

This is the time to "Re: imagine" CAT.

"Re:" — In English, this abbreviation is short for "regarding" and draws special attention to a particular subject matter. CAT's 2015-2025 Strategic Plan is "regarding" many different topics important to the citizens of Charlottesville and Albemarle County.

The plan is a guide for CAT — to refocus, restructure, renovate, reallocate and reenergize in difficult economic times. This summary of the overall plan provides a snapshot of CAT's strategy to redefine its path in our area. This plan is about the opportunities that lie ahead in safe, reliable and revolutionized modes of transportation.

RE: IMAGINE – STRATEGIC PLAN VISION

CAT WILL BE THE PREFERRED MODE OF TRANSPORTATION IN THE CHARLOTTESVILLE AREA.

CAT aims to be the first choice for area transportation and a one-stop source for integrated transportation information in the area through changes in decisions regarding transportation priorities, land use and development location.

RE: COMMIT – STRATEGIC PLAN GOALS

CAT will continue to put customer needs first.

CAT's motto is "Quality Service: Every Customer, Every Day." CAT will put this motto into practice with success.

CAT will focus on ensuring access to employment and educational opportunities for regional residents.

CAT's most important role in the community is to provide transportation services that maximize resident's access to employment, educational, and other opportunities throughout the area. CAT's capital investment and service allocation decisions will be made in light of the need to promote employment and workforce development in the Charlottesville area.

CAT will provide services cost effectively.

CAT's services are funded by a combination of local government revenues, passenger fares, state and Federal grants. Taxpayers have a right to expect that CAT's service be provided in a cost-effective way. State and Federal funding levels have steadily fallen and have become more restrictive, while local government revenues rise and fall with changing economic conditions. CAT will seek to provide appropriate levels and types of services for various markets within its service area, while continuing to seek cost savings as well as additional funding at the state and Federal levels, and grants from non-traditional sources to support services and capital improvements.

CAT will support approaches to transportation and land use planning that reinforce investment in existing employment and population centers, infrastructure and services.

West Main Street, the University of Virginia, the Route 29 Corridor, and Pantops are the primary employment, medical and entertainment centers of our city and our area. Maintaining and renewing these and other existing residential and employment nodes are vital to the economic and environmental health of our entire area, particularly for Charlottesville's neighborhoods and outer suburban areas.

CAT will improve services to suburban employment centers.

CAT must take steps to connect workers to jobs in the many large and growing suburban employment areas through the usage of innovative technologies, service options and funding mechanisms to provide alternatives or supplements to its fixed route transit network.

CAT will provide special transportation service support to those who need it most.

CAT's bus network is the primary form of transportation for thousands of the Charlottesville area's most vulnerable citizens – lower income people, people with disabilities, students and youth, and older people. CAT will honor its commitment to providing high quality transit services to provide mobility and dignity to all the citizens of its service area.

CAT will provide services at a sustainable level given its financial resources.

CAT's services are funded by a combination of local government revenues, passenger fares, state and federal grants, along with other sources. State and federal funding levels have steadily fallen and have become more restrictive, while local government revenues rise and fall with changing economic conditions. CAT will seek to provide appropriate levels and types of services for various markets within its service area, while continuing to seek additional funding at the state and Federal levels, and grants from non-traditional sources to support services and capital improvements.

CAT will increase its contribution to sustaining our natural environment.

Public transit is an inherently environmentally-friendly activity because of its ability to move people more efficiently, and with far less environmental impact, than the private automobile. Transit reduces America's dependence on foreign oil, providing mobility in the face of unpredictable fuel prices, and reduces emissions. CAT is committed to the principles of environmental sustainability and has made sustainability an organizational goal.

RE: EVALUATE – OPPORTUNITIES AND CONSTRAINTS

CAT has many opportunities to grow and thrive as a transit agency, but also faces many constraints that could limit development. In many cases, there are specific constraints that mirror the opportunities, like two sides of a coin. CAT and the Charlottesville area face some

formidable challenges over the next several years, but both have reason to be cautiously optimistic going forward.

Opportunities and constraints are considered in two areas: market and resources. Market opportunities and constraints are those imposed upon the agency by the area and people we serve. Resource opportunities and constraints deal directly with funding and CAT operations and infrastructure.

CONSTRAINTS

<u>Market</u>	<u>Resource</u>
Population & Job Shift	Revenue Challenges
Changing Household Characteristics	Costs of New / Improved Service
Other Market Factors	Maintaining State of Good Repair

The loss of people and jobs within urban and suburban corridors and commercial growth in lower density suburban area centers represent the greatest operational challenge to CAT service. Other market factors include:

- The aging and dispersion of area population.
- Low parking costs.
- An abundance of available parking, and
- A lack of significant congestion in the outer suburban areas — which are symptoms of both a low-growth local economy and a highly decentralized distribution of jobs — as compared to other, similar areas.

CAT's resource challenges are well known and shared by many other transit agencies around the country. The lack of financial resources has reduced the ability for CAT to provide new or expanded services to meet changing needs. CAT has prioritized the maintenance of a state of good repair of existing transit facilities.

Opportunities

<u>Market</u>	<u>Resources</u>
Sustainable Transportation	New Funding
Downtown Redevelopment	Continued Organizational Efficiency
Area Coordination & Connectivity	Resource Pooling
Focus on Integrated Planning	Increase in Competitive Grants

In the face of many negatives, there are several opportunities for CAT. Improvements on West Main and the Route 29 Corridor will change transit needs in the Charlottesville area, including

needs on evenings and weekends. However, the greater opportunities are in the change in attitudes towards the environment and the role of transit in sustainability. Transit is a key component of a sustainable transportation network and a modern, sustainable lifestyle. Whether for financial reasons associated with continually rising fuel costs, or personal conviction based on environmental principles, there is a new market of transit rider. CAT must work to capture these riders, many young professionals, and retain them as regular, life-long transit users. Transit is a key element of the vibrant urban lifestyle that young professionals crave. Cities that are attracting young, creative professionals, like Boston, Chicago, Portland, Seattle, San Francisco and Austin, all have high-quality and expanding transit systems. Other opportunities include working within the existing network to strengthen our services and reaching out to greater Albemarle County to provide better connectivity beyond the Charlottesville city limits.

For additional resources, persistent lobbying is required for federal, state, and local funding. CAT successfully worked with the Charlottesville-Albemarle Metropolitan Planning Organization (CAMPO) to use unallocated federal and state funding for operational support for these additional transit services. Opportunities with partners like CAMPO must be explored and enhanced. CAT will continue to pursue all available competitive grant funding opportunities, including those not directly from the Federal Transit Administration.

CAT will develop and implement a data-driven performance management system to identify operational inefficiencies through analysis of key factors in operations and maintenance, and make necessary improvements. CAT will also complete a comprehensive energy audit to identify other areas for reduction in costs.

There are areas in the CAT service network that demonstrate high opportunity to grow transit market share. CAT will develop a transit propensity map to show the areas with the highest potential for transit ridership. The analysis will combine residential and employment density with demographics to identify areas with the highest transit propensity where new services may be developed in the future.

RECOMMENDATIONS

The recommendations of the Strategic Plan derive from the vision, goals, and opportunities / constraints into three major categories for CAT:

- Re: structuring CAT's Service
- Re: vitalizing CAT's Funding
- Re: developing CAT's Environment

RE: STRUCTURE

As jobs move away from Charlottesville's core, so do people. CAT needs to streamline its services to ensure transportation still meets existing needs in the core, especially in the growth areas, and position itself to increase its market share of travelers to these developing areas.

During difficult times in Charlottesville when business and people were drifting away from the city's core, CAT strove to best serve its customers by expanding routes and offering more services to more people. Unfortunately, these areas have shifted populations and become auto-oriented, making them more difficult to efficiently serve with public transit.

CAT must continue to evolve to meet changing needs. The problem CAT faces in these uncertain times, however, is not knowing the future demand for its services, or the level of funding it will have to provide those services. Should the future demand for services be higher, and the funding be available to provide additional service, CAT must expand service, replacing reduced levels of service on existing routes and filling in its network. Should demand or future funding levels be lower, CAT must continue to retrench its services and focus on maintaining its state of good repair, while continuing to provide basic transit services to meet the needs of area residents.

Looking towards the future, CAT will make financial decisions based on maximum benefit to our customers. This means restructuring our network with a focus on concentrated populations and encouraging their development. It also means finding alternative ways to serve outlying areas with lower populations. To change, CAT must reevaluate all routes and services. These are not easy financial decisions to address, but they are vital.

Network Continuity and Improvement

Even with the recent financial struggles, CAT has worked diligently to maintain a base transit network for the Charlottesville area. As CAT evaluates where service needs to be augmented to complete its network, and to better connect residents to jobs with the service restructuring, the necessity of implementing a Park-N-Ride and Transit Center network needs to be continually evaluated. The completion of the Park-N-Ride and Transit Center network system needs to be a visible component of CAT's planning for future years. As CAT shifts its priorities to a maintaining a state-of-good repair however, only those areas that demonstrate the greatest need for these types of facilities will remain under consideration. Existing facilities shall be reviewed for parking and amenity additions.

Divide Service Area into Core and Flexible Service Areas

CAT recommends dividing its service area into core and flexible zones. The core service area will be comprised of the City of Charlottesville and the higher ridership urbanized areas of Albemarle County with larger populations. The peripheral areas of the county will make up the flexible service area.

Core Area: Provide fast and frequent service along recommended priority transit corridors. Stations, bus stops and transit facilities will gradually be improved along these corridors. There are many existing riders in this area, along with need, due to the presence of larger employers and resident populations.

Flexible Service Area: With fewer people, but remaining need, CAT will provide these areas with a combination of fixed routes for network connectivity augmented by Park-N-Ride Express

services. CAT will work with local employers and others to assist in funding and operate non-base service options, such as shuttles or van pools.

Establish Priority Transit Corridors

Developing Priority Transit Corridors along CAT's most popular routes within the core service areas will increase the mobility of existing riders, while offering more amenities and improve the quality of service.

In addition to the existing services, CAT could potentially provide high-quality service and improved transit accommodations along additional corridors based on funding availability and coordination with the city and county.

The corridors and their improvements would be completed in collaboration with the city and county based upon where the corridors are located. This coordination will demonstrate to the community at-large that these corridors are areas where CAT is committed to providing high-quality transit service and ideally, new development. The revitalization of these areas is an important part of building a more sustainable, transit-oriented future for the area.

RE: HABILITATE

Maintaining and continuously improving the current bus network remains critical for CAT. All improvements must complement any new service decisions, to encourage and support growth in the Charlottesville area.

CAT strives to encourage economic growth in core communities by maintaining and improving its infrastructure and renewing development along its path.

Over the years, CAT has developed and maintained an efficient bus system. As a result of Charlottesville's current economic reality, it is critical for CAT to reevaluate the infrastructure required to sustain the existing transit system.

Projected ahead, CAT has nearly \$5 million in unfunded state of good repair projects in our five year capital improvement plan (CIP). CAT is not alone. The Federal Transit Administration estimates that the transit industry needs \$78 billion to achieve a state of good repair. State-of-good repair will remain a key item on the Federal agenda for transit agencies.

Future analysis and new development of CAT's restructuring will guide the agency's actions related to its current system and facilities. CAT will continue to aggressively work towards state of good repair while balancing any needs for capacity enhancement or new facilities in an ever-changing area environment.

RE: VITALIZE

While the fare paid by transit users pays a portion of the cost of transit, the majority of the cost of CAT's public transit service is provided by local government revenues and state and federal

funding. Like the rest of the area, CAT has struggled with declining revenues and must continue to investigate and pursue alternative, reliable and adequate funding sources. Deciding the best way to invest in capital resources to receive the best return on the dollar for customers is vital.

CAT must aggressively pursue new funding sources and investments to sustain its financial future.

With fewer riders and decreasing revenues, CAT's funding is down substantially. Now is the time for effective and broad-based collectives to be formed, lobbying for additional federal, state and local funds, along with working together with local communities and major employers to share in the cost of transportation.

CAT continues to search for transit funding. Due to increased efforts, politicians and citizens seem to better understand CAT's revenue issues, while recognizing the benefit CAT provides to the community.

CAT will also continue to aggressively pursue discretionary grant funding opportunities for capital and service improvements. Our past performance with successfully obtaining and executing competitive grant funding indicates the agency is strongly positioned for future opportunities.

CAT has not increased fares on its system in recent years as have other systems around the country. As a result, CAT's fares are now among the lowest in the country. While it is important that transit users pay their fair share of the cost of providing high quality transit service, it is important that higher fares do not discourage transit use. This could increase auto use and the pollution and traffic problems this causes, and place an undue burden on new workers and other lower-income people who depend on transit service. CAT's goal is to maintain the current fare structure while finding alternative funding to maintain its operations.

RE: DEVELOP

The time for change is now. The Central Virginia region was especially hard hit by the recession, and area governments are in evolution. As we all look towards a revitalization from population loss and dispersion, CAT has a key role to play. Transit must take a step forward from reacting to redeveloping Central Virginia.

True "Regional" Transit

In recent years, CAT has been brainstorming with governments and other area agencies about the development of a transit system to better connect all areas of the region. There are a large number of commuters that drive on our road network for work each day and significant barriers exist for those without reliable transportation traveling to employment, educational, and other opportunities. CAT will look toward forming a team with CAMPO and other agencies to study the issues and determine what best benefits the entire area.

Coordinate Transportation and Land Use Projects at a Regional Level

CAT and other agencies need to work together with CAMPO, the city, county, developers and various planning organizations throughout the area to make transportation and land use decisions. With coordination and cooperation among all these groups, urban sprawl — which has traditionally had a negative impact on transit service — can be leveraged.

CAT can educate the public about how even small changes to development plans can make better transit environments. This, in turn, generates higher transit ridership, more attractive development and a higher quality of life for those who live, work and shop in these areas.

Resource Coordination with Other Transit Agencies

Costs for transit are rising; that includes wages, benefits, fuel, oil and tires, just to name a few. Resource coordination and outsourcing are two options to fight high costs and make public transportation easier for customers to use throughout the area. Items for consideration range from vehicle, fuel, and parts purchasing to fleet maintenance, human resources, and payroll functions. Public agencies and governments within Virginia are finding synergy and cost savings through a similar concept of shared state contracts.

Explore Privatized Transportation

Providing contracted transportation services to other areas would be beneficial for both CAT and these outlying areas. Intra-county service would improve options for riders with no service or limited routes. There are many examples across the nation, such as Denver RTD, that combine privatized transportation services with public services to provide a blend of operating strategies.

Sustainable Transportation

Each day, thousands of Charlottesville area residents (many of whom would otherwise drive) choose to use CAT for their transportation needs. Using CAT reduces the need for new highway infrastructure, the use of fossil fuels and the production of pollutants and greenhouse gases, helping the Charlottesville area to meet its environmental goals. CAT has made sustainability an organizational goal with its sustainability policy. CAT can and will improve its environmental performance by considering use of vehicles and equipment that increase efficiency and reduce pollution, through LEED® certification of its facilities and accreditation of appropriate members of its staff.

RE: COMMIT

Many additional opportunities exist for CAT to recommit to its overall mission to serve public transportation needs for the citizens of the Charlottesville area. In addition to constant needed rehabilitation of facilities, update of infrastructure and working on all projects to correctly incorporate ADA regulations, here are some recommendations to improve CAT's future:

New Funding Opportunities

- Lobby for future additional state and federal funds

- Seek alternative grant programs
- Build public-private partnerships
- Explore other opportunities

Customer Service

- Create more instant and planned communication opportunities
- Increase use of social media and other technology to help its customers
- Increase online capabilities to assist customers
- Expand use of technology for phone assistance

Safety and Security

- Improve safety systems
- Upgrade security technology
- Conduct customer education

Service

- Maintain downtown Charlottesville as network hub
- Support county-wide development
- Support redevelopment of urban core communities
- Work with major employers for van pooling where appropriate
- Conduct travel training for differently-abled passengers

Regional Transit System

- Establish a Transit Advisory Board
- Support CAMPO's regional agenda
- Support regional and state transit initiatives

Marketing

- Explore Commuter Advantage programs
- Education school administrators and other groups
- Develop a marketing strategy to encourage transit use by out of town visitors
- Coordinate publicity for regional events
- Create a transit program for housing developments
- Create pass packages or day trip passes for special events; scheduled activities
- Publicize travel training programs and other services available

Environmental Sustainability

- Implement CAT sustainability policies
- Investigate and implement appropriate use of alternative fuels for vehicles/facilities
- Create a sustainability award program

- Work with major employers to encourage use of transit to reduce their carbon footprint



STRATEGIC PLAN

Last Updated December 2015

JAUNT's VISION

Central Virginians get where they need to go safely, efficiently and affordably while respecting the environment.

JAUNT's MISSION

JAUNT safely, courteously and promptly provides public and specialized services to meet community mobility needs.

JAUNT's strategic plan focuses on the following organizational priorities:

1. Enhance Ridership
2. Define Role and expectations of Board of Directors
3. Improve JAUNT Operations
4. Efficiently Use JAUNT's Resources
5. Communication and Marketing
6. Regional Service
7. Position for Future Change and Opportunities
8. Implement Appropriate and Effective Technologies

Each priority is supported by strategies and tactics, which together are the building blocks that will support future success. The following pages present the strategies and tactics that support JAUNT's organizational priorities.

ENHANCE RIDERSHIP

- Continue efforts to attract riders
- Increase rider participation in rural areas
- Increase overall ridership
- Align ridership with growth in localities
- Focus on ways to better serve 65+ cohort

BOARD OF DIRECTORS

- Define roles and responsibilities
- Engagement opportunities
- Advocacy
- Increase diversity
- Information staff provides to the Board of Directors (*What and How*)

IMPROVE OPERATIONS

- Competitive compensation
- Increase efficiencies
- Increase workforce diversity
- Engage and empower staff
- Integrated financial system
- Reliability of assets
- Need for 2nd Asst Director

JAUNT RESOURCES

- Develop business model that is: collaborative, proactive and empowers workforce
- Less dependency on subsidies
- Prepare for decline in FTA funding
- Adequate resources are available to manage growth
- Improve service performance measures and individual accountability as to improve overall efficiency, reliability and effectiveness of service.

COMMUNICATION AND MARKETING

- Intentional, on-going advocacy
- Educating local officials, develop ownership and support of services
- Rider advocates
- Annual outreach and public relations strategies, coordinated communication and evaluate distribution of information
- Disseminate information in variety of languages

REGIONAL SERVICE

- Recognized as regional partner in agency service
- Align with economic and workforce development initiatives
- Participate in regional transit service discussions to advocate for the best position possible for JAUNT
- Expand the JAUNT service area

FUTURE CHANGE AND OPPORTUNITIES

- Stay engaged in state and federal regulatory discussions and changes
- "Reserve" planning
- Planning and discussions of alternative fueled vehicles
- Advocate for sustainable funding sources

TECHNOLOGY

- Expand effective use of tablets
- Language translation
- Automated call assistance
- Automated trip and arrival notification system

ENHANCE RIDERSHIP

- Continue efforts to attract riders
 - Conduct research to better understand riders and non-riders
 - Use of GIS to identify current markets and potential markets
 - Develop transit services (commuter routes) that appeal to choice riders
 - Find advertising methods that capture the attention of choice riders (*such as make buses more visible*)
- Increase rider participation in rural areas
 - Add services in outlying counties that can benefit our core service
 - Work with JAUNT Board members, elected officials and locality staff to determine best service design
- Increase overall ridership
 - Engage drivers to find out where potential ridership might be, or where gaps exist
 - Work with agency partners to increase agency participation
- Align ridership with growth in localities
 - Survey agencies annually to find out what their short- and long-range plans are for service changes
 - Meet with locality staff to identify growth areas and changing demographics
 - Use Geographic Information Systems to track and report demographic and growth changes.
- Focus on ways to better serve 65+ cohort
 - Identify ways to encourage more elderly use of the fixed route system through initiatives like a rider training program
 - Participate in regional aging discussions
 - Provide leadership in regional aging discussions, with specific attention to transportation needs

BOARD OF DIRECTORS

- Define roles and responsibilities
 - Adopt a charter to codify the Board's roles and responsibilities (advocacy, fiduciary oversight, etc.)
- Engagement opportunities
 - Utilize Board members as ambassadors to expand awareness
 - Find ways for Board members to be active in their respective communities and promote JAUNT
 - Develop a simple process for keeping track of activities
- Advocacy
 - JAUNT create talking points for a consistent message for service and funding
- Increase diversity
 - Publish vacant JAUNT Board position in minority publications
 - Advertise open JAUNT Board positions on website
 - JAUNT Board members actively recruit new members
- Information staff provides to the Board of Directors (*What and How*)
 - Staff should review previous Board agendas to identify the types of information has been provided
 - Board members assess value and format of information from past meetings and modify for the future
 - Identify other types of information that would be valuable and establish a process for inclusion
 - Annually survey Board members on the information they want and how often

IMPROVE OPERATIONS

- Competitive compensation
 - Market analysis
 - Five year financial plan to close gap
- Increase efficiencies
 - Develop reserve drivers (Extra Board)
 - Enhance organizational efficiency through training and development
- Increase workforce diversity
 - Improve advertisement of JAUNT positions to more diverse outlets
- Engage and empower staff
 - Develop engage in the development of performance measures, provide individual reporting, and implement feedback for improvement
 - Develop peer reviews and assistance
 - Promote from within, foster internal career advancement
- Integrated financial system
 - Explore ways to integrate the financial systems, monitoring, and budget development
- Reliability of assets
 - Assess performance of fleet and ensure timely replacement
 - Review productivity and fuel usage to support alternative fuels
 - Identify ways to reduce transmission failures
- 2nd Asst Director
 - Develop long term plan to implement the position
 - Develop job responsibilities and job description
 - Prepare for organizational restructuring

JAUNT RESOURCES

- Develop business model that is: collaborative, proactive and empowers workforce
- Less dependency on subsidies
- Prepare for decline in FTA funding
- Adequate resources are available to manage growth
 - Evaluate existing facility suitability for expansion and renovation
 - Identify financial resources to support the expansion of service beyond current hours and miles
- Improve service performance measures and individual accountability
 - Create a service standards plan

COMMUNICATION AND MARKETING

- Intentional, on-going advocacy
 - Ensure that website is updated at least monthly
 - Identify key stakeholders and create a database
 - Advertise and promote JAUNT in diverse newspapers, publications, etc.
- Educating local officials, develop ownership and support of services
 - Define “engage”, i.e. attend X board meetings, contact board members X times a year, etc.
 - Conduct leadership outreach meetings (business, political, civic)
 - Offer bus rides and facility tours for elected officials and community leaders
- Rider advocates
 - Identify rider/community champion(s)
 - Promote and celebrate rider and community advocacy by identifying those individuals and/or agencies in our reports and publications.
- Annual outreach and public relations strategies, coordinated communication and evaluate distribution of information
 - Participate in at least two community-wide public events each year in each rural county
 - Update all brochures annually
 - Take an active role in each rural interagency council
 - Inventory methods of communication and information dissemination

- Create a Board/staff working group to develop innovative methods
- Evaluate the effective use of twitter, Instagram, etc. to communicate and promote JAUNT services.
- Ensure equitable outreach to all localities
- Use buses as visible and tangible outreach
- Disseminate information in variety of languages
 - Work with staff to identify critical languages, and then work to ensure all information is provided in effective translations through each venue.

REGIONAL SERVICE

- Align with economic and workforce development initiatives
 - Work with regional economic development and workforce agencies to ensure JAUNT can provide reliable transportation to residents
 - Solicit transit partner endorsements (hospitals, major employers)
- Participate in regional transit service discussions to advocate for the best position possible for JAUNT
 - Advocate for JAUNT's position within a Regional Transit Authority
- Expand the JAUNT service area
 - Work with JAUNT Board to allow for expansion of JAUNT service boundary
 - Work with outlining localities to explore expansion of services
 - Explore regional connections, such as connections to Waynesboro

FUTURE CHANGE AND OPPORTUNITIES

- Stay engaged in state and federal regulatory discussions and changes
 - Participate in VTA and CTAV board meetings and discussions
 - Participate in training related to regulatory and service delivery
- "Reserve" planning
 - Develop methods to establish a reserve under the current funding model, and other funding models
 - Develop purpose and proportions of reserve

- Planning and discussions of alternative fueled vehicles
 - Continue to work with vendors and VDRPT on future of alternative fuel vehicles
- Advocate for sustainable funding sources
 - Explore new funding sources at city/county level, as allowed by legislation
 - With Board consensus, meet with political, business and civic leaders regarding increased funding for transit

TECHNOLOGY

- Expand effective use of tablets
 - Reduce paper consumption through the use of technology
 - Implement Pre-Trip and Post-Trip vehicle inspections
 - Expand time keeping to tablets
 - Provide employee resources on tablets (driver handbook, etc.)
- Automated call assistance
 - Establish an automated option to JAUNT's phone system to assistance reservations and dispatch with addressing high call volumes
 - Explore automated call system for inclement weather service change notification
- Automated trip and arrival notification system
 - Explore the use of a trip notification system to help remind passengers of scheduled trips
 - Implement the web based tool, already developed by UVA