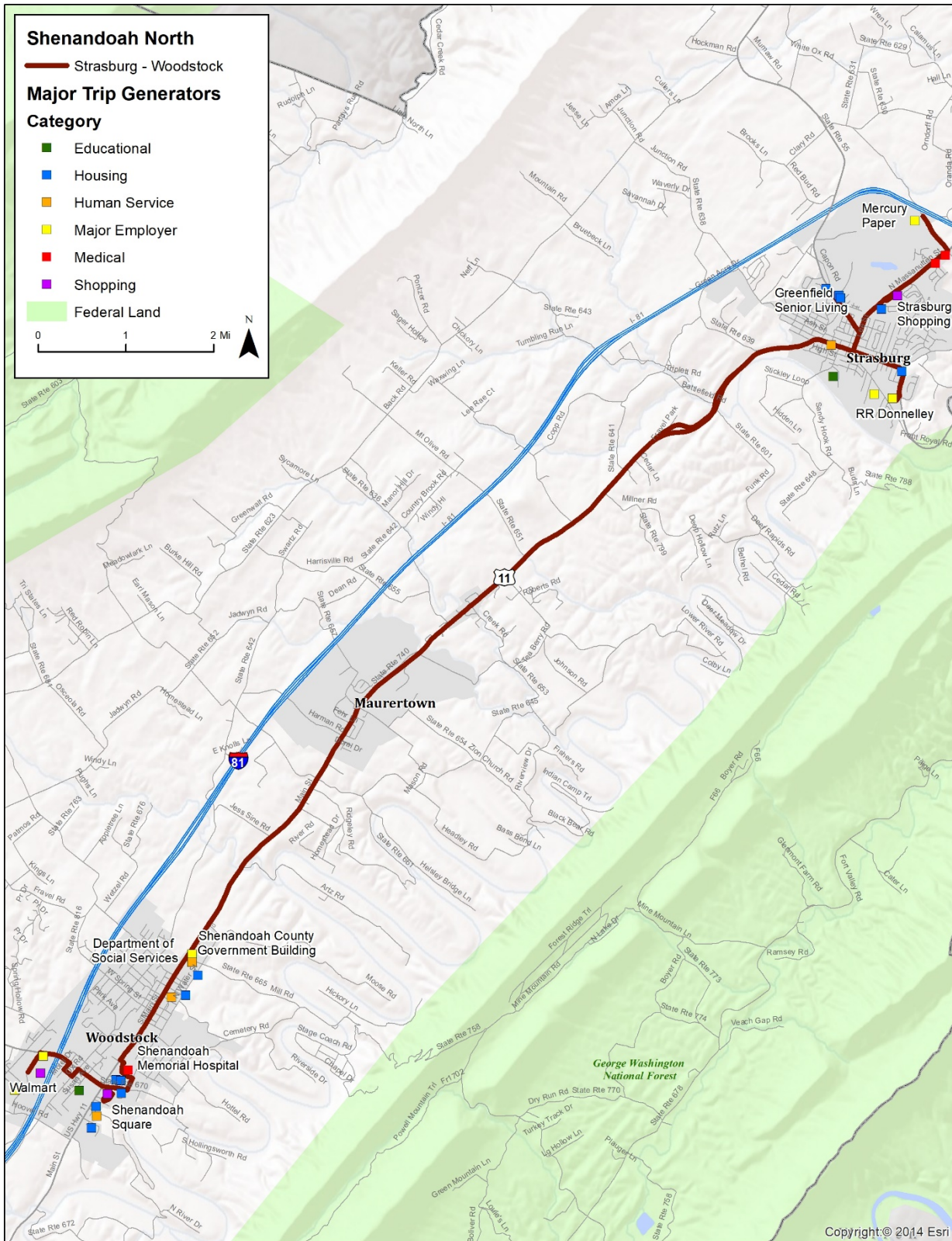
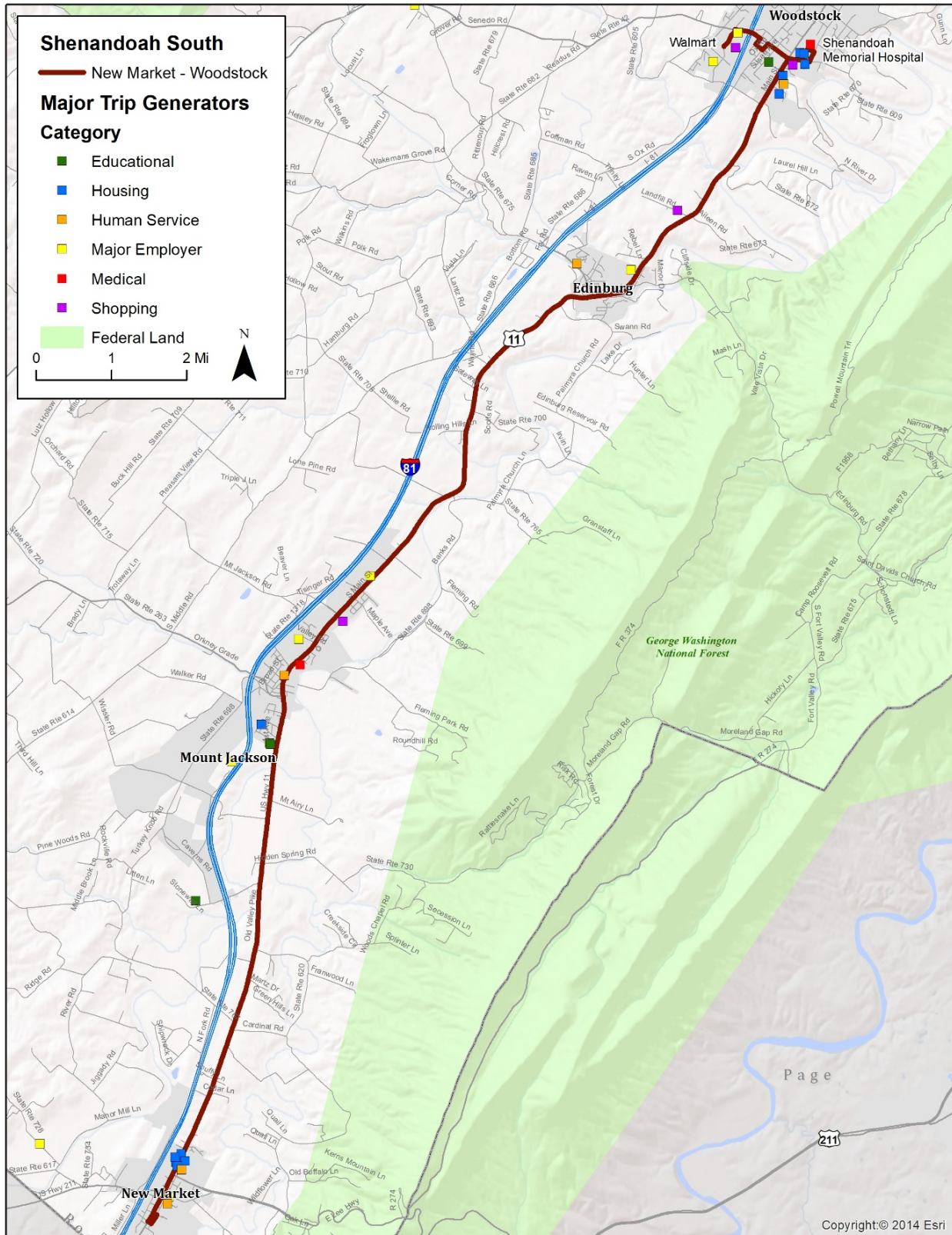


Figure 3-2: Proposed Shenandoah South Deviated Fixed Route



## **Estimated Costs**

### **Operating**

According to data submitted to the National Transit Database (FY 2017), the fully allocated operating costs for transit services in the Shenandoah Valley range from a low of \$49.20 per revenue hour (City of Winchester) to a high of \$64.46 per hour (Virginia Regional Transit – Staunton). The mean rate for FY 2017 was \$56.24. Applying an inflation rate of 2% per year, the estimated fully allocated operating cost per revenue hour for this type of service in FY 2019 is \$58.50 per hour.<sup>1</sup> This hourly cost estimate is used for all of the service alternatives.

If 6,120 revenue hours are provided, the total annual operating costs are estimated to be about \$358,000.

### **Capital**

Three vehicles would be needed to support the service (two in service and one spare). A body-on-chassis light to medium duty, lift-equipped vehicle with a bike rack is likely to cost about \$65,000 [There are several categories and options for these types of vehicles, which can be purchased through the Virginia Department of Rail and Public Transportation’s (DRPT’s) vehicle contract]. The total cost for three vehicles would be \$195,000.

As an alternative to purchasing vehicles, they could be leased, or (depending upon the organizational arrangement), a contractor could supply vehicles for service. This arrangement typically adds between \$5 to \$10 per hour to the hourly cost, depending upon the vehicles. There will likely be some additional capital items needed, such as bus stop signs and waiting shelters, but these can be added once the service is fully established.

## **Possible Funding Scenarios**

### **Operating – Section 5311**

There are federal and state funding programs that could potentially be accessed to help offset the cost of providing public transit service in Shenandoah County. The Federal Transit Administration’s (FTA’s) Section 5311 program, administered through DRPT, is used for rural public transportation and could fund up to 50% of the net operating deficit (this is the total operating costs minus revenue earned through fares or advertising). DRPT has recently provided operating assistance grants that equate to about 18 - 22% of the net deficit (the grant guidance indicates about 20%, but does not specify if this is 20% of the total expenses or of the net deficit). A possible funding scenario for Option 1 is provided in Table 3-1.

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<sup>1</sup> The fully allocated operating cost per revenue hour includes both administrative and operating expenses, but not capital expenses.

**Table 3-1: Possible Funding Scenario – Operating Budget – Option 1**

<b>Total Annual Estimated Operating Expenses</b>	<b>\$358,000</b>
Estimated Fare Revenue <sup>(1)</sup>	\$17,900
<b>Net Deficit</b>	<b>\$340,100</b>
FTA S.5311 Funding	\$170,050
DRPT Operating Assistance	\$68,020
Local Funding Needed	\$102,030

(1) National Transit Database, 2017, mean rural transit farebox recovery was 8.7%.  
We estimated 5% for a start-up.

Under this scenario, which is typical for rural transit programs in Virginia, the annual local share for operating service would be about \$102,000 annually. This could potentially be split between the county and the towns served.

### Capital

Funding for vehicle capital assistance for DRPT grantees is typically as follows: 80% federal; 16% state; 4% local. If three vehicles were to be purchased, the funding scenario would be as highlighted in Table 3-2. The federal portion of capital projects for rural transit providers in Virginia is usually provided through FTA’s Section 5311 (rural area funding).

**Table 3-2: Possible Funding Scenario – Vehicles – Option 1**

<b>Three Body on Chassis, Lift-Equipped Vehicles</b>	<b>\$ 195,000</b>
Federal Section 5311	\$ 156,000
DRPT Capital Assistance	\$ 31,200
Local Capital Funds Needed	\$ 7,800

### Demonstration Grant

DRPT also offers a demonstration grant program, which may be a good way to test the service to see how it performs. The demonstration grant will fund up to 80% of eligible expenses, which include: administrative costs; operating costs; and capital costs. The grant guidance indicates that the purchase of rolling stock is not usually funded. Leasing of rolling stock is recommended for demonstration projects and is an eligible expense. The funding scenario for a demonstration grant is provided in Table 3-3.

**Table 3-3: Possible Funding Scenario – Demonstration Grant – Option 1**

<b>Total Annual Estimated Operating Expenses</b>	<b>\$ 358,000</b>
Estimated Vehicle Lease Expense	\$ 42,840
<b>Total Expenses</b>	<b>\$ 400,840</b>
State Demonstration Program 80%	\$ 320,672
Fares (1)	\$ 17,900
Local Funding Needed	\$ 62,268

(1) National Transit Database, 2017, mean rural transit farebox recovery was 8.7%.  
We estimated 5% for a start-up.

There are two issues to consider regarding applying for a demonstration grant: 1) the grant guidance indicates that projects should be something other than traditional public transportation; and 2) there needs to be a plan in place to fund the project once the demonstration period is over. The demonstration period can be up to three years.

DPRT grant guidance also discusses a New Starts program, but it is discussed within the parameters of the state’s operating assistance program and does not provide specific financial details.

It will be important to consult with DRPT prior to applying for funding to implement public transportation in the county to determine which program is the best fit.

### ***Advantages and Disadvantages of Option 1***

A deviated fixed route public transit service that operates Monday through Friday from 6:00 a.m. to 6:00 p.m. through the U.S. Route 11 corridor would likely serve the majority of the currently unmet transit demand in Shenandoah County. It would be a start to providing service in the county; however, it would not be operating during evening and weekend transit hours, nor would it serve the less populated areas of Shenandoah County. The frequency of service would also be once every two hours, which may not be convenient for some users.

### ***Ridership Estimate***

It is difficult to estimate ridership in a new market for transit services. We can look to similar types of services operating in Virginia to get an idea of about how many passenger trips are provided per revenue hour, which can give us a reasonable estimate of what to expect for deviated fixed route service in Shenandoah County once the system is mature.

Data on several rural transit programs in Virginia from the 2017 National Transit Database are provided in Table 3- 4.

**Table 3-4: Productivity of Selected Rural Transit Programs in Virginia – FY 2017**

Transit Program	FY 2017 NTD Data			
	Revenue Hours	Passenger Trips	Trips/Revenue Hour	Mode
Town of Altavista	3,035	22,759	7.5	Deviated Fixed Route
Blackstone Area Bus	13,990	38,127	2.7	Deviated Fixed Route
Graham Transit	8,012	40,949	5.1	Deviated Fixed Route
VRT Culpeper - Includes Front Royal	23,328	138,156	5.9	Fixed and DR
VRT Staunton	14,332	81,693	5.7	Fixed and DR
<b>Mean</b>			<b>5.1</b>	

If we assume that a fully mature program in Shenandoah County will produce 5.1 passenger trips per revenue hour, the total annual ridership is expected to be about 31,000 passenger trips per year. The first-year ridership is likely to be significantly lower than that and increase over time as more people learn of the program.

## Option 2: Add Later Hours and Saturdays

Option 2 includes the service design outlined under Option 1, and adds service later in the day (until 8:00 p.m.), Monday through Friday, as well as Saturday service. The proposed Saturday hours are 8:00 a.m. until 5:00 p.m. The total revenue hours for Option 2 include all of the hours from Option 1 (6,120) and an additional 1,436 annual revenue hours.

### Estimated Costs

#### Operating

The annual operating expenses for Option 1 were estimated to be \$358,000. Option 2 would add \$84,000, for a total of \$442,000.

#### Capital

Three vehicles would be needed to support the service (two in service and one spare). The number of vehicles needed for Option 2 is the same as for Option 1. A body-on-chassis light to medium duty, lift-equipped vehicle with a bike rack is likely to cost about \$65,000 (there are several categories and options for these types of vehicles, which can be purchased through DRPT's vehicle contract). The total cost for three vehicles would be \$195,000. Alternatively, these vehicles could be leased, or a contractor could potentially supply vehicles for service, which typically would add \$5 to \$10 per hour to the hourly cost. As with the previous option, additional capital items such as bus stop signs and passenger waiting shelters would be needed once the service is established.



## Possible Funding Scenarios

### Operating – Section 5311

The discussion of federal and state funding sources is provided under Option 1. A possible funding scenario for Option 2 is provided below in Table 3-5.

**Table 3-5: Possible Funding Scenario – Operating Budget – Option 2**

<b>Total Annual Estimated Operating Expenses</b>	<b>\$ 442,000</b>
Estimated Fare Revenue <sup>(1)</sup>	\$ 22,100
<b>Net Deficit</b>	<b>\$ 419,900</b>
FTA S.5311 Funding	\$ 209,950
DRPT Operating Assistance	\$ 83,980
Local Funding Needed	\$ 125,970

(1) National Transit Database, 2017, mean rural transit farebox recovery was 8.7%.

We estimated 5% for a start-up.

Under this scenario, which is typical for rural transit programs in Virginia, the annual local share for operating service would be about \$125,970 annually. This could potentially be split between the county and the towns served.

### Capital

Funding for vehicle capital assistance for DRPT grantees is typically as follows: 80% federal; 16% state; 4% local. If three vehicles were to be purchased, this funding scenario is highlighted in Table 3-6.

**Table 3-6: Possible Funding Scenario – Vehicles – Option 2**

<b>Three Body on Chassis, Lift-Equipped Vehicles</b>	<b>\$ 195,000</b>
Federal Section 5311	\$ 156,000
DRPT Capital Assistance	\$ 31,200
Local Funding Needed	\$ 7,800

### Demonstration Grant

The funding calculations for Option 2 using the DRPT Demonstration Grant program are provided in Table 3-7.

**Table 3-7: Possible Funding Scenario – Demonstration Grant – Option 2**

<b>Total Annual Estimated Operating Expenses</b>	<b>\$ 442,000</b>
Estimated Vehicle Lease Expense	\$ 42,840
<b>Total Expenses</b>	<b>\$ 484,840</b>
State Demonstration Program 80%	\$ 387,872
Fares (1)	\$ 22,100
Local Funding Needed	\$ 74,868

(1) National Transit Database, 2017, mean rural transit farebox recovery was 8.7%. We estimated 5% for a start-up.

### ***Advantages and Disadvantages***

A deviated fixed route public transit service in the Route II corridor that operated Monday through Friday, from 6:00 a.m. to 8:00 p.m., and on Saturdays, would likely serve the majority of the unmet transit demand in Shenandoah County; however, it would not serve the less populated areas of the county. The frequency of service would also be once every two hours, which may not be convenient for some users.

The advantage for riders of Option 2 over Option 1 is the addition of evening and Saturday hours. The disadvantage of this option is that these added hours increase the cost to provide service during service periods that typically show lower ridership.

### ***Ridership Estimate***

The ridership estimate for Option 2 is based on the estimate for Option 1, with the additional ridership expected from the 1,436 more revenue service hours. It is likely that the productivity of the additional hours will be lower than for the base service hours. The ridership estimate for a mature version of Option 2 is 35,520. This estimate assumes that the additional service hours will provide three passenger trips per revenue hour.

## **Option 3: Demand Response Service to More Rural Locations**

A third option for providing public transportation for Shenandoah County residents is to add a demand response component that would serve areas of Shenandoah County that are not in the U.S. Route II corridor. Riders would call ahead to arrange these rides. Most demand response rural transit programs accommodate trips that are scheduled up until noon the day before the desired trip, but this varies considerably based on the level of ridership and the resources available to the agency. This type of program could also have a “subscription” or standing order component, which is characterized by riders who travel to the same destination multiple times per week (such as for work, medical treatments, or senior nutrition programs). This type of service currently is available on a very limited basis for seniors and people with disabilities through the Shenandoah Area Agency on Aging’s Welltran program.

There are a number of service strategies that can be used to channel demand for rural demand response services, depending upon the available resources. Some agencies serve particular geographic areas on specific days of the week, while others may serve the whole county on a daily basis. This service could also feed the Route II service, if implemented, so that the demand response vehicles would not necessarily have to traverse the entire county multiple times per day.

### **Hours of Service**

The proposed hours of service for a demand response program are 6:00 a.m. to 6:00 p.m., Monday through Friday. If two vehicles are used for the program, the total annual vehicle revenue hours would be 6,120.

### **Estimated Costs**

#### **Operating**

If 6,120 revenue hours are provided, the total annual operating costs are estimated to be about \$358,000.

#### **Capital**

If this option were to be implemented along with the Route II service, two vehicles would likely be sufficient, with a shared spare vehicle. The cost for two vehicles is likely to be about \$130,000

### **Possible Funding Scenarios**

The funding programs that would be considered for Option 3 are similar to Options 1 and 2. The calculations are provided in Table 3-8, Table 3-9, and Table 3-10.

**Table 3-8: Possible Funding Scenario – Operating Budget – Option 3**

<b>Total Annual Estimated Operating Expenses</b>	<b>\$358,000</b>
Estimated Fare Revenue <sup>(1)</sup>	\$17,900
<b>Net Deficit</b>	<b>\$340,100</b>
FTA S.5311 Funding	\$170,050
DRPT Operating Assistance	\$68,020
Local Funding Needed	\$102,030

(1) National Transit Database, 2017, mean rural transit farebox recovery was 8.7%.

We estimated 5% for a start-up.

**Table 3-9: Possible Funding Scenario – Vehicles – Option 3**

<b>Two Body on Chassis, Lift-Equipped Vehicles</b>	<b>\$ 130,000</b>
Federal Section 5311	\$ 104,000
DRPT Capital Assistance	\$ 20,800
Local Funding Needed	\$ 5,200

**Table 3-10: Possible Funding Scenario – Demonstration Grant - Option 3**

<b>Total Annual Estimated Operating Expenses</b>	<b>\$ 358,000</b>
Estimated Vehicle Lease Expense	\$ 42,840
<b>Total Expenses</b>	<b>\$ 400,840</b>
State Demonstration Program 80%	\$ 320,672
Fares (1)	\$ 17,900
Local Funding Needed	\$ 62,268

(1) National Transit Database, 2017, mean rural transit farebox recovery was 8.7%.  
We estimated 5% for a start-up.

### ***Advantages and Disadvantages – Option 3***

Demand response services provide a high level of service, but are more expensive on a per-trip basis, as not as many riders can be accommodated during each revenue hour. However, this service mode is geographically flexible and could potentially provide some level of service to the entire county. It is efficient in the sense that if no one calls for service, a vehicle trip is not wasted, which can be the case for fixed services. This service mode requires that people call ahead for service, which limits riders' flexibility with regard to spontaneous trips and may be a barrier for some riders.

### ***Ridership Estimate***

Ridership on demand response services is typically lower than that on deviated fixed route or fixed route service, as ridership potential is limited by dispersed nature of the origins and destinations. If the service could generate between 1.5 and 2 trips per revenue hour, the annual ridership would be between 9,180 and 12,240 passenger trips.

## **Option 4: Service to LFCC**

The concept of providing service to Lord Fairfax Community College (LFCC) is an extension of Option 1, which would provide deviated fixed route service in the U.S. Route II corridor. The proposal would include a route that met the Shenandoah North route in Strasburg and traveled to LFCC. The proposed route would originate at Strasburg High School, travel through Strasburg, and on to LFCC via U.S. Route II. If this option is pursued, the route could

pick up some of the destinations that are currently propose to be served by the Shenandoah North route to reduce its route length.

An alternative option for serving LFCC is to add a vehicle to the Shenandoah North route and extend it to LFCC. This would increase the length of the Shenandoah North route by 6.5 miles each way. A map of the proposed link to LFCC is provided as Figure 3-3.

### **Hours of Service**

The proposed hours of service for the LFCC link are Monday through Friday from about 7:15 a.m. until about 5:15 p.m. This would provide access for employment, as well as access for day classes. This level of service equates to 10 revenue hours a day. If the service operated 255 days per year, the total annual revenue service hours would be 2,550.

### **Estimated Costs**

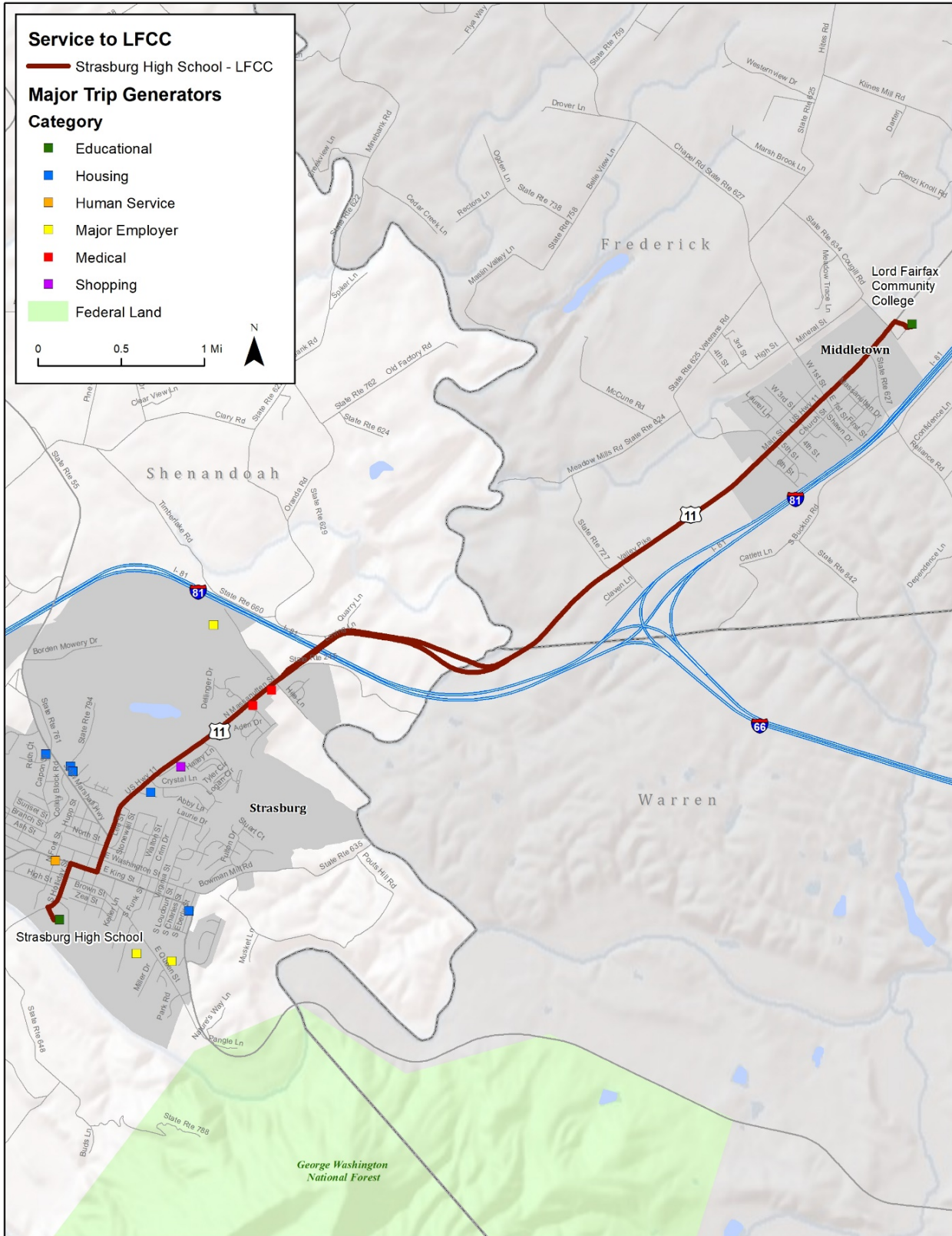
#### **Operating**

The operating cost estimate for 2,550 annual revenue hours is \$149,175 (based on \$58.50 per hour).

#### **Capital**

One vehicle would be required for this service. The cost estimate for one vehicle is \$65,000.

Figure 3-3: Service between Strasburg and Lord Fairfax Community College



## Possible Funding Scenarios

### Operating – Section 5311

The discussion of federal and state funding sources is provided under Option 1. A possible funding scenario for Option 4 is provided below in Table 3-11. For service to LFCC, a possible local funding partner could also be LFCC.

**Table 3-11: Possible Funding Scenario – Operating Budget – Option 4**

<b>Total Annual Estimated Operating Expenses</b>	<b>\$ 149,175</b>
Estimated Fare Revenue <sup>(1)</sup>	\$ 7,459
<b>Net Deficit</b>	<b>\$ 141,716</b>
FTA Section 5311 Funding	\$ 70,858
DRPT Operating Assistance	\$ 28,343
Local Funding Needed	\$ 42,515

(1) National Transit Database, 2017, mean rural transit farebox recovery was 8.7%. We estimated 5% for a start-up.

### Capital

Funding for vehicle capital assistance for DRPT grantees is typically as follows: 80% federal; 16% state; 4% local. This scenario for one vehicle is highlighted in Table 3-12.

**Table 3-12: Possible Funding Scenario – Vehicles – Option 4**

<b>One Body on Chassis, Lift-Equipped Vehicle</b>	<b>\$ 65,000</b>
Federal Section 5311	\$ 52,000
DRPT Capital Assistance	\$ 10,400
Local Funding Needed	\$ 2,600

### Demonstration Grant

The funding calculations for Option 4 using the DRPT Demonstration Grant program are provided in Table 3-13.

**Table 3-13: Possible Funding Scenario – Demonstration Grant - Option 4**

<b>Total Annual Estimated Operating Expenses</b>	<b>\$ 149,175</b>
Estimated Vehicle Lease Expense	\$ 13,400
<b>Total Expenses</b>	<b>\$ 162,575</b>
State Demonstration Program 80%	\$ 130,060
Fares <sup>(1)</sup>	\$ 7,459
Local Funding Needed	\$ 25,056

(1) National Transit Database, 2017, mean rural transit farebox recovery was 8.7%.  
We estimated 5% for a start-up.

### ***Advantages and Disadvantages of Option 4***

Providing a link from Shenandoah County to LFCC would improve access to educational, employment, and training opportunities for Shenandoah County residents who do not currently have personal transportation. This linkage was mentioned within the survey results for this study and was also discussed in the 2016 Lord Fairfax Community College Transit Feasibility Study.

The disadvantage of providing this link is that there may not be sufficient demand to justify the service. Data from the 2016 LFCC Feasibility Study showed that there were 446 LFCC students from Shenandoah County enrolled at the Middletown Campus (Spring 2015). It is difficult to estimate how many additional students would enroll if public transportation service were to be provided.

### ***Ridership Estimates***

If five percent of the 446 Shenandoah County students used the service, this would equate to about 22 people. Assuming they each traveled to campus three times a week, the annual ridership would be about 6,864.

### **Future Service Options**

In addition to connecting to LFCC, additional regional transit needs have been expressed by stakeholders and survey respondents. These needs include service between Harrisonburg and Winchester, as well as a linkage to the Washington, D.C. Metropolitan Area and the intercity bus network. DRPT is studying the potential to expand the Virginia Breeze service, which currently provides intercity bus service in the I-81 corridor, but does not stop in Shenandoah County. The service recommendations of the Virginia Breeze Expansion Study may have an impact on these regional connections in the Shenandoah Valley, so it would make sense to coordinate local service expansion decisions with those of the statewide study. The Virginia Breeze study process did include outreach to regional planning agencies, including the NSVRC.



## Summary of Options

A summary of the options is provided in Table 3-14 for review and comparison.

**Table 3-14: Shenandoah County – Summary of Service Options**

Service Option	Annual Revenue Service Hours	Estimated Annual Operating Expenses	Estimated Capital Cost	Number of Vehicles	Estimated Annual Ridership
Option 1: Route 11 Corridor Service	6,120	\$358,020	\$195,000	3	31,000
Option 2: Add Later Hours and Saturdays	1,436	\$84,006	\$0	0	4,308
Option 3: Demand Response Service	6,120	\$358,020	\$130,000	2	10,710
Option 4: Service to LFCC	2,550	\$149,175	\$65,000	1	6,864
<b>Total, All Options</b>	<b>16,226</b>	<b>\$949,221</b>	<b>\$390,000</b>	<b>6</b>	<b>52,882</b>

## ORGANIZATIONAL OPTIONS

Organizational options refer to ways in which public transportation could be administered and managed. There are four basic models available for consideration using existing entities. These are:

- Grant administration conducted by Shenandoah County, with the operation for service contracted to a private for-profit or private non-profit entity. Funding agreements among local participating jurisdictions will need to be developed for the required local match, assuming federal and state funds are available.
- Grant administration *and direct operation* of service conducted by Shenandoah County. Funding agreements among local participating jurisdictions will need to be developed for the required local match, assuming federal and state funds are available.
- Grant administration conducted by the Northern Shenandoah Valley Regional Commission (NSVRC), with the operation for service contracted to a private for-profit or private non-profit entity. Funding agreements among local participating jurisdictions will need to be developed for the required local match, assuming federal and state funds are available.

- Grant administration and service operation conducted by an existing private non-profit human service transportation provider, such as the Shenandoah Area Agency on Aging

There are two additional options available under Virginia law to create a new entity focused only on public transportation, but these are not likely to be appropriate for the relatively small scale of a single-county transportation service. These two options are described below.

- (1) **Transportation District** - “Any two or more counties or cities, or combinations thereof, may, in conformance with the procedure set forth herein, or as otherwise may be provided by law, constitute a transportation district... A transportation district may be created by ordinance adopted by the governing body of each participating county and city...Such ordinances shall be filed with the Secretary of the Commonwealth.”

A transportation district would not require state enabling legislation and would not have taxing ability. An example of transportation district is the Potomac and Rappahannock Transportation Commission (PRTC).

- (2) **Regional Transportation Authority** – A regional transportation authority could be formed but would require legislation to be enacted by the Virginia General Assembly. Examples in Virginia include the Williamsburg Area Transit Authority (WATA) and Hampton Roads Transit (HRT).

The four options using existing entities are discussed below. It should be noted that for any of the options, the governing bodies of each of the organizations would need to be consulted and consensus reached regarding the appropriate direction.

## Options 1 and 2: County as Grantee

Shenandoah County could take the lead in initiating transit service in the county by applying for grant funding from the Virginia Department of Rail and Public Transportation. As a public body, the county is eligible to receive federal rural public transportation grant funding that is administered by DRPT.

Under this option, county staff would complete the work necessary to apply for and receive the grant by working with DRPT. There are a number of regulations associated with receiving FTA funds and the county would need to become familiar with these and ensure that they are followed.

### **Advantages and Disadvantages**

The advantages to having the county serve as the grant administrator are as follows:

- The Shenandoah County government already provides public service for its residents and has the necessary systems in place to administer the program.

- Shenandoah County has financial reserves so that cash flow would not be an issue for the program. FTA grants operate on a reimbursement basis meaning that expenses must be incurred prior to receiving funds.
- The county would have direct control of the program and could expand or contract it based on the wishes of county leaders and residents.
- County administration of the program would show a commitment to the program.

The disadvantages are:

- It would require a staff increase for the county, or require that existing staff be responsible for more duties. This may be seen as a disadvantage.
- It is sometimes hard for counties to justify administering a program that may not benefit all residents.

### ***Contracted Service versus Directly Operated Service***

Shenandoah County could conduct a procurement process to hire a contractor to provide the service. The advantages and disadvantages for contracted service versus directly-operated service are highlighted below.

The advantages to contractor-operated services are:

- The county would not have to add operating positions.
- The county could rely on the expertise of the contractor with regard to running a public transportation service.
- If the program was not deemed successful, it could be ended when the term of the contract is over.
- Sometimes a contractor is less expensive, as there can be economies of scale built in to operating multiple programs.

The disadvantages to contractor-operated services are:

- FTA procurement regulations are specific and the county would need to work closely with DRPT to make sure the process would be compliant. This process can require a significant amount of staff time.
- Sometimes a contractor is more expensive, as there is typically a fee built into the rate structure.

- There are significant oversight responsibilities when hiring a contractor using FTA funds.

Some counties find that it is more efficient for them to operate their own services with their own employees, especially if they already have vehicles and garage capacity.

## **Option 2: NSVRC as Grantee**

As a public body, the Northern Shenandoah Valley Regional Commission (NSVRC) would also be eligible to administer a public transportation program. The agency is already a sub-recipient of FTA funds through its role in planning transportation projects for the Winchester Frederick Metropolitan Planning Organization and the broader Northern Shenandoah region. There is an example of this approach that is used in the Staunton area, where the Central Shenandoah Planning District Commission serves as the grantee and oversight agency for federal and state funds used for the BRITE transit program, which is operated by a contractor.

Under this option, it is assumed that service would be provided by a contractor, as NSVRC does not have the infrastructure in place to operate a transit program.

### ***Advantages and Disadvantages***

The advantages to having the NSVRC serve as the grant administrator are as follows:

- The agency already receives FTA grants for planning programs and is familiar with the compliance requirements of FTA and DRPT grants, including the procurement regulations.
- The agency has been a strong advocate for public transportation in the county and the region.

The disadvantages are:

- Historically the NSVRC's role has been in the planning arena and the agency does not have experience overseeing an operations program.
- Other jurisdictions may not want the NSVRC to take on this role on behalf of Shenandoah County.
- NSVRC is not physically located in Shenandoah County, which may be perceived negatively.

### **Option 3: Existing Non-Profit as Grantee**

Federal funds for human service transportation are already in place in Shenandoah County on a limited basis. Three agencies that help seniors and/or people with disabilities in Shenandoah County have received funding under FTA's Section 5310 Program (Enhanced Mobility of Seniors and Individuals with Disabilities). These agencies are:

- Shenandoah Area Agency on Aging (SAAA)
- Shen-Paco Industries
- Northwestern Community Services

While each of these agencies is eligible to be a grantee under FTA guidance for the Section 5311 program, in recent years DRPT has preferred that governmental agencies serve in this manner, rather than a private non-profit agency.



# Chapter 4

## Recommended Transit Service Plan

### INTRODUCTION

After review and discussion of the service alternatives presented in Chapter 3, study committee members have chosen to continue the process of developing a public transportation program in Shenandoah County. The need for public transportation was documented by representatives from local human service agencies, and was confirmed through a public survey and an employer survey. Local planning documents prepared by Shenandoah County and several of its municipalities supported the investigation of initiating a public transportation program as a collaborative effort among county, town, and regional partners.

The recommended plan for the implementation of a public transportation program in Shenandoah County is detailed in this chapter, including both near-term and longer-term recommendations. Both organizational and service details are outlined to the extent that the information is currently known. The plan includes recommendations for public transportation services and a mobility management program. The recommendations are presented as menu options for decision-making purposes.

### ORGANIZATIONAL PLAN

#### Near Term

The Northern Shenandoah Valley Regional Commission (NSVRC), in partnership with Shenandoah County, local businesses and the towns of Edinburg, Mount Jackson, New Market, Strasburg, Toms Brook, and Woodstock, will apply for grant funding from the Virginia Department of Rail and Public Transportation (DRPT) in order to implement a public transportation service in Shenandoah County. NSVRC is eligible to receive funding assistance from the Federal Transit Administration (FTA) and the Virginia Department of Rail and Public Transportation (DRPT).

The initial service will focus on building a mobility management program and providing transportation through the County along the U.S. Route 11 corridor. The feasibility study process found that this corridor has the highest potential for ridership, with a number of important transit origins and destinations.

If awarded funding from DRPT, the NSVRC will conduct a procurement process to solicit proposals from private and/or public entities to operate the public transit service. It is

anticipated that DRPT will also be involved in the procurement process to ensure that all federal and state procurement regulations are followed.

## **Advisory Committee**

It is proposed that the current Shenandoah County Public Transportation Committee, which has provided guidance for this public transportation feasibility study, remain in place and transition to an advisory committee for the mobility management and transit programs. A transit advisory committee is typically comprised of system stakeholders and serves to provide input to the transit program. Meeting schedules range from monthly to quarterly, depending upon the needs of the system.

## **Program Manager/ Mobility Manager**

The initial staffing concept assumed that the program may not need a full-time transit manager; however, in reviewing all of the stakeholder opinions and needs data again, there were multiple mentions of the need for a mobility manager who could build a repository of information concerning the public, human service, and private transportation resources currently operating in Shenandoah County. This role would tie in well with the transit program manager position, as the transit program manager will need to be aware of these other programs and the small scale of the initial transit program will not likely warrant a full-time position. The two roles together as one full-time position is recommended. The program manager/mobility manager will be employed by NSVRC.

The program manager/mobility manager will be responsible for developing a repository of transportation resource information; contractor oversight; public information; and grant administration. This staffing model also assumes that some assistance will be available through NSVRC's finance, procurement, and legal staff. Indirect expenses have been included in the budget for these functions.

## **Contractor**

Day-to-day operations and oversight of the transit program will be provided by a contractor. It is also recommended that the contractor own or lease the vehicles for the program, at least initially.

## **Longer Term**

The initial service plan addresses the most pressing community transit needs, providing limited service for the most densely populated corridor in the county. The transit needs analysis indicated that there are additional transit needs in the county and region and there may also be a need for more longer hours, Saturday service, and more frequent service for the initial service area.



## SERVICE PLAN

### Near Term

Stakeholder opinion, survey results, as well as demographic and land use data suggest that the highest priority for public transportation service should be the U.S. Route 11 corridor, which spans the entire county from north to south. This corridor includes the county's primary towns of Edinburg, Maurertown, Mount Jackson, New Market, Strasburg, Toms Brook, and Woodstock (the county seat).

### Routes

Given the length of the corridor and the likely need to serve some destinations that are within the general corridor, but not directly on U.S. Route 11, this option includes two deviated fixed routes: Shenandoah North and Shenandoah South. It is suggested that these routes meet in Woodstock for a timed transfer. Input from the Public Transportation Committee suggested that the link to Lord Fairfax Community College also be included as part of the initial service if funding is available.

### Shenandoah North

The proposed Shenandoah North deviated fixed route would serve several origins and destinations in the Strasburg area, and then travel south along U.S. Route 11 to Woodstock. The route would also serve several Woodstock area origins and destinations and terminate in the vicinity of the Walmart store, which is located just west of I-81. The route includes service to a few specific destinations that are not directly along Route 11. If there is not a high enough level of demand for these destinations, they could be served via deviations, which would help the travel time of the route. The route is 20 miles one-way. Given this route length, it is estimated that one vehicle in service could make the round-trip in two hours. The exact pattern and timing would still need to be fully examined to maximize rider convenience.

### Shenandoah South

The proposed Shenandoah South deviated fixed route would generally serve the Route 11 corridor between Woodstock and New Market. Several origins and destinations would be served in the Woodstock area, with the route traveling south to serve Edinburg, Mount Jackson, and New Market. The route is 21 miles one-way. Given this route length, it is estimated that one vehicle in service could make the round-trip in two hours. The exact pattern and timing would still need to be fully examined to maximize rider convenience.

## Service to LFCC

The concept of providing service to Lord Fairfax Community College (LFCC) is an extension of the deviated fixed route service in the U.S. Route 11 corridor. The proposal would include a route that met the Shenandoah North route in Strasburg and traveled to LFCC. The proposed route would originate at Strasburg High School, travel through Strasburg, and on to LFCC via U.S. Route 11. If this option is pursued, the route could pick up some of the destinations that are currently proposed to be served by the Shenandoah North route to reduce its route length. It should be noted that this route will also serve some important transit destinations that are not in Shenandoah County (i.e. Thermo Fisher Scientific), which may add additional riders and support from the business community.

## Route Maps

Preliminary route maps are provided in Figure 4-1, Figure 4-2, and Figure 4-3. During the implementation process there will likely be some adjustments to the routes to reflect timing, safety, or vehicle maneuverability concerns. Each map also shows a  $\frac{3}{4}$  mile buffer, within which deviations will be permitted.

## Americans with Disabilities Act (ADA) Service

In order to comply with the requirements of the ADA, people with disabilities who cannot travel to a bus stop must be accommodated. This service must be offered within  $\frac{3}{4}$  mile of a fixed route. Transit programs can provide this service either by deviation from their fixed routes (deviated fixed route service) or by providing a separate demand response vehicle.

The current service proposal calls for ADA service to be offered through route deviations. If demand is such that the proposed route cannot function properly with the deviations, then the route will need to be adjusted. The  $\frac{3}{4}$  mile buffer within which deviations will be offered for people who are unable to get to a bus stops due to their disabilities is portrayed on the route maps.

Figure 4-1: Proposed Shenandoah North Deviated Fixed Route

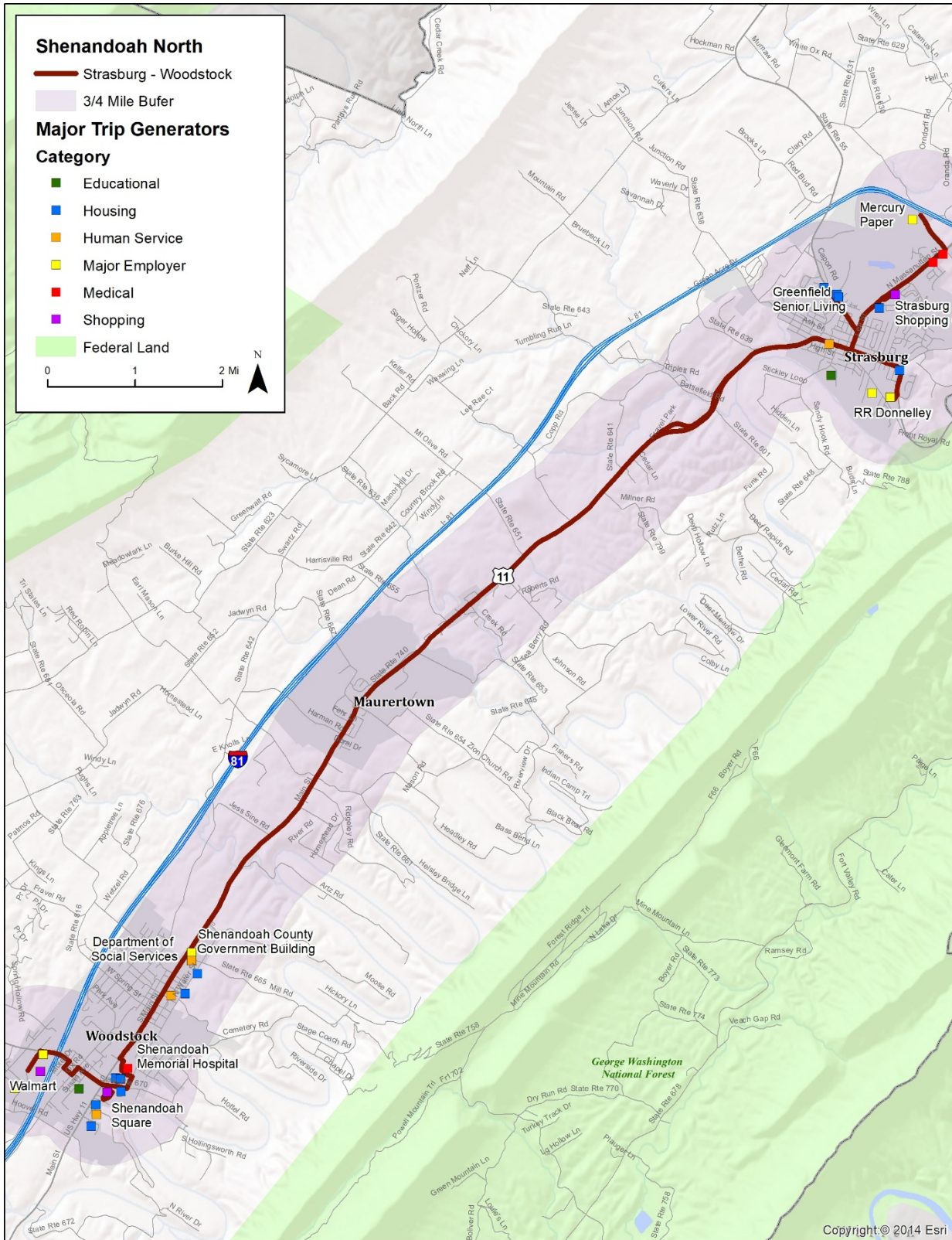


Figure 4-2: Proposed Shenandoah South Deviated Fixed Route

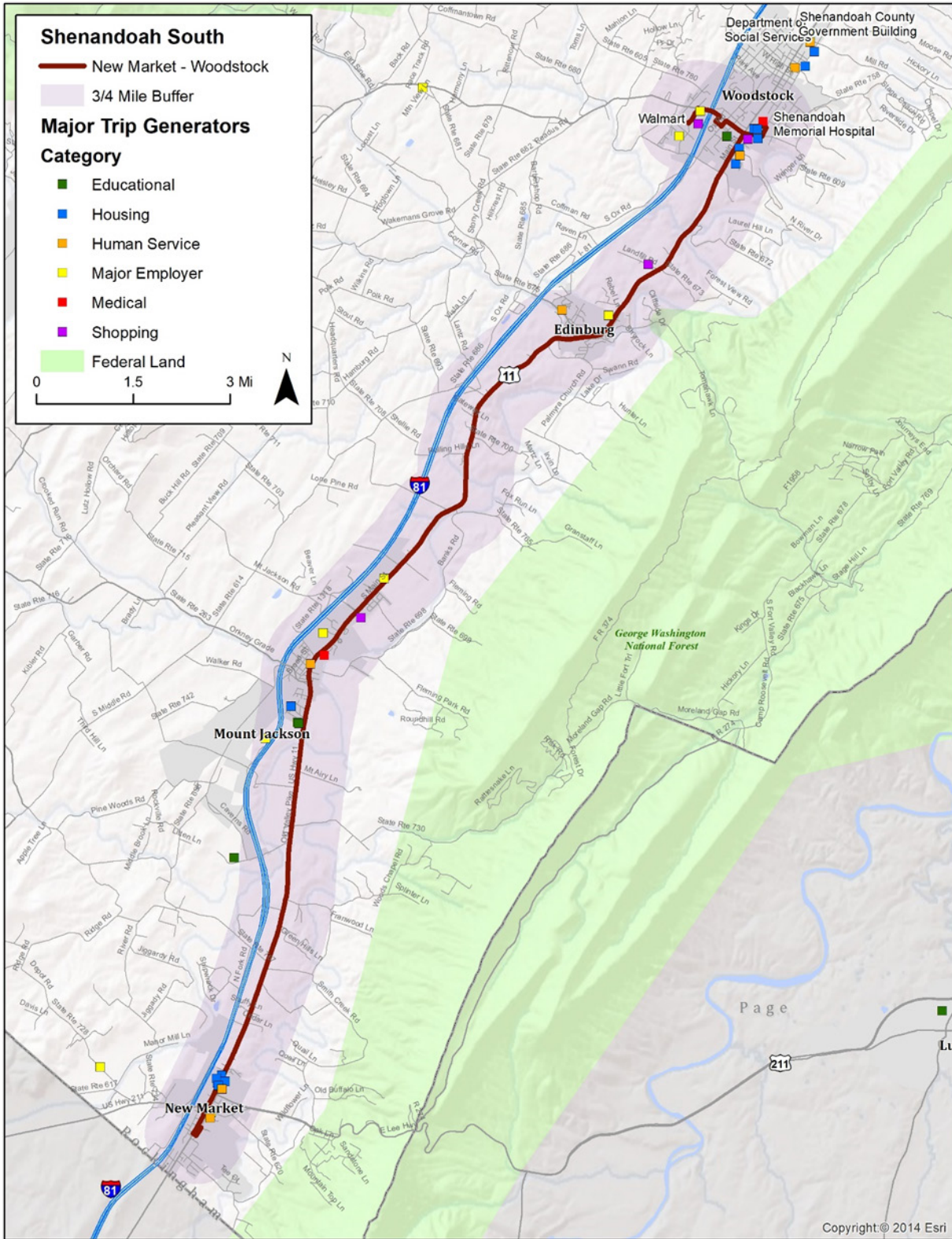
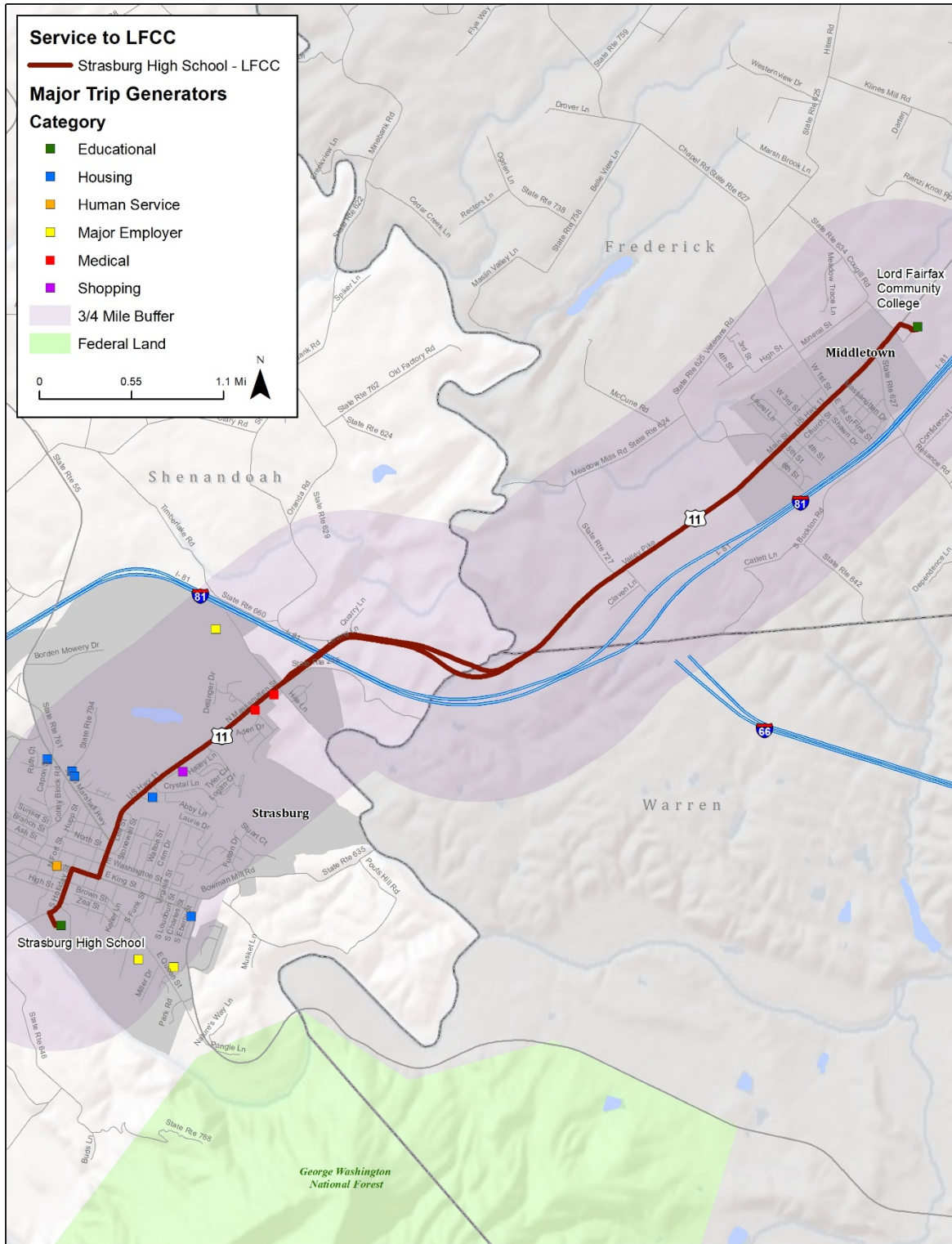


Figure 4-3: Proposed LFCC Deviated Fixed Route



### **Days and Hours of Service**

The proposed hours of service for the Shenandoah North and Shenandoah South are 6:00 a.m. to 6:00 p.m., Monday through Friday. This level of service, using two vehicles (one for Shenandoah North and one for Shenandoah South) equates to 6,120 annual revenue hours (assuming 255 service days). Once the service has been implemented, these hours may be adjusted to reflect the actual demand for service. The hours for the LFCC link are proposed to be from 7:00 a.m. to 6:00 p.m. initially, to meet the basic demand for day classes and employment. These hours equate to 2,805 annual revenue service hours.

### **Frequency**

The proposed frequency of service is once every two hours for the Shenandoah North and South routes and hourly for the LFCC route. While hourly frequencies for all three routes would be more desirable, the route lengths are too long to accommodate hourly service for the North and South routes using one vehicle each. If the service is successful and additional funding is available, hourly service is likely to be more convenient for riders.

### **Fares**

The recommended fare is \$1.00 per one-way passenger trip. While it is proposed that the routes meet for transfers, it is recommended that a new fare be paid for each trip, given the distance traveled. Local partners should also consider charging a higher fare for route deviations. Up to twice the standard fare would be permitted under the ADA.

### **Targeted Riders**

The Shenandoah County Transit routes will be open to the public, including all segments of the local community. The chosen routes are within a few blocks of several housing areas that are home to people likely to need transit services, as well as the major likely transit destinations (shopping, medical, employment, and government service) in the county.

### **Estimated Ridership**

Using data compiled from other deviated fixed route transit programs in Virginia, ridership for a fully mature system is estimated to be as follows:

- Shenandoah North and South combined: 30,000 annual passenger trips
- LFCC Link: 7,500 annual passenger trips

These ridership levels will most likely take about 18 months to 2 years to achieve, as people learn about the service and how to use it.

## **Mobility Management**

In addition to the development of the deviated fixed route service in the U.S. Route II corridor, the development of a mobility management program is also recommended. The role of a mobility manager is to match available transportation resources with customer needs. Most transit programs conduct some level of mobility management, some more formally than others. The development of a mobility management program is consistent with the recommendations of the 2013 Northern Shenandoah Valley Regional Commission Coordinated Human Service Mobility Plan. Consistency with the Coordinated Human Service Mobility Plan is a requirement of funding assistance for a mobility manager. There is a significant level of support for mobility managers in Virginia, including peer support through the Virginia Association of Mobility Managers. There is not currently a mobility management program that serves the NSVRC area.

The mobility management function is funded as a capital item under the Federal Section 5310 Program, which is geared to helping senior citizens and people with disabilities. For this program, the funding assistance is 80% federal; 16% state; and 4% local. It is proposed that half of the program manager/mobility manager's expenses be paid through the S.5310 program.

## **Longer Term**

In the longer term, it is estimated that demand for transit in the community will grow once service is established. There is interest in serving the more rural areas of the county, and connecting to important regional destinations such as Harrisonburg, Winchester, and Northern Virginia.

There is also a planning effort currently being conducted to expand the Virginia Breeze intercity bus program, and regional planners are advocating for a stop to be added in Shenandoah County.

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## **CAPITAL PLAN**

### **Near Term**

#### **Vehicles**

For the initial implementation of service, it is recommended that the contractor supply the vehicles for service. The recommended vehicle type is a 14-passenger, lift-equipped, body-on-chassis vehicle. Four vehicles are recommended to be provided for Shenandoah County (assuming all three routes are implemented) so that a spare vehicle will be available, and to preserve the life span of the fleet. An example of the recommended vehicle type is shown in Figure 4-4. There are many options, such as fare boxes, security cameras, and bike racks

available for these vehicles. These options can be outlined in the request for proposals to hire a contractor. Some of the most important options are discussed below.

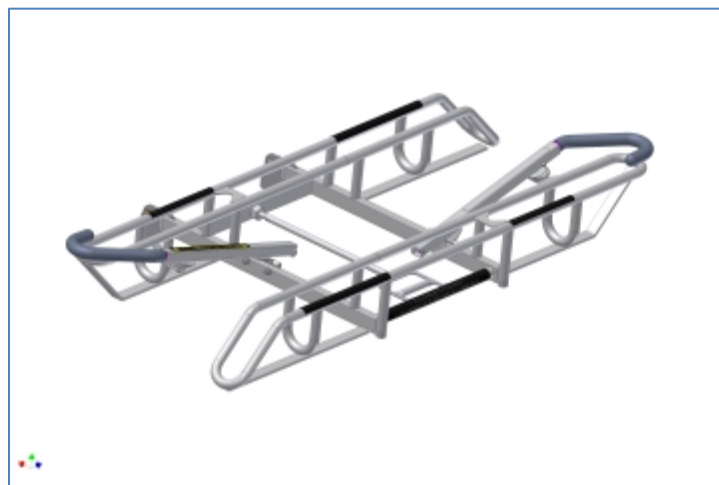
**Figure 4-4: Accessible Small Transit Vehicle with Bike Rack**



### ***Bike Racks***

It is recommended that the vehicles be equipped with bicycle racks. The use of bike racks can greatly expand the service area of the transit program by allowing people to use a bicycle to access the route. The type of bicycle rack commonly used in the transit industry is shown in Figure 4-5. These types of racks are front-mounted and can be used on a variety of transit vehicles.

**Figure 4-5: Two-Position Bicycle Rack for Transit Vehicles**





### **Fareboxes**

For the initial service, simple mechanical “drop” box fareboxes are recommended. An example is shown in Figure 4-6.

**Figure 4-6: Mechanical Farebox**



### **Child Safety Seats**

The current state contract for ordering vehicles has an option for child restraint systems that are integrated into the seats. These options add about \$1,000 for each seat.

### **Surveillance Cameras**

Security cameras are an option for these vehicles. Depending upon how many cameras are chosen per vehicle, the cost for this option is likely to range from \$2,400 to \$3,400 per vehicle. Security cameras are used in transit vehicles to help deter crime, as well as to investigate passenger and traffic incidents.

### **Communication System**

The contractor will need to ensure that there is a viable communication system on-board the vehicle. Most transit programs use two-way radio communication systems.

## **Shelters and Seating**

It is recommended that passenger waiting shelters with seating be provided at key locations along the routes where other shelter is not available. The county and its partners should plan for between five and ten shelters to be implemented over the course of a few years, once the routes and the associated ridership habits are established. Shelters are not included in the first-year capital budget but should be part of the budget once the routes are established.

## **Bus Stop Signs**

During the implementation of the route, the project staff should determine the specific bus stop locations, taking into account passenger convenience and safety. With about 47 linear miles routes, it is estimated that there will be between 40 and 60 bus stops (one every  $\frac{1}{4}$  mile in the denser commercial areas and at logical locations near origins/destinations elsewhere). For the purpose of estimating capital costs, we will assume that 50 bus stop signs will be needed.

# **FINANCIAL PLAN**

## **Near Term**

### **Operating Budget**

An estimated operating budget has been prepared as a menu, which includes options for the two-route system, the three-route system, as well as a Saturday option and the mobility management program described within this plan. The budget for the mobility management program and the public transit oversight is presented first in Table 4-2. Three options are included for the public transit operating side of the budget, with the final option to be chosen based on the availability of federal, state, and local funding. The public transit operating expense estimates for each of the three options are presented in Table 4-3.

While the total number of operating hours are on the high side for a start-up, starting with fewer hours will not likely meet the needs for people who need the service to access work opportunities. The budgets assume that the contractor will provide the vehicles for the service.

**Table 4-2: Proposed Budget – Mobility Management and Public Transit Oversight**

Administrative Expenses	Total Program	Mobility Management (3)	Public Transit Administration and Oversight
Program Manager/Mobility Manager	\$50,000	\$25,000	\$25,000
Fringe Benefits	\$18,810	\$9,405	\$9,405
Printing and Reproduction	\$4,000	\$2,000	\$2,000
Advertising and Promotion Media	\$4,000	\$2,000	\$2,000
Dues & Association Memberships (1)	\$125	\$125	\$0
Travel	\$800	\$400	\$400
<b>Administrative Subtotal</b>	<b>\$77,735</b>	<b>\$38,930</b>	<b>\$38,805</b>
Indirect Expenses (2)	\$25,754	\$12,898	\$12,856
<b>TOTAL Administrative Expenses</b>	<b>\$103,489</b>	<b>\$51,828</b>	<b>\$51,661</b>

(1) Community Transportation Association of Virginia

(2) 33% of administrative expenses

(3) Categorized as capital for grant purposes

**Table 4-3: Proposed Budgets – Public Transit Operating Contract Options**

Line Item	Option 1: Shenandoah North and Shenandoah South, M-F	Option 2: Shenandoah North, South and LFCC, M-F	Option 3: Shenandoah North, South, LFCC, M-S
Estimated Contract Expense	\$336,600	\$499,800	\$569,688

The proposed funding sources to offset these operating expenses are provided in Tables 4-4 and 4-5. Table 4-4 assumes that the program will be funded through the DRPT's State Demonstration Program and the Federal Section 5310 program Enhanced Mobility Program, which appears to be the preferred option at this writing. Table 4-5 assumes the program will be funded through Federal Section 5311 rural transit program and the Federal Section 5310 Enhanced Mobility Program.

The local funding amounts are proposed – no agreements or commitments have been made to date. The logic behind the proposed local funding split is as follows: 50% of the local match is assigned to Shenandoah County. The remaining 50% is proposed to be split among major businesses and the major towns along the route, based on the population of each town.

The grant administration agency will need to consult with DRPT to find out which program will be best suited for the implementation of public transportation service in Shenandoah County. The State Demonstration program appears better at first glance, as the state match rate is 80%; however, this program is only available for three-year period. In addition, DRPT has indicated that this level of funding may be too high for the program. Under either scenario, the mobility management portion of the program is recommended to be funded through the Section 5310 Enhanced Mobility Program.

**Table 4-4: Proposed Operating Funding Sources- DRPT State Demonstration Program/Section 5310 Enhanced Mobility Program**

Funding Scenario - S.5310 and Demonstration	Mobility Management	Public Transit Option 1 Contract and Administration	OPTION 1 TOTAL	Public Transit Option 2 Contract and Administration	OPTION 2 TOTAL	Public Transit Option 3 Contract and Administration	OPTION 3 TOTAL
<b>Proposed Funding Sources</b>							
First Year Fare Revenue	\$0	\$23,296	\$23,296	\$33,088	\$33,088	\$37,281	\$37,281
<b>Net Deficit</b>							
Federal Section 5310 Program (80%) of MM	\$51,828	\$364,965	\$416,793	\$518,373	\$570,201	\$584,068	\$635,896
DRPT Demonstration Program (80%) of Transit Operating Expenses	\$41,462	\$0	\$41,462	\$0	\$41,462	\$0	\$41,462
DRPT Capital Assistance (16%) of MM	\$0	\$291,972	\$291,972	\$414,699	\$414,699	\$467,254	\$467,254
<b>Local Funding Needed</b>	\$8,292	\$0	\$8,292	\$0	\$8,292	\$0	\$8,292
Potential Funding Partners - Proposal	<b>\$2,073</b>	<b>\$72,993</b>	<b>\$75,066</b>	<b>\$103,675</b>	<b>\$105,747</b>	<b>\$116,814</b>	<b>\$118,886</b>
Business Partners			\$5,000		\$5,000		\$5,000
Shenandoah County			\$35,033		\$50,374		\$56,943
Amount to be funded by towns			\$35,033		\$50,374		\$56,943
Town of Edinburg (6.1%)			\$2,136		\$3,072		\$3,472
Town of Mount Jackson (12%)			\$4,206		\$6,048		\$6,837
Town of New Market (12.8%)			\$4,483		\$6,447		\$7,287
Town of Strasburg (37.9%)			\$13,297		\$19,120		\$21,614
Town of Toms Brook (1.2%)			\$436		\$627		\$709
Town of Woodstock (29.9%)			\$10,474		\$15,060		\$17,024
<b>Total Local Funding</b>			<b>\$75,066</b>		<b>\$105,747</b>		<b>\$118,886</b>

**Table 4-5: Proposed Operating Funding Sources – Federal Section 5311 Program/S. 5310 Enhanced Mobility Program**

	Mobility Management	Public Transit Option 1 Contract and Administration	OPTION 1 TOTAL	Public Transit Option 2 Contract and Administration	OPTION 2 TOTAL	Public Transit Option 3 Contract and Administration	OPTION 3 TOTAL
<b>Funding Scenario - S.5310 and S.5311</b>							
<b>Proposed Funding Sources</b>							
First Year Fare Revenue	\$51,828	\$388,261	\$440,089	\$551,461	\$603,289	\$621,349	\$673,177
	\$0	\$23,296	\$23,296	\$33,088	\$33,088	\$37,281	\$37,281
<b>Net Deficit</b>	\$51,828	\$364,965	\$416,793	\$518,373	\$570,201	\$584,068	\$635,896
Federal Section 5310 Program (80%) of MIM	\$41,462	\$0	\$41,462	\$0	\$41,462	\$0	\$41,462
Federal Section 5311 Program (50%)	\$0	\$182,483	\$182,483	\$259,187	\$259,187	\$292,034	\$292,034
DRPT Operating Assistance (20%)	\$0	\$72,993	\$72,993	\$103,675	\$103,675	\$116,814	\$116,814
DRPT Capital Assistance (16%) of MIM	\$8,292	\$0	\$8,292	\$0	\$8,292	\$0	\$8,292
<b>Local Funding Needed</b>	<b>\$2,073</b>	<b>\$109,490</b>	<b>\$111,562</b>	<b>\$155,512</b>	<b>\$157,585</b>	<b>\$175,220</b>	<b>\$177,293</b>
Potential Funding Partners - Proposal							
Business Partners			\$5,000		\$5,000		\$5,000
Shenandoah County			\$53,281		\$76,292		\$86,147
Amount to be funded by towns			\$53,281		\$76,292		\$86,147
Town of Edinburg (6.1%)			\$3,249		\$4,652		\$5,253
Town of Mount Jackson (12%)			\$6,397		\$9,160		\$10,343
Town of New Market (12.8%)			\$6,819		\$9,764		\$11,025
Town of Strasburg (37.9%)			\$20,224		\$28,958		\$32,698
Town of Toms Brook (1.2%)			\$663		\$950		\$1,072
Town of Woodstock (29.9%)			\$15,930		\$22,809		\$25,756
<b>Total Local Funding</b>			<b>\$111,562</b>		<b>\$157,585</b>		<b>\$177,293</b>

## Capital Budget

The start-up capital budget is provided in Table 4-6. As previously discussed, the only initial capital items will be bus stop signs. Additional capital will likely be needed in the future, including shelters and benches. Other capital items, such as vehicles and any technology items are proposed to be owned by the contractor. Note that mobility management is funded as a capital cost under the Federal Section 5310 program, but was presented with the operating budget.

**Table 4-6: Start-up Capital Budget**

Capital Item	#	Total Cost
Bus Stop Signs	50	\$10,000
Proposed Funding Sources	%	Funding Amount
Federal Section 5311	80%	\$8,000
DRPT Capital	16%	\$1,600
Local	4%	\$400

## Longer Term

After the initial implementation period, it is likely that transit demand within the community will grow as people learn about the service. As demand grows, the financial requirements of the system will increase as well.

## IMPLEMENTATION PLAN

### Consensus Building and Decision-Making

It is anticipated that this feasibility study will be largely completed in June 2019. The local Shenandoah County Public Transportation Committee will need to use the information provided in this study to build consensus within the community and among local elected officials to commit to providing local match for the implementation of a mobility management program and public transportation service. Local stakeholders will have several months for consensus building, as DRPT grant applications are not due until February, 2020. The grant applications will need local match commitment letters to be successful.

### Grant Application

The next step toward implementation is for NSVRC to apply to DRPT for grant assistance under either the S.5311 program or the Demonstration Grant Program and the Section 5310

Enhanced Mobility Program. Guidance from DRPT will be needed to determine whether to apply for the State Demonstration Program or S.5311 for the public transportation part of the proposal. The mobility management portion of the program falls under the Section 5310 program. The FY2021 grant applications are due to DRPT in early February 2020, with funds available July 1, 2020. When DRPT notifies NSVRC as to the level of funding available, local stakeholders can then determine whether to proceed with implementation in FY2021, based on local financial constraints.

Proposed funding amounts from the primary local funding sources are included in the preliminary operating budget. Commitments for these funding amounts will need to be sought prior to submitting a grant application to DRPT.

## **RFP Preparation and Proposal Evaluation**

Once the grant applicant is notified concerning the availability of grant funding, a request for proposals (RFP) will be prepared. The grant applicant will need to work closely with DRPT to develop an FTA-compliant RFP and ensure that the procurement process follows the specific FTA and DRPT procurement guidance. A proposal evaluation committee should also be used to ensure that the evaluation process is structured in a way that chooses the most responsive proposal based on agreed upon criteria. Members of the committee will likely include: a financial staff person from the grant applicant agency; a procurement staff person from the grant applicant agency (if applicable); a staff person from the Shenandoah Chamber; a staff person from the NSVRC; a staff person representing Shenandoah County; DRPT; and a representative from a stakeholder agency.

## **Final Route and Schedule Development**

Once a contractor has been chosen, it is recommended that the NSVRC and the chosen contractor work to finalize the routes and schedules, based on safety and operational constraints. When the route and schedule are finalized, the service can be formally announced and marketed. Discussions with private land owners concerning bus stops and amenities will also be needed, along with specific siting of bus stops.

## **Deviated Fixed Route Policies – Compliance with the Americans with Disabilities Act (ADA)**

During the final development of the route and schedule, the grant administrator together with the contractor should set the policies for route deviations and make sure the call-taker is trained properly. The deviation policies will need to address the following:

- The  $\frac{3}{4}$  mile area within which deviations are permitted.



- The fare – will there be an additional charge for deviations? (It can be up to twice the fixed route fare.)
- Policies with regard to when the rider will need to be ready and what level of assistance the driver will provide.

These policies will need to follow the Americans with Disabilities Act. There are several community transportation programs in Virginia that use deviated fixed routes and their policies may provide good examples.

## **Naming and Marketing**

A name, logo and color scheme will need to be developed. Once the system is named, a start-up map and schedule can be printed for distribution and web posting. The printed schedules should be distributed to all major origins and destinations along the routes and press releases should be prepared detailing the start of service. A ribbon-cutting should be held to celebrate the start of service and generate additional press about the service.

## **Data Collection - Ridership and Revenue Reporting Methodology**

Public transportation programs that are supported through DRPT are required to document agency policies for collecting, processing, verifying, storing and reporting ridership and revenue service data. DRPT has endorsed the development of electronic mechanisms to collect, record, and store these data, but recognizes that for small transit programs manual methods of collection, with data entry into a spreadsheet program, may be more feasible for the foreseeable future. Current methods of electronic data collection, via registering fareboxes and/or automatic passenger counters, are likely too expensive and staff-intensive for many small transit programs.

The RFP used to hire a contractor will need to include language that outlines the data that will be required to be collected. At a minimum, the following data will be needed:

- Vehicle miles – revenue and non-revenue by route
- Vehicle hours – revenue and non-revenue by route
- Passenger trips by route
- Fare revenue by route
- Expenses by route

## **Data Compilation and Review**

Once the data have been received from the contractor, it can be compiled for reporting purposes. It is important that the grant administrator and the contractor review these data for

accuracy. Given the initial relatively simple service design, mileage or time errors should be readily apparent. It is important that the data be reviewed locally, prior to entry into OLGA, which is DRPT's data reporting system.

### **Financial Data**

It is assumed that the grant administering agency currently has financial software in place. Costs attributed to the operation of the program should be allocated using the appropriate accounting codes. Fare revenue should also be recorded within the financial software. The grant administering agency's annual audit process should ensure that the financial data are correct.

### **Grant Compliance and Monitoring Activities**

Once the program has been implemented, the grant administering agency will be responsible for ensuring that the program complies with the grant requirements in a number of areas. These areas include:

- Organizational Management
- Project Management and Grant Administration
- Financial Management
- Asset Management
- Procurement
- Personnel
- Operations and Service
- Planning and Coordination
- Title VI Compliance

# Appendix A

## Attendance Rosters for Stakeholder Meetings



Aging in Place Committee Meeting Attendance - October 18, 2018

Name	Organization
Melissa Ross/Beth Green	Assisting Angels Home Care
Patty Fadeley	Blue Ridge Hospice
Nickie Shoemaker	Dutch Haven Assisted Living
Lee Croteau	F&M Mortgage
Brandie Place	FirstLight Home Care
Wayne McEachern	Get Well Now
Randy Atkins	Hawksbill Assisted Living
Anthony Crosen	Home Instead
Ardie Wykoff	Individual
Sharon Isralow	Individual Member
Annette Petrick	Individual Member
Lance	Lance Courtright CLU CHFC
Dottie Fauley	Lutheran Nurses Assoc
Lynn McKee	Response
Sharon Baroncelli	Shen Cty Chamber
Susie Embrooks	Shen Cty Dept of SS
Rebekah Schennum	Shen Valley Lutheran Ministries
Kathleen Hepner	Shenandoah County DSS
Teresa Funkhouser	Shenandoah County Parks & Recreation
Chief Eric Reiley	Town of Woodstock Police
Chris Baker	Town of Woodstock Police
Tammy Gasper	Valley Health



Nonprofit Council Meeting Attendance October 17, 2018

First name	Last name	Organization
Joan	Comanor	Alliance for the Shenandoah Valley
Whitney	Minnick	American Cancer Society
Matthew	Peterson	Blue Ridge Habitat for Humanity
Patty	Fadeley	Blue Ridge Hospice
Mary Jane	Koch	Family Promise of Shenandoah County
Sherry	Arey	Family Promise of Shenandoah County
Pat	Rosenbaum	Family Promise of Shenandoah County
Dwayne	Martin	Harman Construction
David	Hutton	LD&B Insurance and Financial Services
Lynn	McKee	RESPONSE, INC
Katie	Furniesen	Shen Alliance for Shelter
Pam	Murphy	Shen Cty Free Clinic
Cyndy	Walsh	Shen Education Foundation
Sheila	Orndorff	Shenandoah Alliance for Shelter
Mike	Funk	Shenandoah Community Foundation
Rachel	Haddad	Shenandoah Community Health Clinic
Jean	Martin	Shenandoah County Pregnancy Center
Kara	Miller	Shenandoah County Pregnancy Center
Judy	Franz	Shenandoah County SEARCH, Inc.
Rebekah	Schennum	Shenandoah Valley Lutheran Ministries
Dennis	Lynch	Shenandoah Valley Music Fest
Lorraine	Halsted	Shenandoah Valley Music Festival
Ingrid	Thompson	Shen-Paco
Sherry	Ritenour	Thrivent
Nadine	Pottinga	United Way of Northern Shenandoah Valley
Niki	Wilson	Valley Health Foundation
Sharon	Baroncelli	Shen Cty Chamber





# Appendix B Employer Survey





NAME OF COMMUNITY (PLEASE SPECIFY)	APPROXIMATE NUMBER OR PERCENTAGE OF TOTAL EMPLOYEES WHO LIVE IN THIS COMMUNITY

**3. How do your employees currently get to work? Please estimate a general percentage for each mode listed below.**

- |                               |  |
|-------------------------------|--|
| A. Car -- drive alone: _____% | F. Bicycle: _____%                     |
| B. Car -- carpool: _____%     | G. Motorcycle: _____%                  |
| C. Vanpool: _____%            | H. Company-provided van or bus: _____% |
| D. Taxi/Uber/Lyft _____%      |  |
| E. Walk: _____%               |  |

**4. What are the shift times for your employees and how many employees work each shift?**

- Shift 1: \_\_\_\_\_ a.m. / p.m. - \_\_\_\_\_ a.m. / p.m. # of Employees: \_\_\_\_\_
- Shift 2: \_\_\_\_\_ a.m. / p.m. - \_\_\_\_\_ a.m. / p.m. # of Employees: \_\_\_\_\_
- Shift 3: \_\_\_\_\_ a.m. / p.m. - \_\_\_\_\_ a.m. / p.m. # of Employees: \_\_\_\_\_

**5. Does your company offer any type of employee transportation programs? (Such as an employer shuttle or carpool/vanpool program, etc.)**

Yes: \_\_\_\_\_ No: \_\_\_\_\_

If yes, please describe: \_\_\_\_\_

**6. Have your employees indicated that transportation to work is a problem for them?**

Yes: \_\_\_\_\_ No: \_\_\_\_\_

**7. Is transportation to childcare a problem for any of your employees?**

Yes: \_\_\_\_\_ No: \_\_\_\_\_

**8. Do you as an employer feel that transportation to work is an issue in hiring and retaining employees for your work site?**

Yes: \_\_\_\_\_ No: \_\_\_\_\_

**9. Please describe any employment transportation problems or issues that you have encountered as an employer:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**10. Please provide any suggestions that you may have to improve employment transportation in Shenandoah County, specifically for work purposes:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

*Thank you!*

# Appendix C

## Public Survey





# PUBLIC TRANSPORTATION SURVEY

The Northern Shenandoah Valley Regional Commission (NSVRC), together with the Shenandoah County Chamber of Commerce, Shenandoah County, and several towns within the County, are studying the feasibility of implementing a new public transportation service to serve Shenandoah County residents. Please complete the following survey to give your opinion.

**1. What is your primary mode of transportation to access work, school, shopping, medical appointments, and other life activities?**

- Drive myself
- Carpool with others - I am usually the driver
- Carpool with others – I am usually a passenger
- A friend or family member drives me
- Other (*please specify*): \_\_\_\_\_
- Motorcycle/Moped
- Bicycle
- Walk
- Public Transportation

**2. Do you, or others in your home, have problems getting your transportation needs met?**

- Yes  No

**3. If yes, what does this lack of transportation keep you or others in your home from doing? Check all that apply.**

- Working or seeking employment
- Attending school or training
- Social or recreational activities
- Medical or dental appointments
- Shopping
- Other

**4. Are there any reasons why you, or other adults in your home, don't drive or limit the amount they drive?**

- Yes  No If yes, please check all that apply:
- Don't have a vehicle
- Vehicle mechanical difficulties
- Don't drive in poor weather
- Don't drive at night
- Not licensed to drive
- Have a disability and cannot drive

**5. Do you think there is a need to start a public transportation service in Shenandoah County, either to help you and your family members or for others in the community?**

- Yes  No

**6. If yes, what do you think the primary focus for a new public transportation service should be? Please number the list below from 1 to 5, with 1 being the most important and 5 being the least important.**

- \_\_\_\_\_ Providing service to get people to work within Shenandoah County
- \_\_\_\_\_ Providing service to get people to work to other locations in the Shenandoah Valley (such as Harrisonburg and Winchester)
- \_\_\_\_\_ Providing service to connect people to the commuter bus from Front Royal to N.Virginia and DC
- \_\_\_\_\_ Providing local service for a variety of riders and trip purposes
- \_\_\_\_\_ Providing a local service geared to bringing people to appointments and daily life activities

over, please

**7. If yes, which of the following types of services would be the most useful? Please check all that apply.**

- Demand-response service that requires you to call a day ahead, and picks you up near your home and brings you to your destination
- Deviated fixed route service that follows a base route, but will deviate up to ¼ mile to pick you up, if you have called ahead
- Fixed route service that follows a set route and schedule and does not require you to call ahead

**8. If yes, which of the following corridors are the most important to consider for public transportation service:**

- U.S. Route 11 between New Market and Strasburg, serving Mount Jackson, Edinburg, Woodstock, Maurertown, Toms Brook, and Strasburg
- VA 263 between Mount Jackson and Bryce
- VA 42 between Woodstock and Basye
- Route 55 / US 48 in Northern Shenandoah County
- Other: \_\_\_\_\_

**9. What days of the week and times of the day would be most helpful for public transportation to be available? Please check all that apply.**

	Weekdays	Saturdays	Sundays
Before 6:00 a.m.			
6:00 a.m. to Noon			
Noon to 6:00 p.m.			
6:00 p.m. to 9:00 p.m.			
After 9:00 p.m.			

**10. Would you or members of your household use public transportation services if they were to be provided?**

- Yes       No      If yes, how often: \_\_\_\_\_

**11. What fare would you be willing to pay for a one-way public transit trip?**

- Less than \$1.00       Between \$1.00 and \$2.00       More than \$2.00

**12. Please indicate your age category:**

- 0 to 17       18 to 24       25 to 44  
 45 to 59       60 to 69       70 +

**13. Please indicate your ZIP code: \_\_\_\_\_**

**14. Please provide any additional comments you may have concerning the need for public transportation in Shenandoah County.**

**Thank you for taking the time to fill out this survey!**



# Appendix D

## Public Survey Comments



## Comments

I support low-fare public transportation for our most needy residents. I work full-time and have a car and can take myself the places I need to be. I'd like to see something very affordable they can get people to work or around town to the appointments and areas they need to go to. Even though I would not use it myself I support public transportation and know that when my father can no longer drive, he would use it .

A commuter bus from here to n VA could help a lot of people

A lot of us live in the Shenandoah County in commute to Tysons Corner or DC or Leesburg every day. I feel there should be some type of commuter transportation that can take us to at least the metro in Gainesville or Vienna from the Shenandoah County area. If not that then commuter groups would be great cuz as it stands now there are no commuter Vans or carpools that come from Tyson's to the Shenandoah County area.

Aging adults without either vehicles or a driver's license would really appreciate this service to get them to appointments and to do basic activities such as getting groceries etc.

Although I, myself, have access to a car, older children often don't, and guests don't, or older adults or adults without vehicles. We need to provide access to transportation for those who do not have a vehicle.

An affordable public transit service running up and down the 81 corridor and also between Mount Jackson and Bryce would be incredibly helpful to my family and myself.

Another option to consider would be for daily transit service to Lord Fairfax Community College (Middletown Campus).

As a senior it would be nice to have a ride you can depend on without always trying to find someone to take you.

As of now we, personally, don't need public transportation but many in our community would benefit.

As our population ages, they are less able to drive and get around. Because of the rural roads, I think a demand service is probably going to have to be part of the equation.

Bus systems would open up a world of possibility to many people!

Coming from a big city myself. Public transportation would help a lot of people especially those that cannot drive. I feel it would be a big benefit to Shenco

Conicville area - please service this region.

Ideally, this service would connect the region to other localities that already have it, such as Harrisonburg to the south and Winchester to the north. Unfortunately, there is still nothing between Strasburg and Vienna. That's another problem.

It has to be cheap enough for a ride to undercut the cost of driving. If it's cheaper for me to drive, I'll likely drive, for instance.

Connections available thru Frederick county possibly warren too

Considering the socio-economic demographics in our county, I believe a lot of lower income individuals and family would benefit from access to public transportation.

## Comments

Currently do not need but looking into the future whenever I am unable to drive to Doctor appointments and church.

Currently I Drive my husband everywhere; however it would be nice if he/we had an opportunity to use public transport to assist with our transportation needs.

Dedicated rout based between the ends of the county, with potential need to interact with Rockingham and Warren/Frederick counties, as well as a on-demand type that can be scheduled for those not within the major corridor areas that could take them to appointments or the designated routes.

Elderly disabled and low income would benefit greatly from this service.

elderly service only

Elderly that do not drive and have to ask family and friends. Some family have to miss work so there loved one get to doctor's appointments.

Especially for elderly, handicapped, or no car to get to grocery store, appointments, etc.

Even though I currently do not need this service, I feel that there are people in Shen. Co. who would benefit from it.

Flexibility for riders is important. And to serve the largest number of persons, the service will have to get off the beaten path. Lots of folk in or rural county w/o transportation.

Might there be some way to combine this proposed service with assistance from churches and civic groups to fill in gaps and perhaps reach outlying areas? Create a framework that allows others to help

For the disabled and elderly would be nice. Also, those who need a way to work. Some are not able to provide their own way of travel.

For those needing to have Drs appointments...Grocery shopping.. I'm referring to the seniors, as I am one.

Frequent bus runs between towns up and down 11 might just change people's reliance on personal cars for everything. Would consider parking at Rt. 11 and taking the bus into towns!

Add a paved off-road bike path there too!

Thank you for trying to do something!

From Shenandoah County to Winchester Medical Center. Cost should be assessed according to miles traveled (i.e... \$5.00 for a trip to WMC)

Good as long as it doesn't raise our taxes more since teachers got a lot of what they wanted for themselves as usual to make taxes go up.

Good ideas to explore.

## Comments

Handicap access is important for vehicles - canes, walkers and wheelchairs.

Need easy access to the route and time schedules and weather or other issues that could change these. Not just online as many who need this don't either have internet or if older don't understand how to use it.

Having a normal public transportation could help cut down on not only traffic but from an insurance standpoint drivers who have suspended and revoked licenses would have another way to get from A to B.

Helping elderly that can't drive

I am an SCPS employee, and I work with students and families within the county. Many parents that I work with do not have reliable transportation for jobs or to attend school functions. Having a public transportation system would allow families to branch out and look for more employment opportunities.

I am frequently called to transport people to medical appointments. I regularly help one family get to banking and grocery buying. Sometimes a friend's vehicle breaks down.

I know two men who regularly need rides to their jobs in Winchester.

I believe it would cut down on traffic accidents and DUI's

I believe it would help the community, and allow more people to come to Strasburg for seller services. Also, it would help those with transportation issues get to Winchester to get things they cannot get here. We have a lot of people on fixed incomes. This would help a lot. And it would also help with congestion.

I believe that public transit would benefit families without cars. I'm not sure of the best way to incorporate highly rural areas. I would consider using public transport for environmental reasons (having more people per trip is a better use of resources).

I believe this would be an amazing thing to offer to Shenandoah county. So many people use the excuse of not having transportation to apply for jobs or people who have jobs in the area constantly have the issue of not have reliable transportation. This could honestly cut down in our un-employment rate in the area as well. I know I personally wouldn't mind having something for when I am out and about in town with my children and running errands rather than having to constantly move my car all around town. This could also lower the rate of drunk drivers in our area. If they had something reliable and they knew it was there, it could help a great deal.

I can see how this would be useful for people who don't have much in our county!!

I can see more of the need for retirees or disabled. I think people going to jobs usually have the transportation in place.

I do believe there are many people that would benefit from this.

I do not fit the target for public transportation, but have known people who have a hard time taking work too far away due to not having transportation. This "could" help open doors for work for those people.

I do not have a need for public transportation. However I do see where public transportation can help those in need within our communities.

## Comments

I do not need it now, but many low income people do.

I feel public transportation is very important for those needing to get to their jobs. Also, very essential for seniors who no longer drive, and need to get to appointments, get groceries, etc. Thank you for addressing this crucial, much needed and long overdue service. Long term, public transportation will enhance bringing new residents to the area.

I feel we need public transportation for the aging community so they can make it to appointments and the store for meds and food. I think they would get the most out of it.

I have a 22 year old daughter who does not drive and is limited to when her father or I can transport her to do her basic needed travel... work, shop, go out with friends for the evening.

I have a daughter who now lives in TX. She is not able to drive based on the DMV standards. This would make a huge difference to people like her.

I have a disability and this would make a world of difference in my quality of life.

I have a vision disability and am limited that limits me to driving in higher populated areas. Would be nice to have better public transportation to take me into those other areas such as Harrisonburg, Winchester, or Woodstock. Recruiting more Uber drivers or a taxi cab service would even be acceptable especially for those with disabilities and those who live in the rural areas.

I have been involved with a number of situation analysis's and key informant interviews and the lack of public transportation comes up frequently. I don't personally need this service, but I work with families that could use it to access my programs. I also know that there are senior citizens who have trouble getting to doctor's appointments and to the store for medicine and food, who could use an on-demand service. Thank you for tackling this problem!

I have had caregivers who wanted to work but did not have transportation to and from work.

I have many friends who have elderly relatives who need rides to doctor appointments, grocery shopping etc. I would love to see this happen for our county and would love to be involved!

I have worked with health dept. clients & FPSC guests, many of which are low income, without transportation or stable support systems. Keeping appts. & getting to & from work is very difficult, if not impossible, in this community without public transportation

I personally have a vehicle and may not use it often. However I know that there is a large pocket of people that would benefit from a bus service. Especially to some of the factories in the area like Georges, Andros and the place in Strasburg.

I provide transportation to many of my neighbors on a daily basis as well as sharing a vehicle with my wife for work. Occasionally, I carpool with others as well.

I see many family's in the schools without transportation. It would be beneficial

I start new in Woodstock just 2 years ago and obtain my driver license just a year ago, was a crazy think my mobility than the valley. Thanks U!!!!

I support Public transportation 100%. Stop clearing spaces for parking lots; If you build it

## Comments

they will come.

I think getting public transportation for Shenandoah county is the most amazing idea ever!!!

I think having it for college students who have working parents, or those who don't have cars or licenses.

I think it is a great idea.

I also think a parks and recreation building would be nice with this.

I think it would be great for Tourists also. They could come to Shenandoah county and park the car and not have to use it again until they leave.

I think it would be great to have public transportation here.

I think it would be helpful in the community to get people to doctor appointments and grocery shopping.

I think it would be helpful.

I think it would be very beneficial for people who do not have transportation means to get to and from work or necessary daily life activities.

I think it would greatly help with getting people to work. I also think it would help getting tourist from Bryce out to Woodstock and Mount Jackson. It would help my family out with getting to doctor and grocery store.

I think it would help our elderly a lot. They still can get around and have some freedom not to always have to call someone to take the places. The pay should be based on the distance like a scale of mileages from different points could be made up and designated and the passenger would know upon boarding what they would owe.

I think it's a great idea especially for those who need to work but have no vehicle to use. Also I think it would help the younger kids be able to get to and from after school activities more often.

I think it's a great idea even if I don't use it. It will be very helpful to get people to work and other appts!

I think local transportation could help our growing number of elderly make it to appointments within the town (or county), get groceries, or just get to a restaurant for lunch with friends.

I also really like the idea of a transit that would run to meet the Metro in Vienna. I envision that running only on Saturdays, or maybe one additional day each week.

I think one of the greatest needs in the County is transportation for elderly going to appointments. This would almost have to be done on a case by case basis and would have to be very affordable for lower fixed income. I'm not sure what is available as an option for these situations.

There is probably a need as well for lower income employees that may not be able to drive to work. Pick ups at a set location and time may be good for these situations.

## Comments

Will the transportation system be used enough to justify the cost?

I think public transportation is needed in Shenandoah County to address the number of people who lack transportation due to economic status or physical condition. There also needs to be public transportation to ease issues with Interstate 81 such as commuter traffic to northern Virginia and connections between our towns.

I think the biggest need is to provide elderly and low-income residents with a way to get to work, medical appointments, grocery stores, church, social functions. A second great benefit would be to reduce traffic and the reliance on a personal vehicle, for those whose everyday travels occur mainly along the Rt. 11 corridor.

I think the fare for transportation shouldn't exceed more than \$5. It should stay affordable. I think doing so, that would bring more business and more affordable for all riders. Also! A great idea for tourist if they aren't familiar with the area, to ride to places and not get lost and learn more.

I think there is a HUGE need for this for elderly who cannot find transportation for things like dialysis and other doctor appointments, shopping trips, etc.

I think there is a need for elderly people to have transportation to medical appointments, grocery shopping, and peer gatherings.

I think this is a great and helpful idea!

I think this is a great idea and hope to see it put into action.

I think this is a wonderful positive idea to benefit residents. While it may not impact or benefit my own household, I have many acquaintances who it will.

I think this is needed for people who are elderly, handicapped, don't or can't drive, and possibly perhaps those who may have lost their license due to poor choices but could continue working if they had a way to get to work.

I think this is very important for struggling families in the county, who find that they have to walk or bike to work or to shop. Having public transportation would help to relieve some of the stress that they live under every day. Having public transportation (PT) is necessary for senior citizens or handicapped residents who cannot drive, but need to get to doctor appointments. I would use PT if it was going to an area that I needed to get to. Any time that I don't have to drive is a blessing!

I think this would be a fantastic resource - to alleviate the stressors of the working poor, to meet the needs of the elderly, and to provide young people with a safe alternative to driving. I would be very willing for my tax dollars to go to such a program.

I think this would be an awesome resource for our community. As a stay at home mother of 2 it's very hard to get even the most basic things done without direct access to a vehicle. Many times I've had to wait 1-2 days to take me children to the dr when they are sick because I didn't have a ride there. My husband works full time and has our family's



## Comments

only vehicle during the day, most weeks Monday- Saturday. I'm fortunate to have many family members that are willing to give us rides, but they are not available all the time and it's hard to depend on someone outside your home for transportation regularly.

Having some type of public transportation would give me the opportunity to take my children to the park and library during the day, go grocery shopping, go to dr appointments without needing days in advance to find a ride, take my clothes to the laundry mat when needed, there really is no limit to the amount of good and positive impacts this could have on our community. Transit to the many plants and factories in our county from set locations would also be very beneficial for those struggling to find rides to work daily.

I think we really need public transportation in Shenandoah County especially in Woodstock.

I work at the County Library in Edinburg and have heard from multiple families that a lack of transportation has a negative impact on their access to library services. Our Edinburg location is too far out of town for many people to walk and we have no location in Woodstock so those families are also under-served.

If the library had a regularly scheduled stop along the transportation route coming from Woodstock I would be happy to do programming for children at this time.

I work in NOVA and I am seeing a need for more commuting options because of the growing number of people deciding to make the Shenandoah Valley home.

I work with families who often lack transportation resources and I feel a substantial amount of people in our county could greatly benefit by this resource.

I would definitely use this form of transportation to get back and forth to work. Yes this town does have a local taxi service which is a great and friendly business, but for five days a week to go and come home from work the taxi service costs me 80.00 a week and I only live just over 2 miles from my work. That gets extremely expensive. Just for one week. Please help bring public transportation to Woodstock this would help my family put food on the table and save to get a car of my own.

I would like to think that kids who don't have transportation to and from school sports/activities would be able to participate. Also, the option for people to get to work.

I81 is dangerous, public transportation to prevent driving while the influence. Both reasons for safety

I'd also like to point out that many teens would be benefit from public transportation. I know my teen would use it to get to and from her friend's houses but I think more importantly, it would provide an opportunity for teens to be able to work to help support their families. In addition, many kids would be able to be part of sports teams and clubs with transportation that may not otherwise be available. I would be happy to pay extra taxes to help subsidize that for the community.

If transportation is available for people going to work, the business / company production hours need to be considered when scheduling. Different areas may need different transportation times.

It be nice to connect to regional options like a train in Staunton or something into DC

## Comments

It is a vital service to get people employed!

It is very expensive for a taxi or Uber. Many times doctor appts and shopping appts have to be cancelled for lack of transportation

It will be a big help for these people that don't have own car and need to work or do any other thing.

It would be good for the people who can't afford to have a car and can't pay their taxes. Especially when it's really cold

It would be helpful for those who cannot afford to own a car and pay insurance.

It would be nice to have a public transportation for kids that live in the outskirts of town like the junction so they can participate in after school activities without having to walk home on such a dangerous road.

It would help the local economy by not being so dependent on cars people could increase their work options and shopping and tourist options

Local in-town transportation needed.

Make sure it would support local business...small business...dining and working class.

Many need it for work and for medical access to reach Harrisonburg.

many seniors cannot drive now, need to go to appointments, meetings, church, shopping

monthly prorated passes should be made available and a discount for students and seniors those with disabilities also

More people would have access to work, drs app, shopping.

Most would be for low income and the elderly. TO make it to work or appointments. Especially when they live over the mountain with little support or resources.

Mother in law 89, needs to feel connected and independent

Must be handicap accessible!

Maybe hire an Aide for the bus so that they can assist the disabled or elderly.

My age group is between the 25 to 44 and I am able to drive myself to work and such, but I have others in my household that do not have that luxury. I have a 19 year old daughter that cannot get a job due to transportation and I also have my parents that have to miss doctor's appointments and such due to me not being able to get off to take them. There are cab services in Shenandoah County, but they are outrageously expensive and most of the population cannot afford to pay those amounts.

My disabled mother would love to have a service which could take her to medical appointments and/or shopping areas.

My husband is disabled (near blind) and is unable to drive.

My husband take many shut ins to doctor and hospital appointments because except for calling a cab there is no other way for these people to make them!

My parents really need this. They are in their 70s and rarely can drive out of ShenCo for their appointments.

## Comments

My son lives in Shenandoah county and I drive a lot to pick him up so it would be great if a service was available for him to get closer to me.

Need based demand service for disabled/ elderly is only option that makes sense for rural nature of county. Any other type of service would have minimal usage because of the number of people who do not live within city areas.

Need the transportation so people can find jobs and try to live on their own.

Not everyone has a car or drives or even old enough to drive in my home. Public transportation would be used by myself, my 2 children. We would be able to be involved more in Strasburg Sports, able to grocery shop when needed...Just a lot of great opportunities for my family and most of my stay at home friends. Please please public transportation.

Not having transportation means you can't work or take kids places. Everyone should have reliable transportation.

Older folks need transport to medical appointments and to buy groceries. Perhaps to day programming and/or church activities.

Older people who cannot drive, younger ones working in the city to get to jobs that pay better instead of working for pennies in Shen C. Older people to get to doctor's appointments.

Older population needs these services

Page County has residents that would like to work and live in Shenandoah & Rockingham County due to lack of regular employment in our area. We also have families that need rides to doctor's appointments and grocery shopping.

People in Woodstock walk a long way to and from work and some walk great distances to Walmart. A shuttle along main street and 42 would solve this problem.

People need safe transportation to be able to get to work and other places they need to go. They can't afford to drive and get a car. Government wants us to work but some cannot get car and license.

Public transportation helps save money

Public transportation is desperately needed especially for those who are without cars and cannot afford one.

Public Transportation is desperately needed in the area.

Public Transportation services are needed in the County so we may have a viable community. Getting folks to jobs, medical car and everyday quality of life services

Public transportation would be beneficial to those who can't, or do not have access to any other form to transportation.

Public transportation would be very advantageous for senior citizens who need to go shopping or have doctor's appointments.

Quite a few people are limited in the jobs they may seek due to transportation issues. This would help many folks, especially low income citizens.

## Comments

Rail system from Winchester to Harrisonburg. Even if it only ran on weekends. Could extend the distance at a later time down the road.

Rail with accommodations for Bicycle racks (north to Winchester and south to Harrisonburg). Also connect in Strasburg to rail to Northern VA metro system. Will bring tourist dollars and help our residents get around.

Responses depend on age, accessibility, and cost of service.

Services need to make a run to Harrisonburg or other larger city at least once a week. My mother won't move here because she is blind and would be trapped in the house since there isn't transportation services.

Strasburg VA to DC

Students should be allowed to ride in order to get to jobs, after/before/weekend school activities

Teens and those that do not have a license need transportation for jobs, getting basic necessities, and especially recreational activities

Thank you for conducting the survey! We need public transportation to reduce I-81 traffic, accidents, and deaths.

The availability of this service needs to be for all who want to use it, should not be stipulations

The entire Rt. 42 to Woodstock corridor would be helpful for designated pickup locations.

There is a much needed transportation in our area. Even small towns in West Virginia has this, so WHY can't we in Virginia have it?!

The need for public transportation is greater for seniors as this population is increasing rapidly. Many do not have licenses nor do they have access to family/friends who drive and are willing to transport them.

The whole county.

There are a lot of low income people that could benefit from this service to get to jobs and appointments. Others would maybe enjoy a recreational option to go to from town to town for a night out every once in a while.

There are many elderly people who do not have their own transportation to and from the grocery store and doctor appointments. There are also younger people without transportation that have to depend on friends and neighbors.

There are so many benefits to having public transportation, not to mention, the county would thrive economically

There is a huge need for older people, people who can't drive, and it might cut down on traffic on 81. It must be efficient with side routes, and too expensive. It must be consistent and reliable.

There is a large amount of elderly citizens in Shenandoah county who I feel would be the primary beneficiary's of a transportation system.

There is a need for public transportation to get the elderly and sick people to doctor appointments.

## Comments

There is a need to transport veterans in the county to the VA Hospital in Martinsburg WV - Vets are always looking for other Vets to volunteer to take patients there

There IS and has been a need for this for a long long time. Too many cars on the interstate and so many wrecks especially between the Toms Brook and Woodstock exit... Also there are many people who like to go wineries and brew houses which would eliminate a lot of DUI's in the area as well. I really hope this happens!

There needs to be infrastructure in place to help the elderly.

This is a really good idea.

This is long overdue!

This would also be a good thing for parents that have a sick child at school and have no way to pick up their child or for meetings with teachers.

This would be a great addition to the community giving less fortunate individuals the ability to travel into towns for work opportunities and commerce. Hopefully contributing to the overall economic development of Shenandoah County.

This would be a great for the residents, to be able to go to work or medical appointments in the county.

This would be a huge help for youth needing to attend appointments as their transportation is limited by the working demands of parents.

This would be helpful not only for those lacking their own transportation or ability to drive, but also environmentally speaking to take cars off the road and traffic wise it would lessen the load on our roads (think 81 and it's never ending list of accidents..)

This would make things easier for people needing transportation to appointments and would also help those ones needing to save back to afford vehicles

Those who cannot afford a car need help to get to work. We need to help them.

To be able to avoid driving 81 to H'bg, W'ster and 66 to DC would be worth it if the vehicles were nice.

To have it go as far north and south as possible on Rt.11

To the hospitals in all 3 counties for doctors appts.

To Winchester would be Best.

Transportation between the county and northern VA would be ideal professionally. Transportation around the county would be great recreationally.

Transportation between Winchester and Harrisonburg is a big need because most people in my area commute to one of those towns for work shopping etc.

Transportation for children for pre and post school activities would assist the family oriented community.

## Comments

Transportation within Shenandoah County is most important, but it would be nice to have a bus to Winchester and Harrisonburg maybe once a week, and a bus to the train station in Manassas. I can still drive myself but hate I-81 and would like a way to get a ride to avoid it. Also, when you live out in the country and your car is in the shop, you are really stuck. Thanks for doing this survey

We also need more transportation for the handicap and elderly that aren't on Medicare or Medicaid, and have slipped between the cracks and are unable to receive any kind of transport services

We do drive long distances here, which has significant environmental costs, as well as financial ones. Probably a fixed route service along 11 (with deviations to the big box area in Woodstock) is the most feasible option, but given the spread out nature of the county, it would be extremely helpful for those who are injured, unable to drive or unable to afford a car, and wish/need to remain at home to have options to be picked up off the main route. Also if people are using the service for shopping, they wouldn't be able to carry heavy groceries too far!

We do not have safe routes to walk in Strasburg and there are elderly people who have no way to get to doctor's appointments.

We have a great need to provide for our elderly , with that being said ... I hear of people needing rides to appointments , from nursing facilities to hospitals for dialysis and pt, ot and then back, they have no one to rely on ...and ambulance charges are outrageous ... Leaving our elderly penniless and discouraged ....

We have a teen that we miss work to take to appointments, along with he misses activities because we are working.

We live too far out but several friends and acquaintances would be helped a lot. Esp. If bus is designed for wheelchairs and other limitations.

We need it. There are no taxis, nothing.

We need this asap.

we need to have more options to help lower income people to get to work and school!

We really need transportation to doctor appointments in and out of the county.

What my family needs is medical transportation.

When considering public transportation an important factor to consider is the area factories/plants/manufacturers and the hours they require their employees to work. Having available transportation for shift work would be quite valuable for our area.

While I do not personally need this service, I am very aware that there are many in our community who do. They may not be taking this survey and I would hope that my results don't skew the need for them. I see this as an important service to help connect people, jobs, and services in our community.

While I don't need it myself, I see many people walking and know there are people who don't have a personal vehicle and live in more rural areas of the county

While I may not need public transportation, there are many in the area who do - and if they could rely on that, they would no longer have to pay for a vehicle, insurance, gas and

## Comments

taxes on said vehicle which may help them financially

While my family would not access public transportation, I know of many families who have no reliable form of transportation who would use it.

would be great for elderly people for appointments, shopping. Especially those that are getting "uncomfortable" with driving and don't want to bother family members. Needs to be cost effective for those on fixed incomes

Would be great for elderly who no longer drive

Would be helpful for those with limited driving ability or capability reach important medical appointments. There are not many specialists in a large majority of our mainly rural county and many residents who require such care. It may also intrigue many who work in areas such as Winchester but live in Mount Jackson, or reside in Strasburg but work closer to Harrisonburg.

Would decrease traffic and save on fuel.

Would like to see transportation to LFCC. It is desperately needed.

Are u going to raise taxes to pay for this service?

Benefit used by a few yet a higher tax burden for all.

Check with Front Royal and other areas that have tried or are currently offering this service. See if theirs is cost efficient.....I am afraid the tax payers will end up having to support this as I don't think there is enough demand for it now....this is a small county.....we have enough to pay for already.

County property taxes are already very high. We can barely pay it to get around. This might increase our taxes. Not a good idea.

Do not provide this service at the expense of traffic on main roads unless you plan to expand them. This is going to add to the amount of time it takes to get anywhere here because all of the roads are only 2 lanes.

Do we have enough lanes for this? I don't want to be stuck behind the extra transportation buses.

Does the Aging Agency do any of this already?

Forget about it. This is more government seeking to enlarge itself at the expense of much higher taxes.

Hugh waste of tax payer money.

I believe public transportation will not help the community, I understand that you feel there may be a need for helping others who have no Transportation but speaking from experience I've seen that bus services and other Transportation hinders the community.

I don't see the need for, nor would use such amenities; furthermore, I am against any more tax burdens on the real estate owners in our county or additional funding to our budget that would supply the funding and salaries for such a venture.

I don't see a need here. It's a rural county, not a city.

## Comments

I don't think public transportation is justifiable in Shenandoah County. If it is attempted; this moving people up and down Rt 11 might be the most feasible.

I feel most people in the area have their own means of transportation and the largest groups of those who don't have other agencies with services that provide them transportation. There is not a real need for this in the area.

I feel that a public transit system will not work as it should for a rural county as is does for cities/ more populated areas.

I think our population is too rural to benefit from this type of service. There has never been public transportation and I've never heard (until this survey) of a potential need for public transportation.

I think public transportation is a great thing to offer. However, it is an expense and an entitlement our county cannot afford when our school system is overcrowded and scores are among the lowest in our area. There are better services to provide to generate income rather than absorb it.

I'm tired of paying more taxes for all the services we keep offering in the schools and out of the schools. I can't afford anything else.

It's all a joke to this county

no no and no... because eventually you will come up with the idea.. that the under privileged should ride for free.. or get a reduced rate... thus passing that tax burden onto us.. if you want big city living and bus transportation... move to the big city... no offense meant... I pay enough taxes to a county that does nothing for me... sheriffs dept. yes I agree.. other than that you provide nothing for me...

Not necessary as modern rideshare services take root.

Not sure of a real need for public transportation in our small area, Other than for seniors who can no longer drive .

Offer to a private company, do not use gov't/public funds.

Route 11 and 81 are already a nightmare to drive. Adding a slow moving bus or van to traffic would only make matters worse. Maybe funds for public transit could be used to widen roads like route 11 and restrict tractor trailers from driving through these small towns which only ruin the roads.

Shenandoah County government needs to spend our tax money towards other priorities instead of public transportation. Public transportation is typically associated with urban living not rural living. Nowhere in Shenandoah County is there a city or a mass population who would benefit from public transportation. This issue is being looked at because of the recent influx of immigrants and northern Virginia transplants bringing their "better" ways to our county. I do not want my tax dollars going towards public transportation.

Shenandoah County is a rural county. If you have public transportation then more people will move to the county. We left Northern Virginia for that reason. TOO many people. I would think everybody in the valley would agree not to encourage more people. I just bought a house because its quiet and slow. It would be a great disservice to all residents if Woodstock, Edinburg etc. turned into Manassas or Winchester. If people want public



## Comments

transportation then Harrisonburg is where they need to be. Let's keep Shenandoah County the way it is please. Thank You

Shenandoah County is not a densely populated area. The County is not a metropolis. Public Transportation would be a monetary nightmare as it would be a losing proposition and makes no sense whatsoever. We don't need more government intervention, let the local taxi companies and other transportation companies and the free market dictate the feasibility of public transportation.

Shenandoah County is too spread out for public transportation. The tax payer \$'s that this would require is better used in other areas.

Spend the money on education.

Stop trying to find ways to spend tax money and instead find ways I can be taxed less.

Taxpayers don't need additional unnecessary cost. We are not responsible for everyone!

There is no need for public transportation in Shenandoah County. A waste of money.

This is just going to be another tax burden on all the land owners in the county. For once, I would like to see everyone in the county have to pay for these ideas, instead of just the land owners>Try adding a meals tax .

This would be a tremendous waste of taxpayer funds and an additional burden on the middle class.

This would mean a huge tax increase.

Though I do realize there may be a small group of individuals in need of this type of service in the county, I don't think it is feasible for the county to maintain. I think the size of the county alone makes this difficult logistically as well as financially. This is something that can be accommodated by local churches and civic organizations who can organize volunteer drivers for those in need.

To me, Public transportation does not make sense in such a rural county. If someone wants to provide commuter service for workers to bigger urban areas then it should be a business, not something to further tax the citizens of our county.

Too expensive for a government that can't meet the basic demands of its citizens currently.

Waste of time

Waste of time and money!

We do not live in a city and DO NOT need this. I would never let my child get on a public bus stop!

We do not need additional services to strain the county budget. Main focus should be on schools, fire/rescue, and law enforcement!

We do not need to add additional government services. We are already taxed enough.

## Comments

We don't need anything else for the board of supervisors to screw up and corrupt

We don't need any, this would probably attract more people to the area and we are losing too much farm land too fast for people to build houses and town homes. Plus the people of this county doesn't need any more taxes.

We would be much better off to supplement private transportation services for those who need it (using a service like Uber, Lyft, or start our own). Implementing a public transportation system is very costly and will have high impact for a low number of people and a low impact for the majority of people. Private industry is the most economical and beneficial to the people needing transportation services in the county. Supplementing these costs will overall be the best route.

While there may be a need, let the free market fill it. Too likely to be a big waste of taxpayer money

WHO IS GOING TO PAY FOR ALL THIS? I HOPE NOT THE TAXPAYERS.

Who is going to pay for this? If these people can't afford to buy lunch for their kids at school or to pay their taxes- how are they going to come up with even \$1-\$2 to pay a fare? Some medical insurances already provide transportation cost in their policies.

Why is there a need for public transportation when there are no jobs in the county, a chicken plant and Walmart. The government is the largest employer and according to their overpaid salaries I do not think they need it. Probably the only people that would benefit from it are the welfare recipients and they are already hauled around by social workers.

Why would we need this

Widen 81! Leave 11 alone. Tourism is not viable sustainment for our county. Bring industry.

With the low population, there is no need for public transportation in Shenandoah County. It would be a huge waste of taxpayer's hard earned income.

Without using the word "tax" or "taxes", describe source of funding for this project.

Every time I get in the car I fall asleep

First to have the need for public transportation you first need somewhere for these people to work in this county. We can build 100 of house but cannot build or open a old build up for industry to come here.

Fix 81.

Hopefully you are sending this poll to other demographics such as the elderly and those that may really need this service.

How will the service be paid for - increased taxes, grants?

I did not enter how much I would be willing to pay because it is so destination dependent.

I don't think it was necessary to send an automatic call during the school day, using the emergency messenger system, to alert people of this survey, which has little to do with school.

**Comments**

If the train isn't going to use the track why not make it into a bike trail?

N/A

Our Family work together to help each other.

Partner with faith community.

People who need public transportation aren't necessarily going to be able to fill out this online survey.

Thank you for asking my opinion.

the people in this community take care of one another no transportation needed.

The time may come that I cannot drive to appointments

There needs to be more space for bike lanes. It's dangerous as it is on these narrow roads.

This needs to be a pay as you go service! No freebies!

Use low emissions vehicles

We wish that rail transportation could be part of the Shenandoah County transportation system, both for out-of-county commuting as well as one way to ease freight transport loads on I-81 and I-66. Our opinion is that N&W needs greater governmental pressure to use the existing rights of way to better serve the public interest, rather than just sit on abandoned rail lines. I know that this is not main focus of this survey, but I do believe that rail transportation is not seen as a credible option for future regional transportation planning.

If I were unable to drive, I would probably move from the county.

When setting up, do not make allot of rules about kids this will help getting kids to school and will allow them to participate in sports and activities that they can't now.