

Fiscal Year 2022

ANNUAL REPORT



GRTC
TRANSIT SYSTEM

GET READY TO
CONNECT



FROM THE CEO

Sheryl Adams, Acting CEO

Welcome Aboard GRTC’s Fiscal Year 2022 Annual Report, which provides a “State of the System” executive summary of our achievements from July 2021 – June 2022 and looks toward our future efforts for our staff, riders, and the Greater Richmond Region. This document continues our Fiscal Year reporting schedule that was introduced last year. I invite you to discover how the GRTC Family of employees provides for the communities we serve with more reliable service, a better passenger experience, and commuting solutions for everyone.

LEADERSHIP



Sheryl Adams
Chief of Staff



Adrienne Torres
Chief Development Officer



John Zinzarella
Chief Financial & Administrative Officer



Timothy Barham
Chief of Transit Operations



Tony Bryd
Director of Maintenance



Tony Carter
Director of Risk Management



Sam Sink
Director of Planning & Scheduling



Angela Malloy
Director of Human Resources



Mike Frontiero
Director of Communications



Rob Taggart
Director of Information Systems



Tonya Thompson
Director of Procurement



Von Tisdale
Executive Director of RideFinders

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GOVERNANCE

BOARD OF DIRECTORS

The Board of Directors governs GRTC through the adoption of broad policies and objectives to protect, improve, and expand immediate and long term regional public transit services within RVA. This includes approving key priorities and new initiatives to ensure

the organization has sufficient resources and capacity to carry out core public mass transit services. The GRTC board monitors operational performance of the system and adherence to the annual budget. In April 2022, the GRTC board expanded from a group of six to nine, with the addition of Henrico County. The board now consists of members from Henrico County, Chesterfield County, and the City of Richmond.



Benjamin P. Campbell

Board Chair: serving on the Board since October 2017, representing the City of Richmond shareholder, and bringing expertise in political science, community engagement, and communications.



Daniel K. Smith

Director: serving on the Board since October 1989 (including as Vice Chairman from October 1994-2005 and 2009-2011 and Chairman from October 2005-2009), representing the Chesterfield County shareholder, and bringing expertise in accounting and business.



Gary Armstrong

Vice Chair: serving on the Board since October 2010 (including as Chairman in 2018 and 2019), representing the Chesterfield County shareholder, and bringing expertise in business and commercial and community banking.



George Braxton

Director: serving on the Board since October 2013 (including as Chairman from October 2013-2017), representing the City of Richmond shareholder, and bringing expertise in law, diversity and inclusion, and **public education**.



Eldridge F. Coles

Secretary/Treasurer: serving on the Board since October 2016, representing the City of Richmond shareholder, and bringing expertise in public transit, including scheduling, planning, operations, and executive management.



Benjamin P. Campbell

Director: serving on the Board since April 2022, representing Henrico County shareholders, and bringing expertise in finances and business management as a business owner who employs thousands in central Virginia. The Honorable Daniel Schmitt has served as the Brookland Magisterial District representative on the Henrico Board of Supervisors since 2018.



Todd Eure

Director: serving on the Board since April 2022, representing Henrico County shareholders, and bringing expertise in transportation planning; serving as the assistant director of transportation and development for Henrico County



Hon. Tyrone Nelson

Director: serving on the Board since April 2022, representing Henrico County shareholders, and bringing expertise in community involvement and coalition building, having served as Senior Pastor of Sixth Mount Zion Baptist church for almost 20 years. The Honorable Tyrone Nelson has served as the Varina Magisterial District representative on the Henrico Board of Supervisors since 2011.



Hon. Jim Ingle

Director: serving on the Board since April 2022, representing Chesterfield County, and bringing expertise in project management and construction. Jim Ingle has served as the representative for the Bermuda District on the Chesterfield Board of Supervisors since 2020.



GRTC OVERVIEW

GRTC operates transit services in the Greater Richmond region, including local bus, express bus, Bus Rapid Transit (GRTC Pulse), rideshare/ carpool/vanpool, and paratransit. Funding for operations comes from Federal, State, regional, and local partners. GRTC is co-owned by the City of Richmond and Chesterfield County, with funded service also delivered to Henrico County and the City of Petersburg. Services are customized within each jurisdiction based on each individual locality’s authorization with a goal to maximize regional connectivity within and across jurisdictional boundaries.



8,596,558
FY22 CUSTOMER TRIPS



920,000
POPULATION SERVED



5,503,699
FY22 SCHEDULED MILES



450 95
GRTC & CARE STAFF

GRTC CELEBRATES

RideFinders was recognized with three awards during FY22. It earned the Richmond Chapter of the Public Relations Society of America’s Commonwealth Award of Merit for Public Service for its “Ways We Go: Youth Sustainability Outreach” Campaign and a Commonwealth Award, Award of Merit for Shoestring budget \$5,000 or less Category for the “It’s A Green Thing” Campaign; the 2022 Association for Commuter Transportation (ACT) National Best Social Media Marketing Award category (Marketing and Outreach)

for the “Ways We Go: Youth Sustainability Outreach” Campaign and an ACT award for National Best Overall Marketing Campaign category (Marketing and Outreach) for the “It’s A Green Thing” Campaign; and a 2022 Communitas Award, Excellence in Community Service for the “Youth Sustainability Outreach” Campaign and an award for Excellence in Corporate Social in the sub-categories of Ethical and Environmental Responsibility and Green Initiatives for the “It’s A Green Thing” Campaign.

GRTC is pleased to welcome new leadership into the GRTC Family!



Joe Dillard joined the GRTC family as Director of Equitable Innovation & Legislative Policy effective September 3, 2021, a new position to encourage diversity, equity, and inclusion throughout GRTC while promoting and cultivating community partnerships. Joe comes to GRTC after serving as the Organizational Advancement Officer for Hampton Roads Transit. He was successful in securing a dedicated funding stream for transit in the greater Hampton Roads region totaling \$31 million annually. He has also secured over \$25 million in various one-time state funding opportunities for public transportation in the region.



Sam Sink joined the GRTC family as Director of Planning & Scheduling effective January 18, 2022. Her experience spans multimodal transit planning at local, state, and federal levels, including environmental analysis for planning activities, and she has a successful track record of securing capital grant funding for projects.



Mike Frontiero joined the GRTC family as Director of Communications & Marketing effective June 13, 2022. Mike is a veteran community engagement, marketing, and communications leader from the non-profit field. With more than 30 years of experience, he brings a wealth of knowledge and experience to the agency.



Dexter Hurt was promoted to Interim Director of Information Technology.



David Goins was promoted to Assistant Director of Maintenance.



Patricia Robinson was promoted to Planning Manager.



Lucinda Mayo was promoted to Scheduling Manager.



Ashley Mason was promoted to Manager of Organizational Advancement.



Adam Lockett joined the GRTC family as Graphic Designer.



Charles Hayes joined the GRTC family as Administrative Manager.



Raquel Aguirre completed PMP certification courses.



Sheronda Hill was promoted to HR Generalist and is currently working on her bachelor's degree in Human Resources. She received her Associate degree last year.



Steve McNally rejoined GRTC as part time Capital Project Manager, Steve previously worked as Project Administrator and was Project Manager for the Pulse.



Terrilyen Anderson was promoted to full-time Customer Service Representative.



Toneisha Johnson was promoted to Customer Service Representative/ Team Lead.

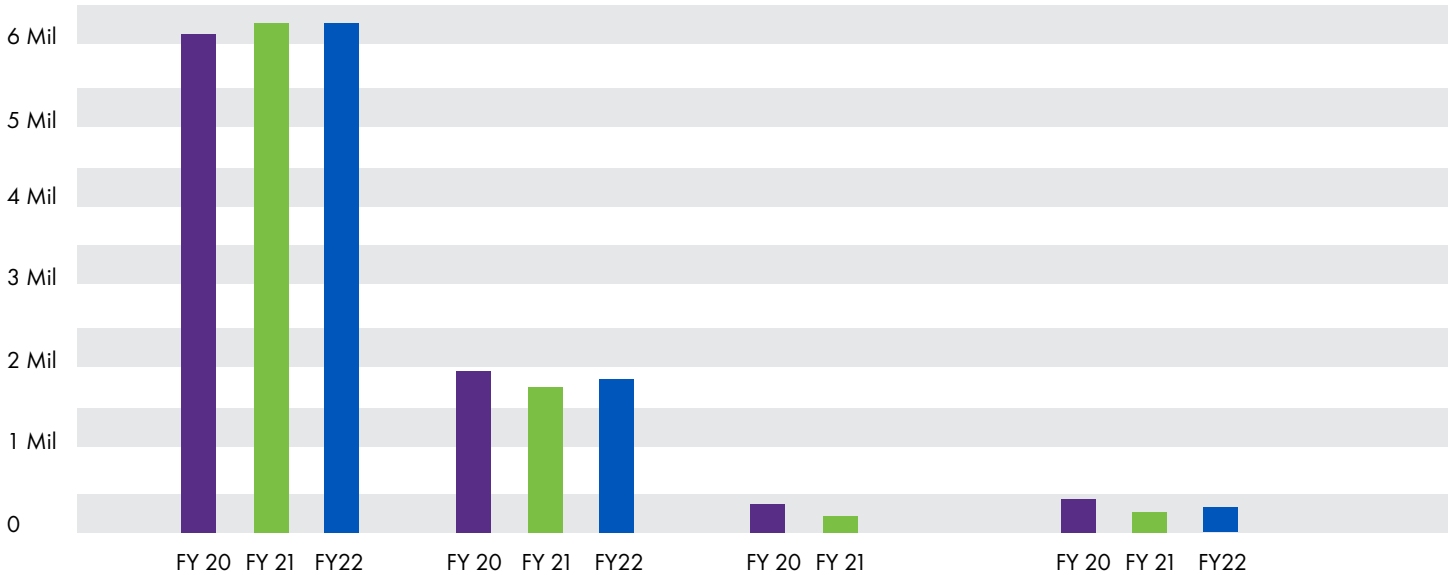


Tracy Jackson was promoted to supervisor from an operator.

RIDERSHIP DATA

FY22 ridership data represents COVID recovery conditions throughout the reporting period, with a marked recovery trend aligned with the broad availability of COVID vaccines to the public and the implementation of return-to-work plans throughout the region. Local bus ridership is now back to pre-pandemic levels. Express and Pulse ridership showed improvement in FY22 but remained below FY19 levels. GRTC operates four express routes now compared to eight prior to the pandemic.

GRTC Pulse ridership remains below pre-pandemic levels due in part to frequency reductions, especially on weekends, caused by ongoing labor shortages. Although vanpool ridership remains lower while employers continue flexible telework policies, this data shows vanpools do have capacity to grow in the future for customers shifting from traditional daily express routes to targeted in-office commuting days. GRTC’s next passenger survey is planned for FY23 to help identify shifts in use of the system and composition of riders after over a year and a half of COVID restrictions and associated zero fare operations.



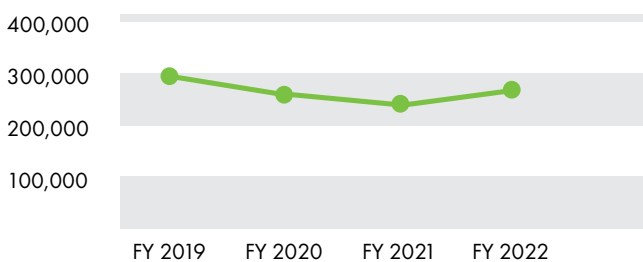
CARE AND CARE ON-DEMAND

GRTC’s CARE services provide origin-to-destination service under the guidelines of the Americans with Disabilities Act (ADA) for the citizens of the Richmond Region. CARE and CARE On-Demand provide public transportation access to individuals with disabilities who may not be reasonably able to use GRTC fixed route bus service. CARE is a pre-registration, shared-ride van service, whereas CARE On-Demand is a

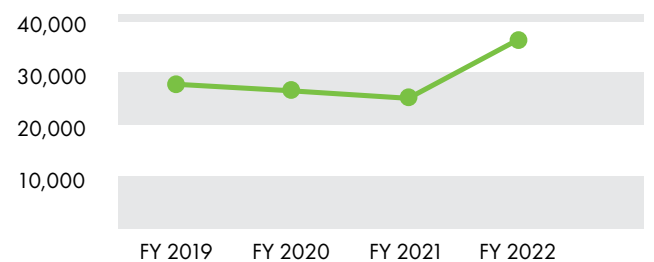
premium, same-day reservation, solo-ride service open to CARE customers. Both CARE and CARE On-Demand ensure customers with disabilities have ADA-compliant mobility options to reach critical healthcare, community services, shopping, or social destinations within the GRTC service area.

While GRTC is Zero Fare, CARE is free just like fixed route bus service, but CARE On-Demand still charges its regular fare. CARE and CARE Plus ridership was below pre-pandemic levels but CARE On-Demand exceeded pre-pandemic ridership levels.

CARE RIDERSHIP

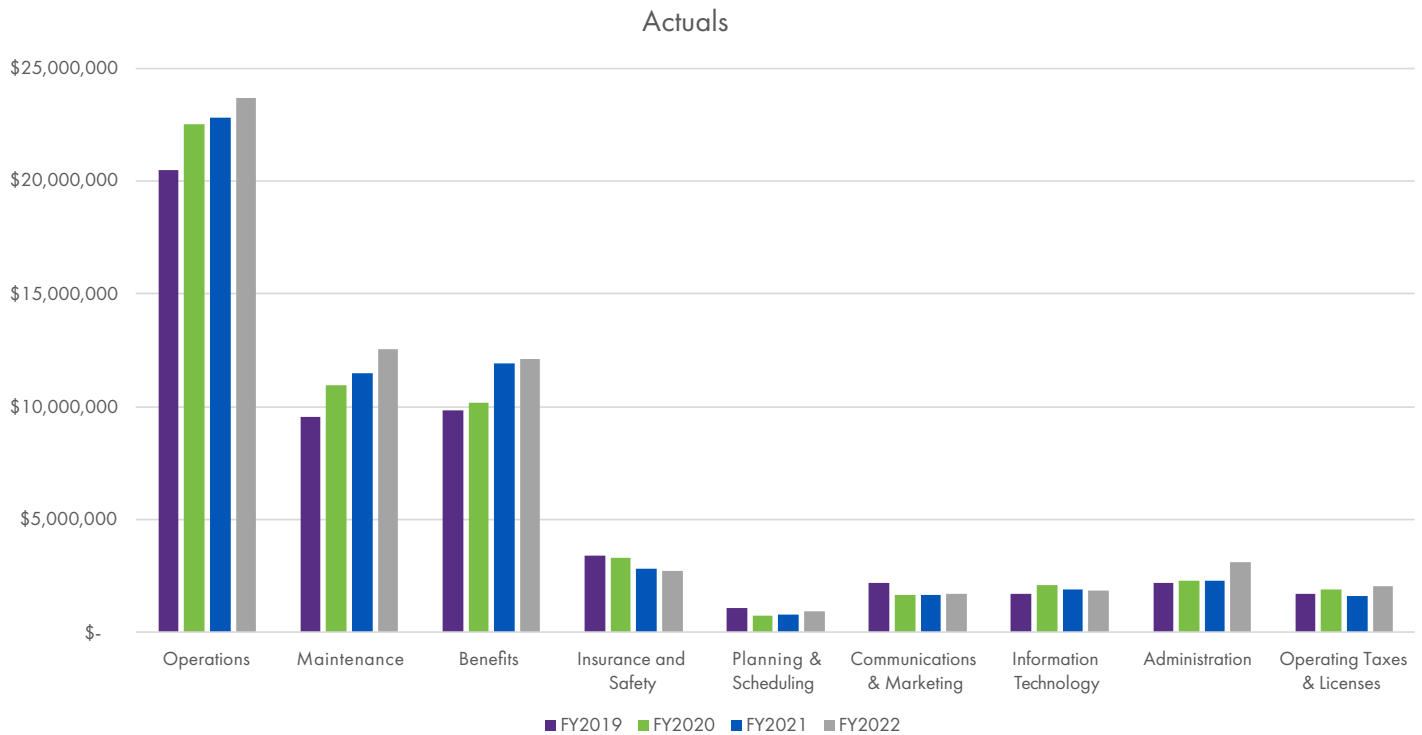


CARE ON-DEMAND RIDERSHIP



FY22 FINANCIAL RESULTS

GRTC EXPENSES TO REVENUES



Expenses increased primarily as a result of reduced demand due to the COVID pandemic.

With the onset of the pandemic in 2020, BRT came down by 30%, but the combined numbers are -12.8% FY20-FY21 and -17.4% CY19-CY20 (CY21 had higher ridership than CY20). During FY 2022, ridership recovered to approximately 87% of the pre-pandemic levels. Understanding that a significant portion of riders were essential front-line workers, GRTC stopped charging fares in March 2020 and continued with zero fares throughout FY 2022.

Federal COVID relief distributions continued to fill budget deficits resulting from ongoing increased expenses and revenue reductions due to the global pandemic. Federal support ensured GRTC could continue preserving jobs and services for core riders, as well as delivering a safer experience with enhanced cleaning protocols, plexiglass shields, and ongoing personal protective equipment supplies and sanitizer. With Board authorization, frontline essential workers also received several appreciation bonuses

for their efforts to maintain mobility services through the pandemic. GRTC expects to sustain and budget for these enhanced cleaning protocols long-term. GRTC continues to advance a multi-year plan (FY 2023 – FY 2027) to improve passenger infrastructure at stops, including installing benches, shelters, trash cans, and ADA landing pads. If achieved, these ambitious goals would increase the number of stops with a shelter to 15%, the number of stops with a bench to 35%, and new landing pad infrastructure added to 51% of bus stops so that 100% of bus stops have a flat, stable area for riders to wait for the bus. The preliminary total five-year estimated cost for this goal may reach or exceed \$20,000,000 with most of the expected expense for ADA accessibility associated with needed sidewalk infrastructure, safe crosswalks, and stormwater improvements.

The bulk of GRTC’s operating expenses are based on the wages for operators and mechanics to support our existing levels of service as indicated by the budgets for Operations, Maintenance, and

Benefits, but there is also an increase in COVID-related expenses during the pandemic. Growth in these departments is a direct reflection of service expansions approved by each local jurisdiction, as well as annual wage increases required by the Collective Bargaining Agreement with Amalgamated Transit Union Local 1220. GRTC efficiently stewards expenses directly to the greatest service needs benefitting customers and maintaining a state of good repair.

GRTC also intentionally spends with small, women, minority, and disadvantaged businesses to encourage diversity in our procurement and contracting processes.

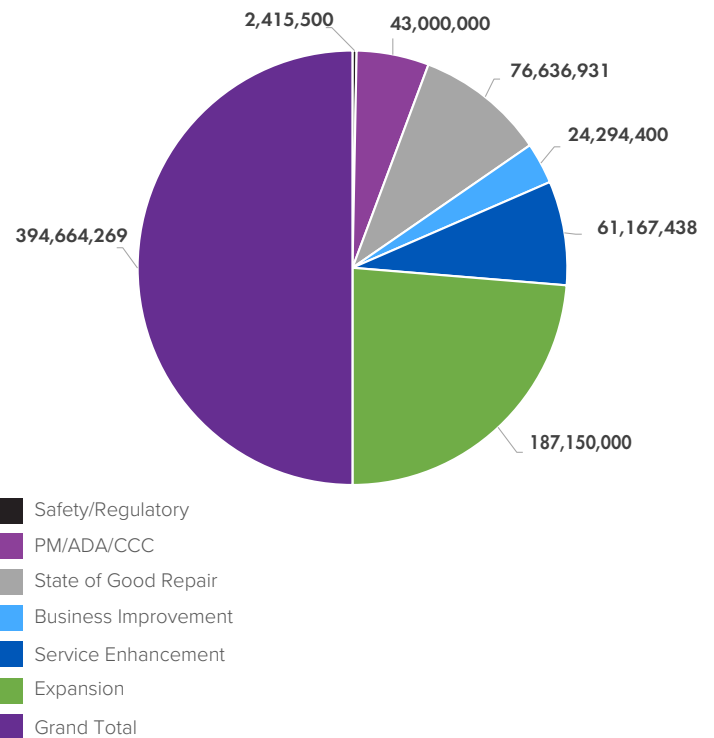
Specialized service includes the paratransit (CARE) service and CARE On-Demand. Customers can choose from two CARE On-Demand partners, Roundtrip and UZURV. GRTC provided an optional premium service “CARE On-Demand” that supports the paratransit eligible participant to book their services the same day with singular occupancy for their trip. This service reduces the overall cost per trip and contributes to decreased expenses. Demand for CARE service was at approximately 76% of its pre-pandemic levels during this period which also resulted in a reduction in expenses. This was offset by using specialized services to support fixed route services during the pandemic to reduce passenger load per vehicle.



CAPITAL BUDGET PLANNING

GRTC plans for Capital funding needs over the course of several years, typically the next six years. GRTC’s capital funding strategy prioritizes needs: to maintain assets in a state of good repair; to provide improvements to existing service for current riders; to reflect and advance the mobility initiatives adopted by the Richmond Region Transportation Planning Organization, City of Richmond, and the Counties of Chesterfield and Henrico; and to support initiatives to expand the usage of mass transit by other public and private funding partners within the region.

FY24-FY28 Capital Priority Spend \$395M



GRTC INITIATIVES, ACCOMPLISHMENTS, & NEXT STEPS

NEW DOWNTOWN TRANSFER STATION

GRTC has begun construction on a new Downtown Transfer Station that will make bus transfers easier. The new Downtown Transfer Station is being built on a parking lot at 8th and Clay streets to replace the current on-street transfer area along 9th Street between Marshall and Leigh Streets. It will accommodate 12 bus bays in a saw-tooth design for more efficient arrivals and departures of up to 10 standard buses and two articulated buses at a time.

GRTC worked with the City of Richmond's Office of Equitable Transit and Mobility to secure a new transfer area as the pending redevelopment of the Public Safety Building will require GRTC to vacate the current transfer area. GRTC and the City were able to take advantage of this opportunity to develop a new station that greatly enhanced safety and convenience for riders. Though the new Downtown Transfer Station is expected to be used for several years, GRTC continues to work with project partners, the City of Richmond, and other downtown stakeholders to secure a site for a permanent transportation hub in downtown Richmond. Construction is expected to be completed in spring 2023.



Downtown Transfer Station Rendering

ESSENTIAL TRANSIT INFRASTRUCTURE PLAN

At least half of all GRTC bus stops in the City of Richmond, Chesterfield County, and Henrico County will soon have a more comfortable, accessible, and dignified place to wait for your ride. Only five percent of GRTC's 1,609 active local stops have a shelter and 21 percent have seating. Less than half of those stops predate the Americans with Disabilities Act and are not compliant. And most stops lacking adequate infrastructure are in low-income areas throughout

Central Virginia. Under a plan approved by the transit system's board of directors, GRTC will install 160 shelters and 225 benches over five years. Work is expected to begin in the summer of 2023. GRTC also will coordinate with jurisdictions to improve ADA compliance at stops to further the agency's push to be more inclusive. GRTC will use a scoring system that considers usage and equity to determine which stops qualify for improvements.



COMMUNITY PARTNERSHIPS

GRTC and its community partners launched three special themed buses in 2022 highlighting important initiatives in the Richmond region. The Parking to Park bus was a collaboration with the Science Museum of Virginia to highlight the importance of green spaces and parks and elevate the conversation of how to access these resources using transit. The Pride Bus was a collaboration

with Virginia Pride and its community partners to symbolize the region's efforts in becoming more welcoming and inclusive to the LGBTQ+ community. And the Freedom Constellations bus was a partnership with Performing Statistics, together with RISE for Youth and CultureWorks, to feature youth leaders in Richmond; the wrap was part of Performing Statistics' larger Freedom Constellations project that also included an interactive mural at 9th & Broad with 160 ft tall banners hanging at City Hall. Through the project, youth leaders use art & creativity to reflect a world where all youth are free.



SAFETY INITIATIVES

Safety is a core value of GRTC. Through the pandemic, we have experienced ongoing changes in the world around us, including in the transit industry, where the safety of bus operators remained high priority. The bus operators experienced some of the passengers becoming more challenging to deal with and to interact with in various situations. With the ever-changing scenarios, we saw the need to offer de-escalation training. GRTC staff from the Safety & Training Departments wrote out scripts reflecting common scenarios the operators had experienced and provided re-enactments of those scenarios.

They demonstrated the most effective ways to handle difficult situations that could possibly escalate. GRTC Safety and Training staff attended a virtual training session sponsored by the National Transit Institute supported by the FTA enhanced Transit Safety and Crime Prevention initiative to provide information and resources to help transit agencies address and prevent crime and to protect transit workers and riders.

In-person safety meetings resumed while still using safety measures to minimize any risks of exposure. GRTC partnered with the Richmond Police Department to have representation at these meetings to share and reinforce effective de-escalation techniques with all in attendance.

ZERO FARE OPERATIONS

Virginia Department of Rail and Public Transportation (DRPT) awarded \$8 million in state grant funding to GRTC to study Zero Fare impacts on RVA transit riders and the communities served by local transit. The grant from the Transit Ridership Incentive Program (TRIP) is being matched with local funds from the City of Richmond and Virginia Commonwealth University in year 1 and will enable GRTC to remain in Zero

Fare operations potentially through June 30, 2025, pending ongoing local support and board approval. GRTC suspended fare collections on March 19, 2020, to limit close contact between Operators and passengers at the farebox and plans to remain Zero Fare until June 30, 2024, and possibly beyond. Under this state grant, both GRTC fixed route (local, express, and Pulse) and paratransit (CARE, but not CARE On-Demand) services will remain Zero Fare to study the benefits, impacts, and sustainability of Zero Fares as well as alternative fare collection methods.

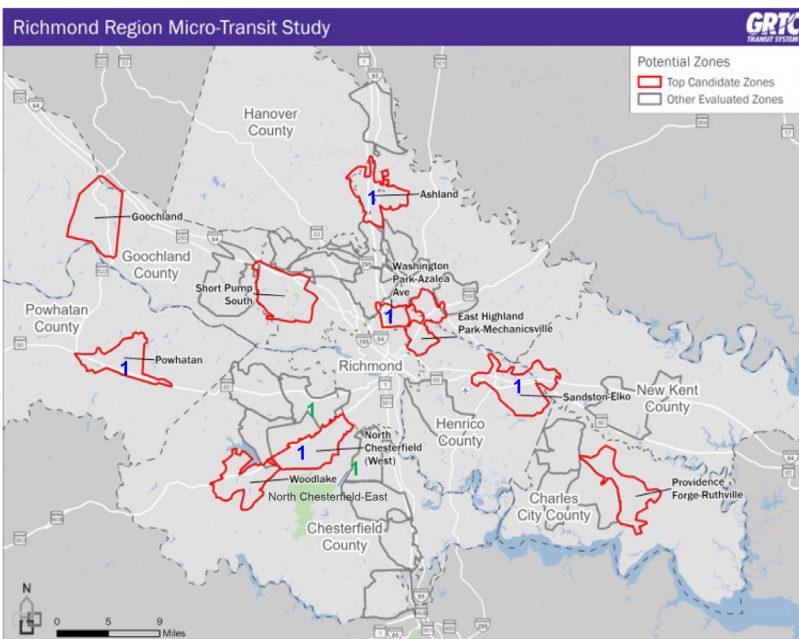


GRTC will remain Zero Fare until June 30, 2024, and possibly beyond.

RICHMOND REGION MICRO-TRANSIT PILOT PROGRAM

The creation of the Central Virginia Transportation Authority (CVTA) by the 2020 General Assembly established new funds for priority transportation investments in the Richmond Region. The two main sources of revenue are regional sales and use tax (0.7%) and wholesale gas and diesel tax (7.6 cents and 7.7 cents). The CVTA funds are allocated three ways – 15% to GRTC, 50% to each participating locality proportionally, and 35% for regional projects. GRTC is required to develop a Regional Public Transportation

Plan that identifies how GRTC plans to spend the 15% allocation. A micro-transit study was identified as a regional priority during the development of the FY2022 plan. The micro-transit study will identify recommendations for a pilot program in FY2024. Micro-Transit is defined as a technology-enabled, on-demand public transportation service, using specialized vehicles, such as vans or shuttle buses. GRTC partnered with consultant Michael Baker International, exploring the demand, need, potential, and feasibility for micro-transit services in the Greater Richmond Region. During Phase 1, five zones were identified as ready for implementation for Fall 2023. The zones were categorized into short-term readiness years. The years are defined from 0-1 year; 1-3 years; 3-5 years; and 5+ years.



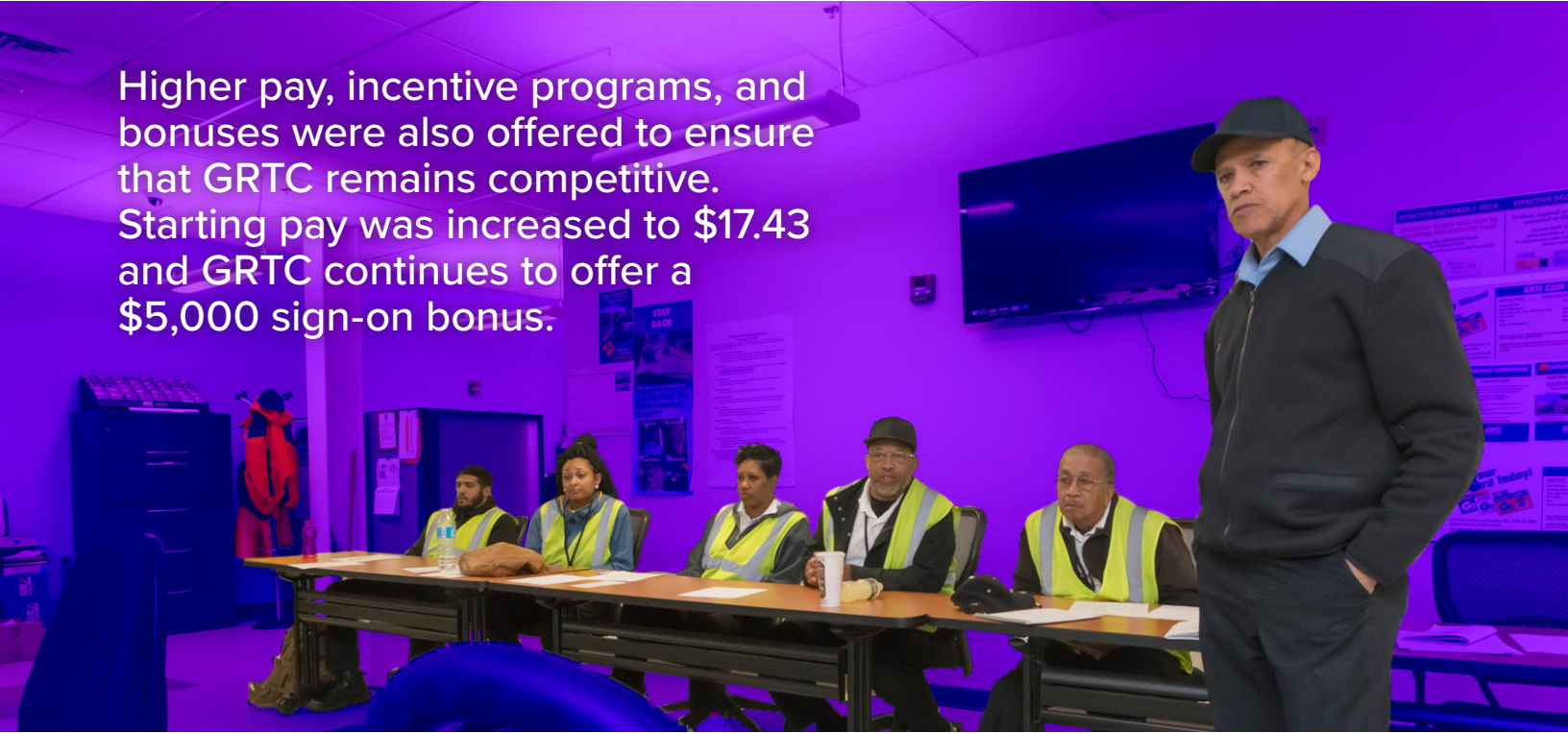
| Short Term | Medium Term |
|--------------------------------------|----------------|
| 1 Year (Pilot) | 3-5 Years |
| Washington Park Azalea Ave | Short Pump |
| Ashland | Innsbrook |
| Sandston-Elko | Midlothian |
| Powhatan | Brandermill |
| North Chesterfield-West | |
| North Chesterfield-East | |
| Manchester | |
| 1-3 Years⁵ | + years |
| Providence Forge-Ruthville | Woodlake |
| Hanover/Mechanicsville | |
| Matoaca-Ettrick | |
| Chester and Chesterfield Court House | |
| Goochland | |

RECRUITMENT EFFORTS

Because professional drivers are critical to GRTC’s success, new initiatives and incentives were adopted to recruit more bus operators as transit systems nationwide continue to compete for professional drivers. GRTC is now able to process all three CDL tests on-site during training through a new partnership with the Virginia Department of Motor Vehicles (DMV). This has significantly reduced long wait times to get a Virginia driver’s license, CDL learner’s permit, or Class B CDL with a passenger endorsement. Higher pay, incentive programs, and

bonuses were also offered to ensure that GRTC remains competitive. Starting pay was increased to \$17.43 and GRTC continues to offer a \$5,000 sign-on bonus. The company provides a generous pension contribution with mandatory pension deduction and offers a rich benefit package. These incentives were promoted widely in a renewed advertising campaign across broadcast, streaming, and digital platforms in the Richmond region. Barriers preventing a higher hiring success rate include lack of childcare, or other personal restrictions on availability to work necessary shifts, including overnights, weekends, and holidays. Some applicants also are hesitant to interact with the public during a pandemic.

Higher pay, incentive programs, and bonuses were also offered to ensure that GRTC remains competitive. Starting pay was increased to \$17.43 and GRTC continues to offer a \$5,000 sign-on bonus.



CONNECTING WITH US



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GRTC Transit System