

**AGENDA**  
**Williamsburg Area Transit Authority Board of Directors**  
**February 18, 2026**  
**10:00 A.M.**  
**Stryker Center, City Council Chambers**  
**412 N. Boundary Street, Williamsburg, VA 23185**

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**A. Call to Order**

**B. Roll Call**

**C. Public Comment**

**D. Board Minutes**

1. Minutes – January 21, 2026

**E. Reports**

1. Executive Director Report

*- Matthew Scalia, WATA*

2. Construction Updates

*- Ben Goodill, WATA*

**F. Unfinished Business**

**G. New Business**

1. CFC Group Final Report

*- Jabari Clemons, William & Mary*

2. Fare Policy Update, *Proposed Resolution #R26-21*

*- Matthew Scalia, WATA*

3. Amendment To Approved Staffing Plan, *Proposed Resolution #R26-22*

*- Matthew Scalia, WATA*

**H. Upcoming Meetings Business**

- March:
  - FY26 Budget Update
- April:

**I. Board Requests**

**J. Adjournment to March 18, 2026**

**AT THE MEETING OF THE BOARD OF DIRECTORS OF THE WILLIAMSBURG AREA TRANSIT AUTHORITY (WATA), HELD ON THE 21<sup>st</sup> DAY OF JANUARY 2026, AT 10:00 A.M. IN THE STRYKER CENTER, CITY COUNCIL CHAMBERS, 412 N. BOUNDARY STREET, WILLIAMSBURG, VA 23185.**

**A. CALL TO ORDER**

Chair Paul Holt called the January 21<sup>st</sup>, 2026, WATA Board of Directors meeting to order at 10:00 A.M., where a quorum was established. Matthew Scalia called the roll.

**B. ROLL CALL**

**Members of the Board Present:**

Paul Holt, *James City County (JCC)*  
Tevya Griffin, *City of Williamsburg*  
Brian Fuller, *York County*  
Juliet Heishman, *James City County (JCC)*  
Sarah Jones, *Colonial Williamsburg Foundation (CWF)*  
Bill Horacio, *William & Mary*  
Aaron Clark, *Virginia Department of Rail and Public Transportation (DRPT)*

**Staff Present:**

Matthew Scalia, *Executive Director*  
Ben Goodill, *Director of Planning and Administration*  
Nathaniel "CJ" Rock, *Director of Operations*  
Wanda St. Leger, *Safety and Training Coordinator*  
Steve Simms, *Transit Planner*  
Iyanla XO, *Marketing and Administrative Specialist*

**Others Present:**

Kyle Wells, *Skanska*  
Kitty Hall, *James City County*  
Jeffery Wilson, *Pender and Coward*

**Absent:**

Michele Mixner DeWitt, *City of Williamsburg*

**C. PUBLIC COMMENT**

As no one from the public was present, Mr. Holt closed this section of the meeting.

**D. BOARD MINUTES**

Mr. Holt asked for a motion to approve the minutes from December 3, 2025. Mr. Fuller made the motion to approve the minutes. The Board voted in favor of the motion.

**E. REPORTS**

**1. Executive Director Report**

Mr. Scalia presented the informational items in the Executive Director's Report.

Mr. Holt asked how the new contract with ADARide for paratransit service eligibility screening is going. Mr. Scalia said it has been a smooth transition into using the new system.

Mr. Rock added that they haven't received any negative feedback from passengers. Mr. Scalia said he will provide an update at the next Board meeting.

## **2. Construction Updates**

Mr. Goodill provided updates to the Board regarding the construction of the WATA Operations and Maintenance Facility and WATA North Transit Center.

Mr. Holt suggested doing tours of the transit center construction site for Board members. Mr. Scalia said staff will send an email to Board members to determine available dates for tours.

## **3. WATA Advisory Committee Updates**

Ms. XO provided updates to the Board regarding the WATA Advisory Committee's most recent meeting.

## **F. UNFINISHED BUSINESS**

No items discussed.

## **G. NEW BUSINESS**

### **1. Safety Update**

Ms. St. Leger provided the Board with a safety report regarding WATA's bus operations. The report included the number of accidents and incidents involving operators, as well as solutions to prevent future occurrences.

Mr. Fuller asked if an operator must back up while out on the road, how would they obtain a spotter for assistance. Ms. St. Leger stated that a supervisor or lead would typically serve as the spotter. If neither is available, another operator may assist.

Ms. Jones asked if a bus makes contact with an object while backing up, who is at fault, the operator or the spotter. Ms. St. Leger responded that both individuals would be considered at fault.

Mr. Holt praised the Operations team for their corrective and proactive efforts regarding safety.

### **2. Bus Art Contest Overview**

Ms. XO provided the Board with an overview of WATA's upcoming bus art contest. The overview detailed the timeline for the contest, eligibility requirements, the selection process for the winning art, and the prizes for winners.

### **3. Passenger Code of Conduct Update, *Proposed Resolution #R26-17***

Mr. Scalia presented a resolution recommending the addition of language to WATA's passenger code of conduct. The edition of language expands the existing provision addressing "loud or obnoxious behavior" to more broadly prohibit "disruptive behavior."

After discussion, Mr. Holt requested a motion to approve the resolution. Mr. Fuller made the motion. The Board voted through roll call:

Mr. Holt: AYE

Ms. Heishman: AYE

Mr. Fuller: AYE

Ms. Griffin: AYE

#### **4. Seasonal Route Planning and Implementation, *Proposed Resolution #R26-18***

Mr. Scalia presented a resolution authorizing him and the WATA team to continue planning and implementing a seasonal route connecting tourists to attractions in the Historic Triangle during the spring and summer months of 2026, in anticipation of increased tourism related to local 250th anniversary celebrations.

He stated that he would not be requesting additional funds from the localities. Instead, WATA plans to use previously allocated funds from a 2020 grant intended for a demonstration route on Route 17 in York County, which was not implemented due to a shortage of operators and planning constraints. He is working on rescoping those funds for the seasonal route.

Mr. Scalia explained that he brought the item forward to ensure the Board was aware of the planning efforts and that the planning would not impact WATA's current FY26 budget. He noted that WATA has access to 80% of the grant funds, which is federal funding, and would request that Visit Williamsburg and the Jamestown-Yorktown Foundation assist in covering the remaining 20%. He also emphasized that the timeline is time-sensitive to allow for adequate marketing of the route.

After discussion, Mr. Scalia withdrew the resolution after the Board indicated that a budget amendment would be necessary to include the grant funds for the seasonal route. The Board expressed support for continuing to plan the route, and Mr. Scalia stated he would provide updates at the next Board meeting, if not sooner.

#### **5. Advisory Committee Appointments, *Proposed Resolution #R26-19***

Mr. Scalia presented a resolution recommending the reappointment of one of the WATA Advisory Committee members, Deborah Jackson, who represents persons with disabilities, to another two-year term.

After discussion, Mr. Holt requested a motion to approve the resolution. Mr. Fuller made the motion. The Board voted through roll call:

Mr. Holt: AYE

Ms. Heishman: AYE

Mr. Fuller: AYE

Ms. Griffin: AYE

- 6. Closed Session - 2.2-3711(A)(1), Discussion, consideration, or interviews of prospective candidates for employment; assignment, appointment, promotion, performance, demotion, salaries, disciplining, or resignation of specific public officers, appointees, or employees of any public body and 2.2-3711(A)(7), for the purpose of discussing matters related to probable litigation arising from a construction contract, including legal risk assessment and litigation strategy, where discussion in an open meeting would adversely affect the Board's legal and litigation posture, *Proposed Resolution #R26-20***

Mr. Fuller read the statement and made a motion to enter a Closed Session. The motion was approved with a roll call vote:

Mr. Holt: AYE

Ms. Heishman: AYE

Mr. Fuller: AYE

Ms. Griffin: AYE

At 10:58 a.m., Mr. Holt commenced the Closed Session.

At 11:34 a.m., Mr. Holt reconvened the Board for an Open Session.

Mr. Holt made the motion to adopt Resolution #26-20, Certification of Closed Meeting. Mr. Fuller seconded. The motion was approved with a roll call vote:

Mr. Holt: AYE

Ms. Heishman: AYE

Mr. Fuller: AYE

Ms. Griffin: AYE

## **H. UPCOMING MEETINGS BUSINESS**

Mr. Scalia gave a brief overview of the projected agenda items for the Board meetings for February and March 2026.

## **I. BOARD REQUESTS**

No meeting requests.

**J. ADJOURNMENT**

With no further business, Mr. Holt requested a motion to adjourn the meeting to February 18, 2026. Mr. Fuller made the motion. The Board voted in favor of the motion and the meeting was adjourned at 11:36 a.m.



## WILLIAMSBURG AREA TRANSIT AUTHORITY

## MEMORANDUM

**TO: Board of Directors**

**FROM: Matthew Scalia, Executive Director**

**DATE: February 18, 2026**

**SUBJECT: Executive Director's Report**

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Following are a few informational items for the Board:

- December 2025 **Core Fixed Route Ridership:**
  - FY26 481,182 YTD, 2.5% decrease from FY25 (493,553)
  - 4% increase from December FY26 to January FY26
  - 9% increase from January FY25 to January FY26
- December 2025 **Route 15 (Colonial):**
  - FY26 347,372 YTD, 18% decrease from FY25 (425,497)
  - 82% decrease from December FY26 to January FY26
  - 35% decrease from January FY25 to January FY26
- December 2025 **ADA/Paratransit:**
  - FY26 11,101 YTD, 19% increase from FY25 (9,303)
  - 3% decrease from December FY26 to January FY26
  - 24% increase from January FY25 to January FY26
- Employee Strength: Total operator strength is 98%; we remain healthy and regularly interview for new hires. We have one new operator in training and another starting on 2/17. Our new dispatcher is still on-boarding and will be a great fit for the team. Our open job postings include a new part-time administrative assistant, supervisor, and budget analyst.
- Transit app and mobile ticketing usage continue to climb:
  - Year-end 2025:
    - Monthly average - 2,591 (39.95%)
    - Total app sessions - 1,333,887 (49.71%)
    - Total downloads - 4,343 (42.13%)
    - Total revenue earned - \$114,228
- FY27 Budget Requests
- “Spirit of ‘76” Funding
- Upcoming Events:
  - WJCC Career Connections Fair (2/26)
  - WHOM Job Fair (3/6)
  - National Transit Employee Appreciation Day (3/18)

Matthew Scalia  
Executive Director



# MONTHLY REPORT

FEBRUARY 2026

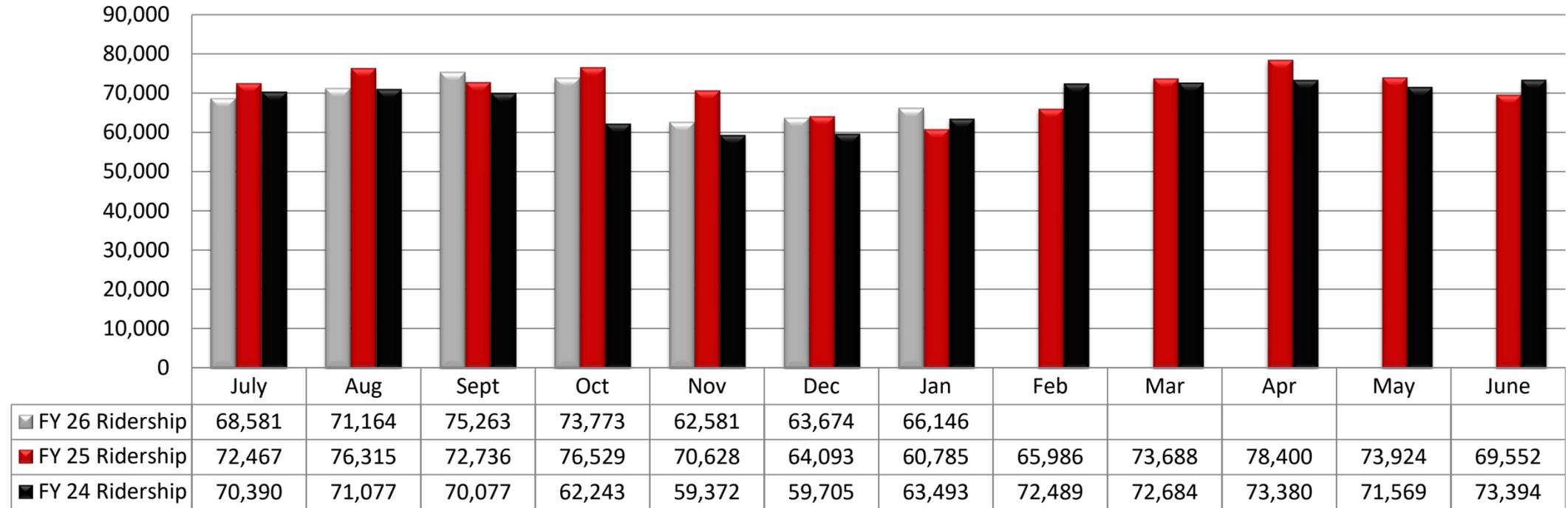


# PLANNING

## RIDERSHIP

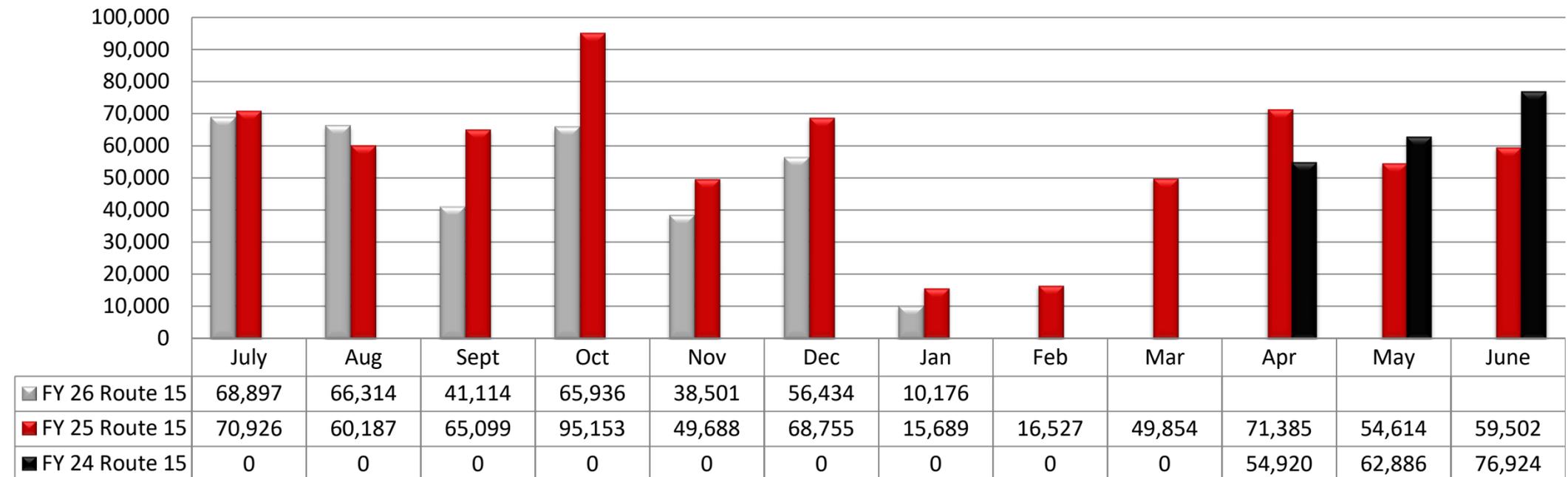
### FIXED ROUTE

- FY26 481,182 YTD, 2.5% decrease from FY25 (493,553)
- 4% increase from December FY26 to January FY26
- 9% increase from January FY25 to January FY26



### ROUTE 15

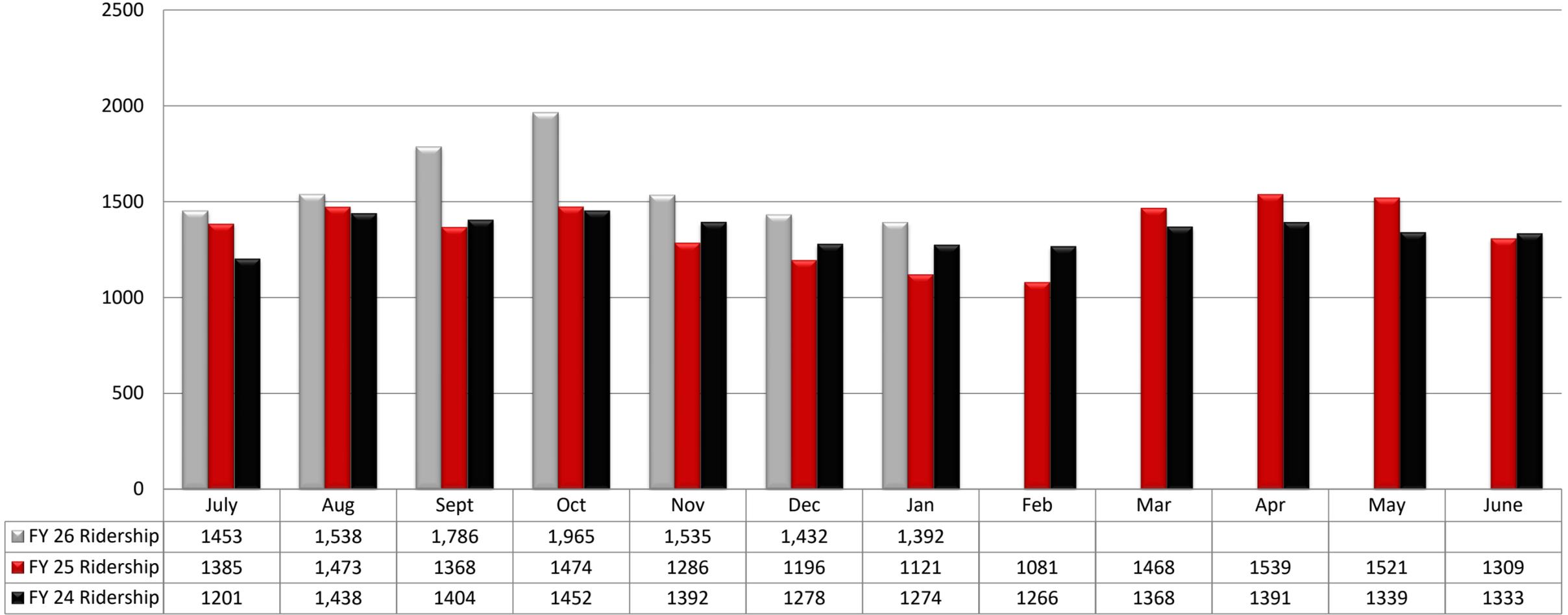
- FY26 347,372 YTD, 18% decrease from FY25 (425,497,564,34)
- 82% decrease from December FY26 to January FY26
- 35% decrease from January FY25 to January FY26





# PLANNING

## PARATRANSIT RIDERSHIP



- FY26 11,101 YTD, 19% increase from FY25 (9,303)
- 3% decrease from December FY26 to January FY26
- 24% increase from January FY25 to January FY26



# OPERATIONS

EMPLOYEE STRENGTH AS OF 2/4/26



**40/42**

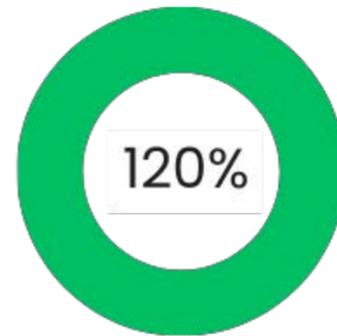
FT OPERATORS

- (1) Starting 2/17



**10/10**

PT OPERATORS



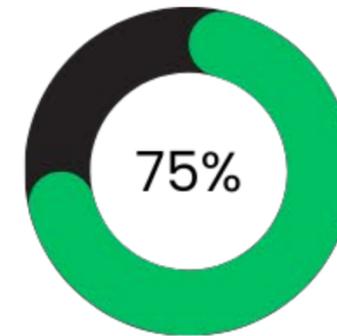
**6/5**

FT ADA OPERATORS



**4/4**

PT ADA OPERATORS



**3/4**

CUSTOMER SERVICE



**6/6**

DISPATCHER & LEADS



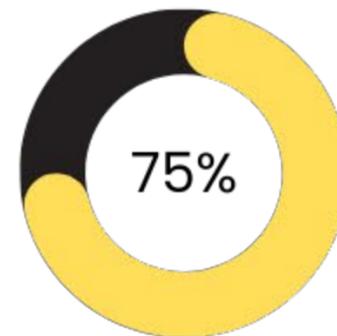
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SUPERVISORS



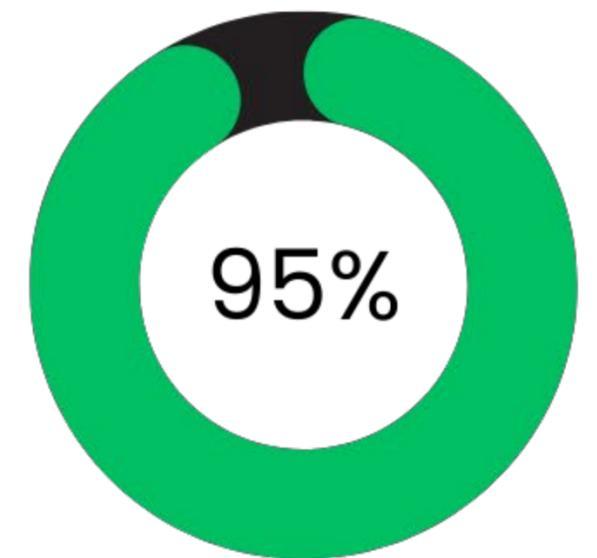
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OPERATIONS



**6/8**

ADMIN



**82/86**

TOTAL EMPLOYEES

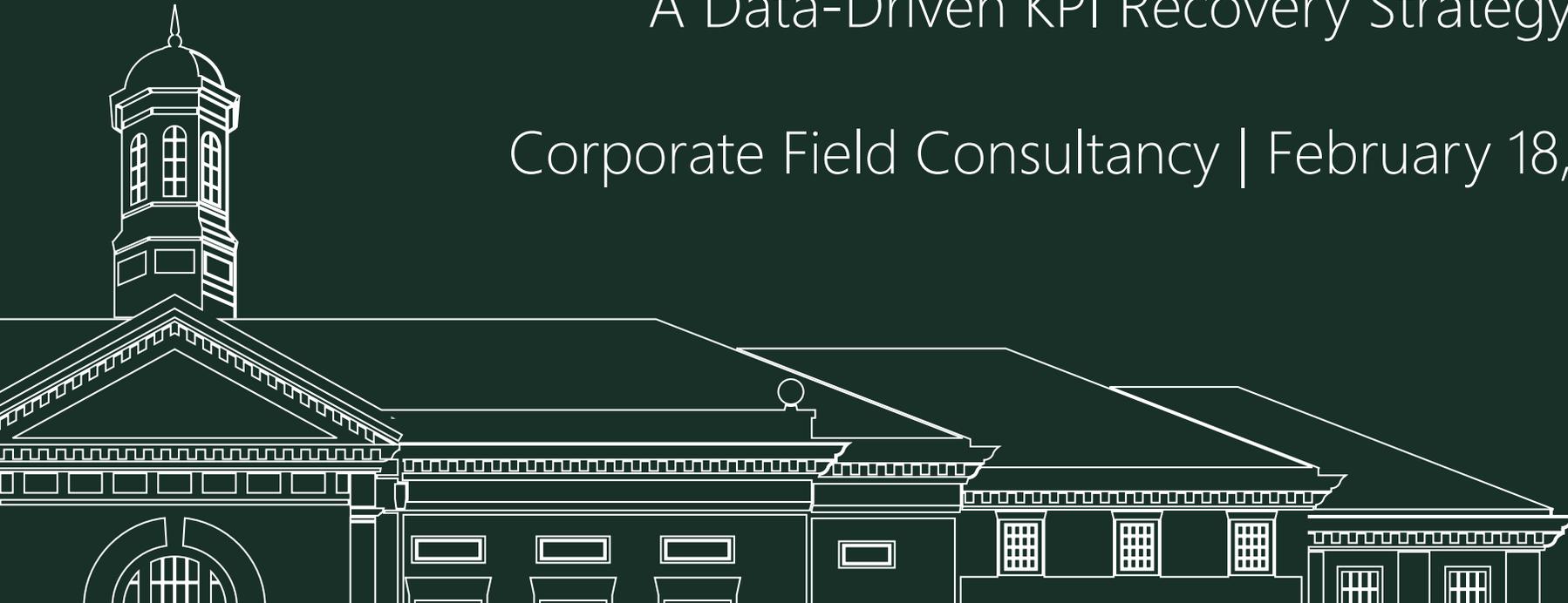


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# Restoring **WATA's** Federal Funding

A Data-Driven KPI Recovery Strategy

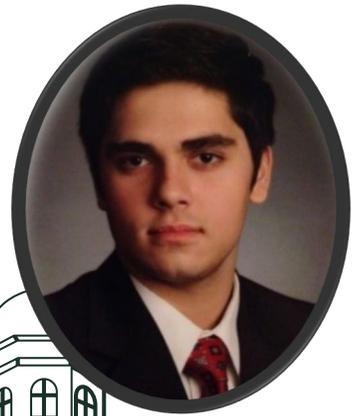
Corporate Field Consultancy | February 18, 2026





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# Meet the Team



Team Lead  
Swapnil Goplani



Team Co-Lead  
Sangam Shukla



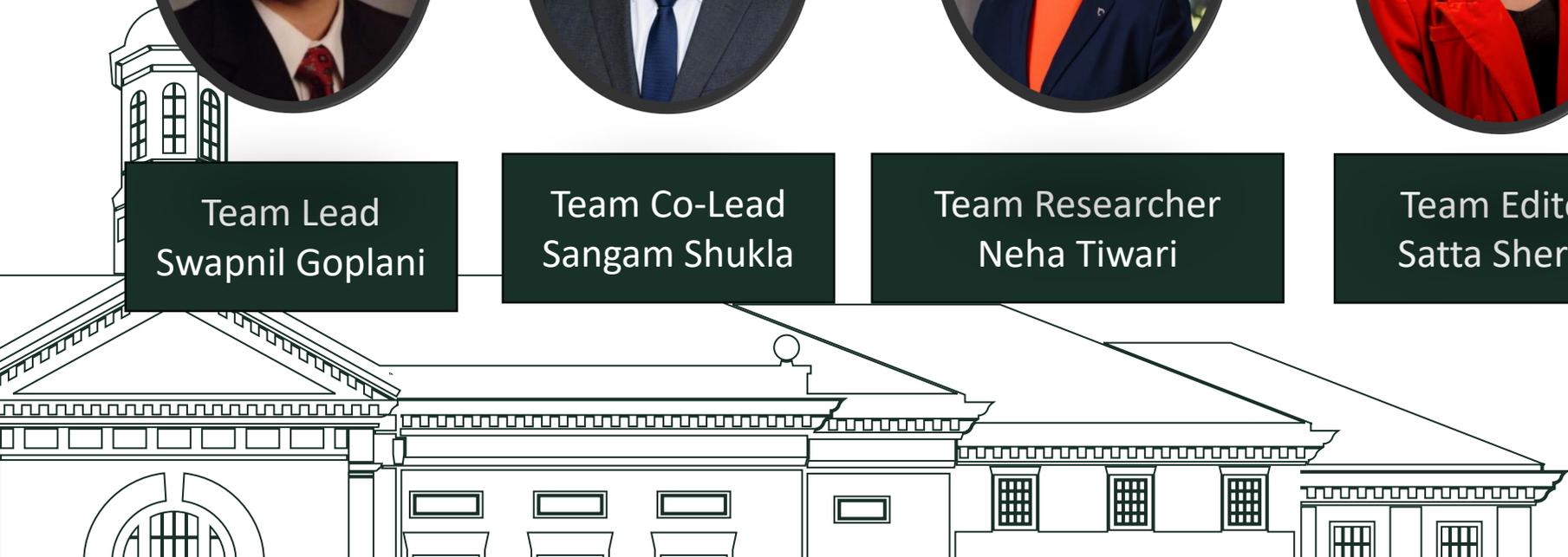
Team Researcher  
Neha Tiwari



Team Editor  
Satta Sheriff

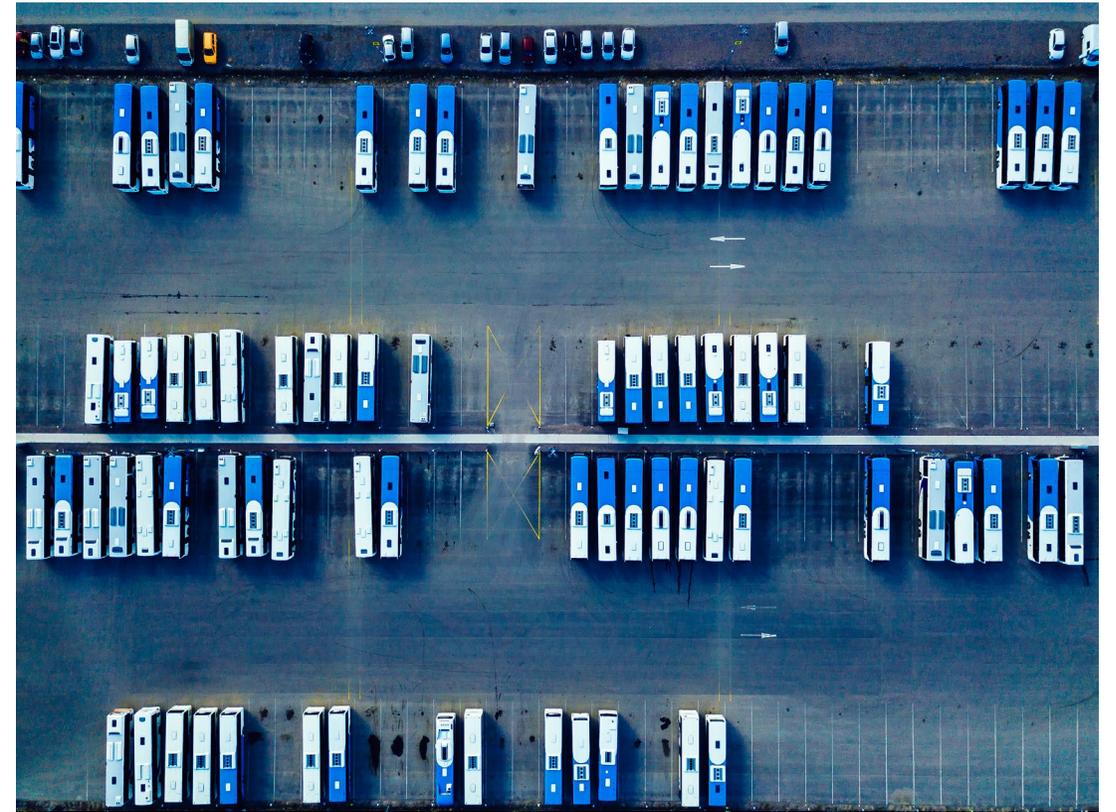


Team Scribe  
Jabari Clemons



# Project Overview (Recap)

- WATA loses STIC funding in 2025
- Currently surpassing the national average in 1 out of 6 metrics
- Our goal is to recover the 1,000,000 in funding through STIC
- Our task was to develop sustainable and innovative solutions

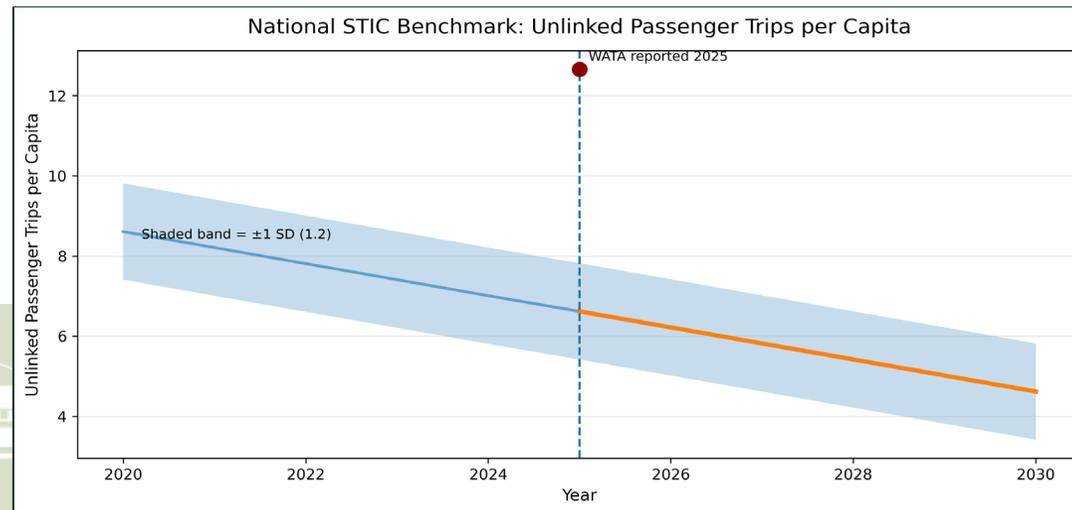
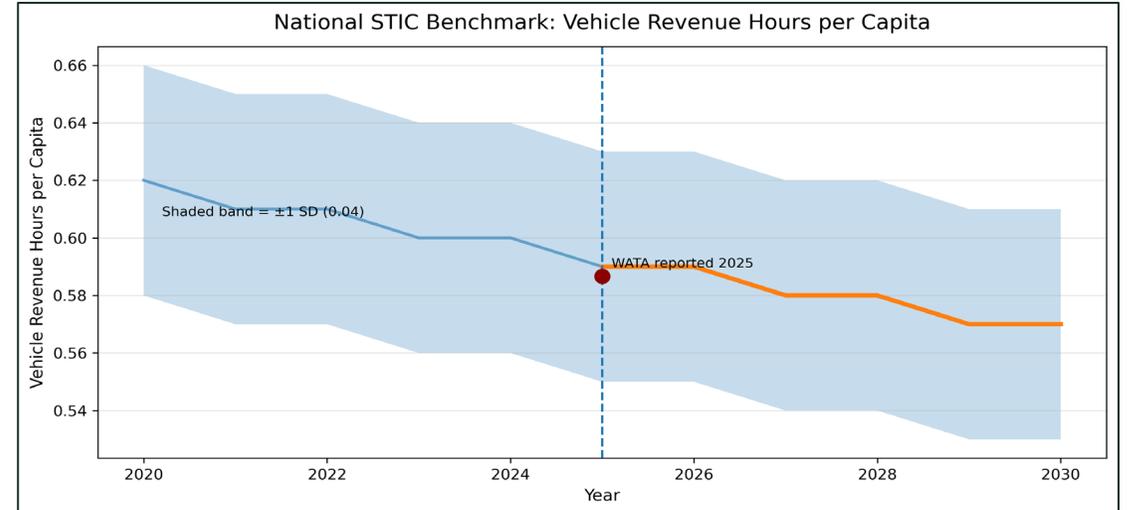
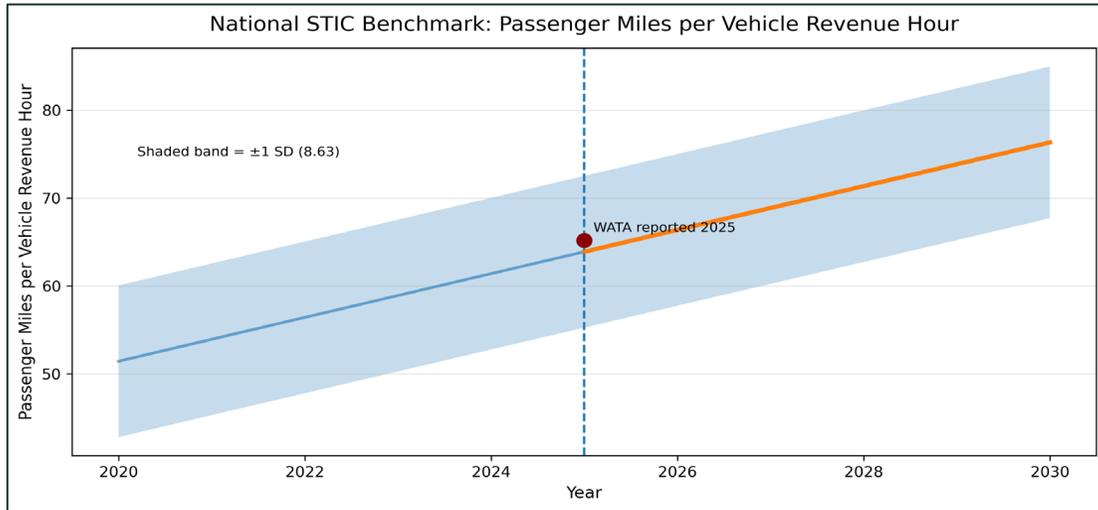


# National Benchmarks & Projections

Year	PMT/VRM	PMT/VRH	VRM/Cap	VRH/Cap	PMT/Cap	UPT/Cap
2020	2.82	51.42	8.99	0.62	33.47	8.61
2021	3	53.92	9.07	0.61	34.92	8.21
2022	3.19	56.41	9.14	0.61	36.38	7.81
2023	3.37	58.9	9.22	0.6	37.83	7.41
2024	3.55	61.39	9.3	0.6	39.29	7.01
2025	3.73	63.88	9.38	0.59	40.74	6.62
<b>2026</b>	<b>3.91</b>	<b>66.37</b>	<b>9.45</b>	<b>0.59</b>	<b>42.2</b>	<b>6.22</b>
<b>2027</b>	<b>4.09</b>	<b>68.86</b>	<b>9.53</b>	<b>0.58</b>	<b>43.66</b>	<b>5.82</b>
<b>2028</b>	<b>4.27</b>	<b>71.35</b>	<b>9.61</b>	<b>0.58</b>	<b>45.11</b>	<b>5.42</b>
<b>2029</b>	<b>4.45</b>	<b>73.84</b>	<b>9.68</b>	<b>0.57</b>	<b>46.57</b>	<b>5.02</b>
<b>2030</b>	<b>4.63</b>	<b>76.33</b>	<b>9.76</b>	<b>0.57</b>	<b>48.02</b>	<b>4.62</b>

ETS-smoothed historical benchmarks (2020–2025) and projected national averages (2026–2030)

# National Benchmarks & Projections



- ETS-smoothed national benchmark
- Benchmark projection
- WATA reported 2025 value

# Why Expansion alone is not enough!

1

## More Service

Increases supply but does not guarantee proportional ridership growth

2

## Modest Productivity Gains

Efficiency improves, but only incrementally under uniform expansion

3

## STIC Benchmarks Shift

National performance fluctuates year to year as peers recover and improve

4

## Exposure Remains

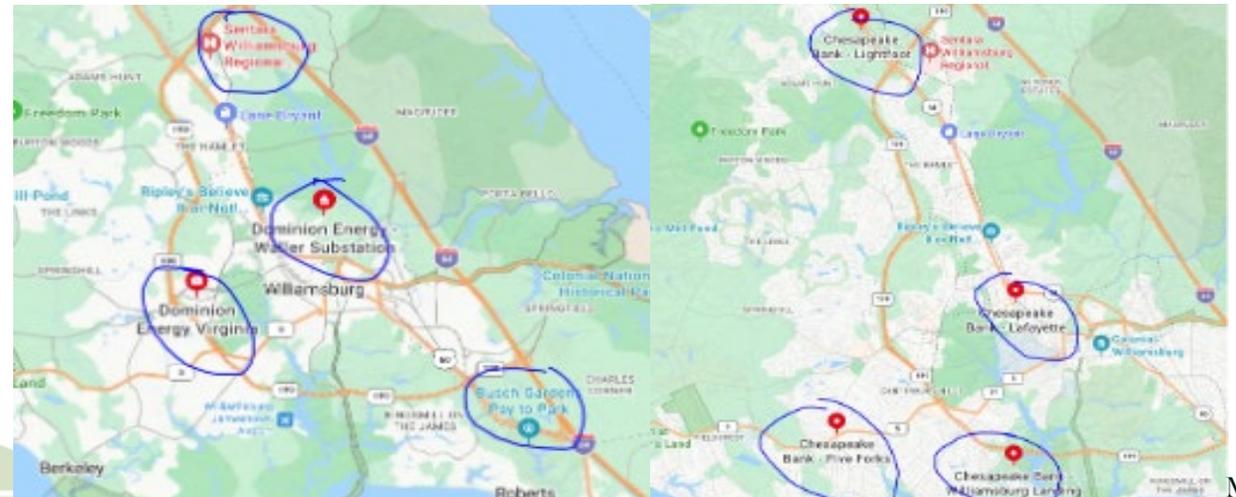
Systems near the average remain vulnerable to losing STIC factors

# Recommendation 1: Zero-Fare Operations Funding

## How It Works:

- Implement zero-fare to boost boardings per revenue hour
- BBB - Fund through tax deductible donations with Williamsburg Community Foundation
  - Jennifer Daley, Director of Donor Engagement

## PRESIDENT'S CIRCLE SPONSORS



# Recommendation 1: Comparable Programs and MERIT Allocation

Intercity Transit Authority (ITA), Washington - Small Urban Transit

- Overall ridership increased by 20%
- \$1.8 million funding from federal grant sponsorship

GRTC Model - "TAP into Transit Week": Ashley Potter, Communications Manager

- RideFinders as a 501(c)(3)

## Transit Access Partnership (TAP)



# Recommendation 2: On-Demand Transit + Reallocation

## How It Works

- **Replace low-performing routes**  
By reallocating service hours from routes with <8–10 trips/hour to on-demand zones
- **Use existing fleet**  
Deploy ADA vans and available vehicles during off-peak hours  
(no new capital investment needed)
- **Flexible rider booking**  
Riders choose pickup and drop-off  
App or phone-based requests with 20-30 min max wait
- **Dynamic trip pooling**  
System groups same-direction trips to reduce empty miles and increase productivity
- **Focus on fixed routes**  
Concentrate remaining service on high-demand corridors and major hubs



# Recommendation 3: Marketing + Amenities & Strategic Partnerships

## What This Is

- Coordinated marketing push to drive awareness and consideration for WATA operational improvements

## How It Works

- Targeted Marketing & Outreach
  - Part-time marketing coordinator
- Student & community ambassador program
- Campus, employer, tourism, and rail-connector campaigns
- Upgraded stops & stations at key anchors
- Ongoing ridership surveys and partner feedback



# Primary Recommendation & Rollout

## Phase 1: Foundation

Launch marketing and passenger amenities. Coordinate policy with FTA/DRPT.

1

2

## Phase 2: Pilot Testing

Pilot demand-responsive flex service and zero-fare in high-demand corridors. Track ridership, costs, and ADA compliance to inform scaling.

3

## Phase 3: Scale and Optimize

Expand proven pilots based on data. Optimize fixed-route services with flex insights. Refine marketing using analytics and feedback.

### Performance Impact

- PMT and UPT grow materially over 3-5 years.
- Efficiency and per-capita STIC metrics strengthen.
- Reduced exposure to national benchmark volatility.

### Funding Impact

- Recover 2–4 STIC factors.
- \$400k–\$800k annual incremental funding from enhanced metrics.
- Progress towards recovering lost federal funding.

# The Vision: WATA's Funding Future

By implementing this integrated strategy, WATA will:

- Recover STIC funding
- Improve ridership while restraining cost growth
- Help underserved areas
- Strengthen partnerships
- Position WATA as an innovative, rider-focused transit leader in the region

**Result:** A sustainable, community-centered transit system that delivers value for riders, supports the region's economy, and secures its financial future.



# Conclusion & Next Steps

- WATA poised to improve STIC metrics
- Planned service hour expansion
- Zero-Fare and marketing to boost ridership
- Reallocation of resources to key routes

## Next Steps:

- Launch marketing initiatives at key stops
- Begin securing employer and foundation donations for zero-fare sponsorship





Raymond A. Mason  
School of Business  
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# Questions & Answers

Thank You





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# Appendix

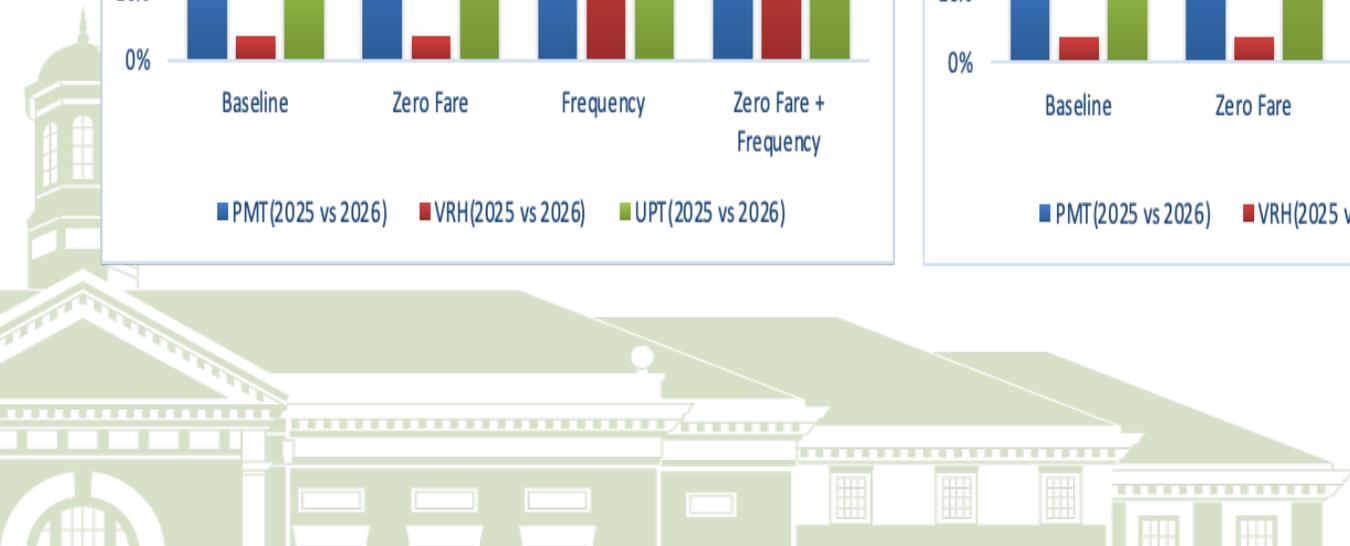
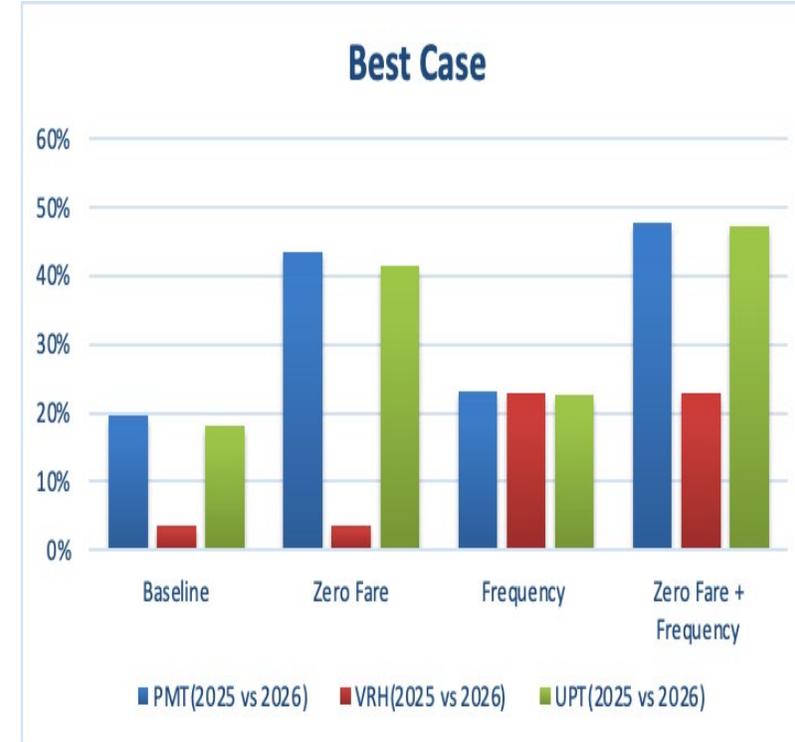
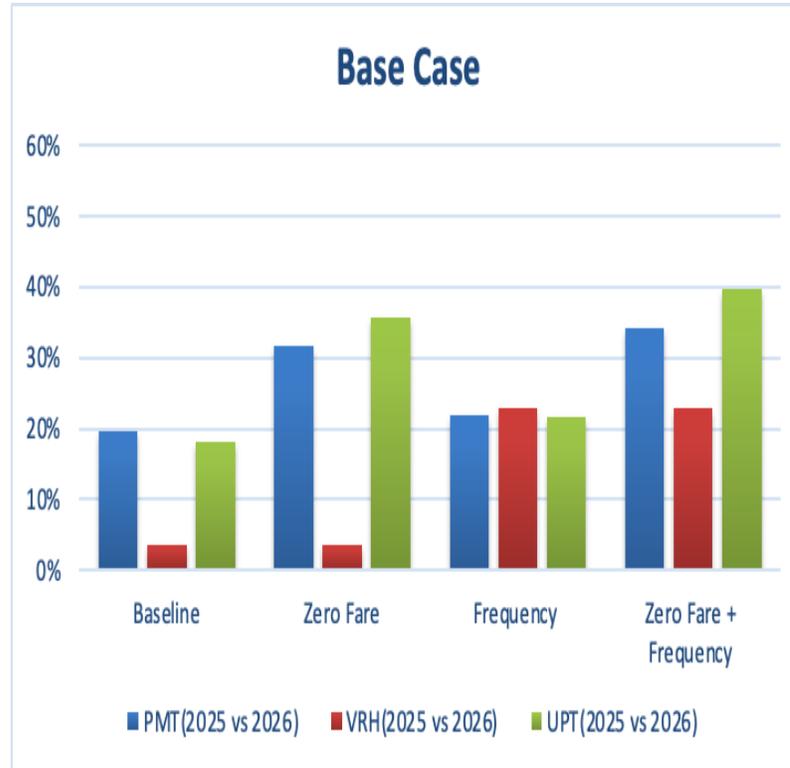
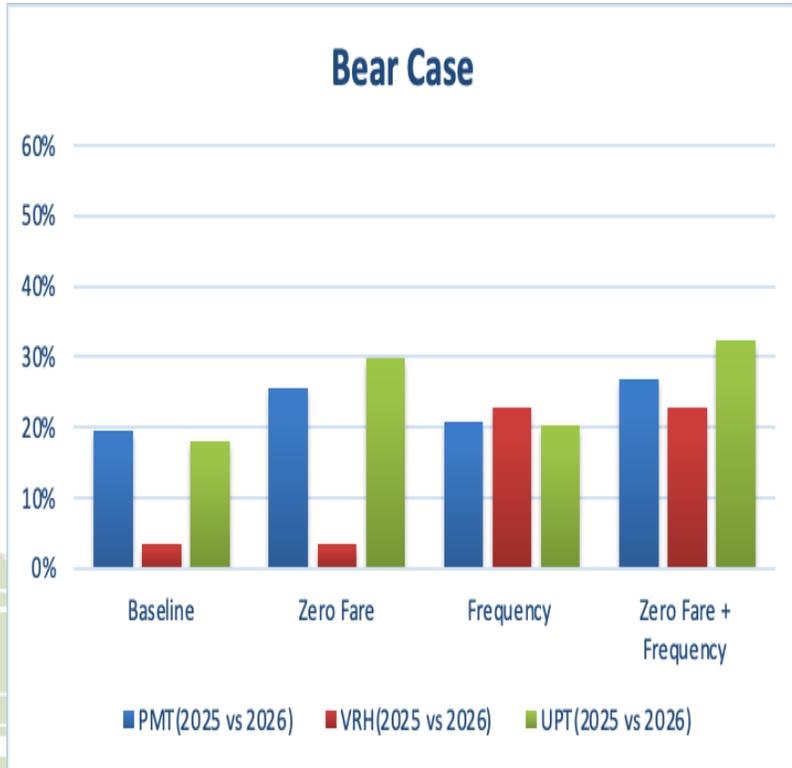


# WATA Current Performance and Baselines

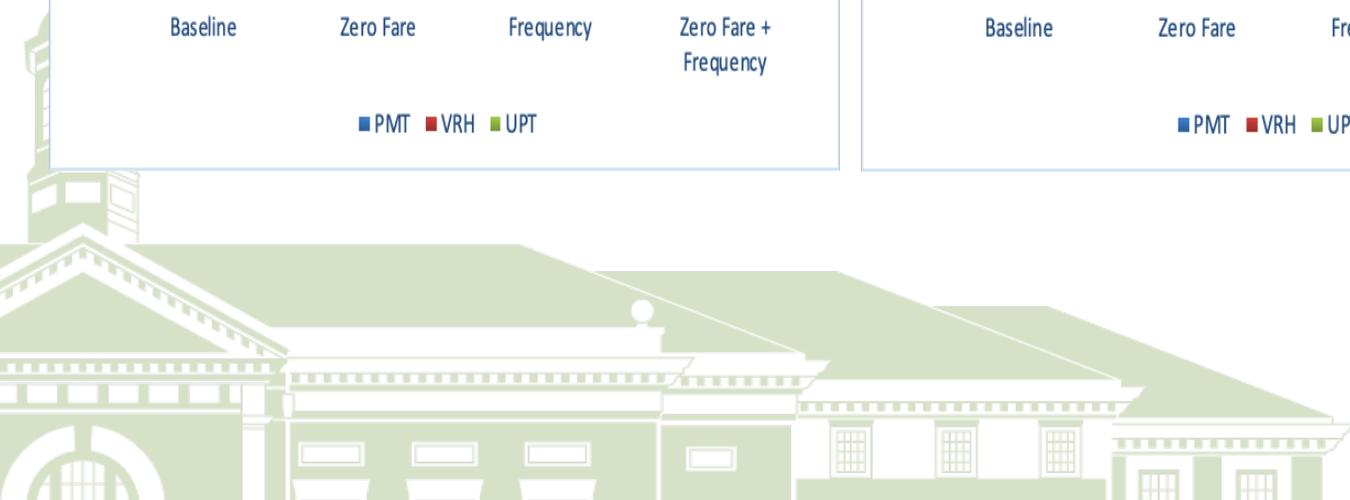
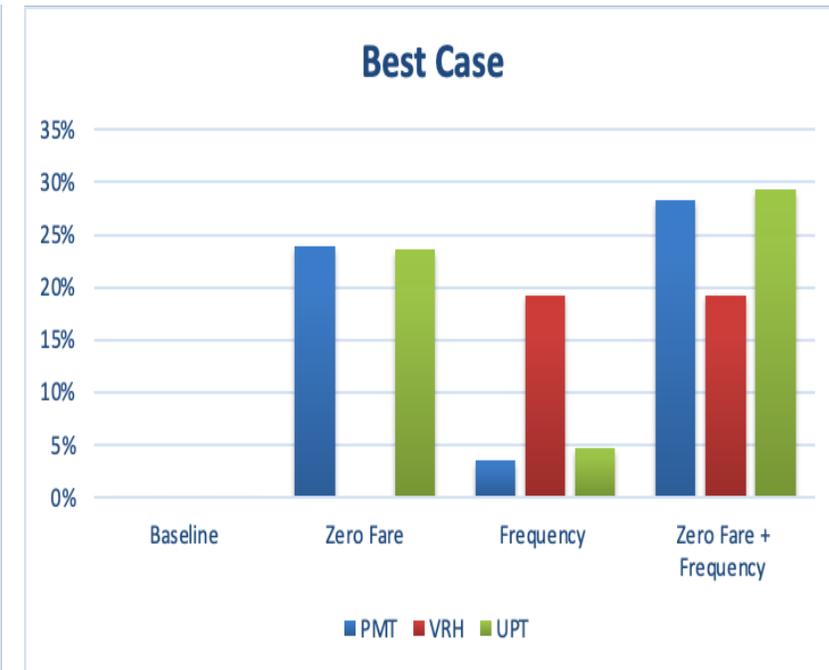
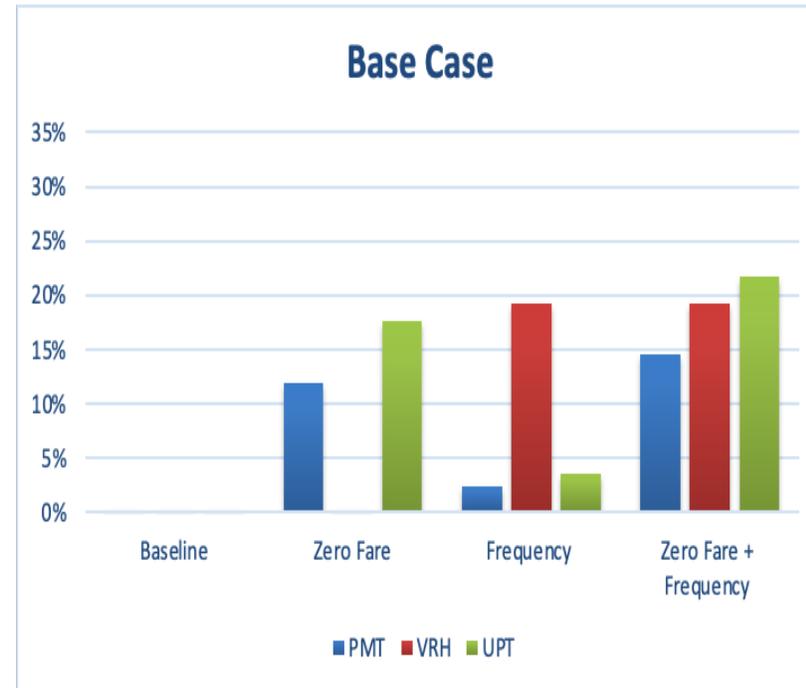
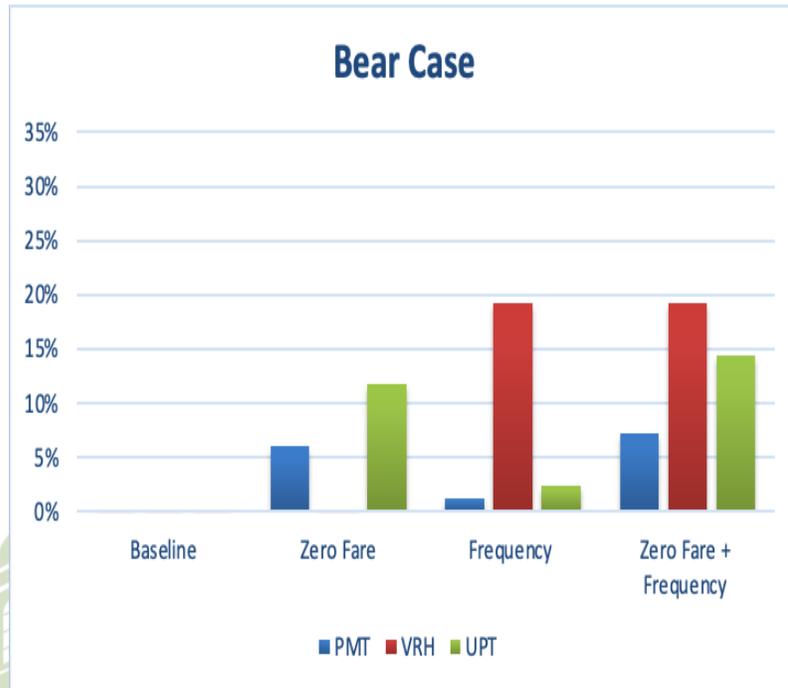
- Historical performance
- WATA beating national average on UPT/Capita

	WATA Averages						National Average					
	Passenger Miles per Vehicle Revenue Mile	Passenger Miles per Vehicle Revenue Hour	Vehicle Revenue per Mile per Capita	Vehicle Revenue per Hour per Capita	Passenger Miles per Capita	Unlinked Passenger Trips per Capita	Passenger Miles per Vehicle Revenue Mile	Passenger Miles per Vehicle Revenue Hour	Vehicle Revenue Mile per Capita	Vehicle Revenue Hour per Capita	Passenger Miles per Capita	Passenger Trips per Capita
2020	4.42	61.82	14.43	1.03	63.77	26.57	3.06	56.71	8.99	0.62	35.44	8.61
2021	4.3849	61.3222	14.1932	1.0149	62.2361	25.7619	2.83	52.78	9.13	0.62	33.75	8.38
2022	4.38	61.32	15.99	1.23	62.24	36.30	2.79	52.31	9.25	0.63	33.78	8.31
2023	3.8992	60.6970	10.9829	0.8055	36.7787	15.6224	3.27	57.07	9.23	0.62	33.80	8.14
2024	3.55482	55.47146	9.89173	0.71116	30.59491	15.65663	2.21	45.92	7.97	0.53	22.03	4.87
2025	3.68112	65.17925	9.17961	0.58665	30.85983	12.65899	4.36	73.55	10.20	0.64	50.27	8.02

# Could Zero-Fare sustain?



# Overall Performance-Impact on STIC Metrics





WILLIAMSBURG AREA TRANSIT AUTHORITY

MEMORANDUM

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**TO: Board of Directors**

**FROM: Matthew Scalia, Executive Director**

**DATE: February 18, 2026**

**SUBJECT: Request for Fare Policy Update, *Proposed Resolution #R26-21***

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I am seeking a change to WATA's unaccompanied rider standard from a height-based to an age-based metric. The current WATA fare policy states that children 38 inches or less may ride for free when accompanied by an adult. This is an easily assessed and objective standard that is simple to understand. However, it fails to account for what is most important, i.e., the maturity of the young passenger. While not perfect, age is a better assessment of maturity than height.

As WATA is engaging more with local schools to promote services to youth and increase ridership, an age-based standard is clearer to the youth and their parents. It also prevents an unintended promotion of ridership to youth not mature enough to ride or without parental awareness.

WATA's legal counsel opines there is no federal regulation or policy prohibiting WATA from establishing such a standard, and that an age-based approach is tied more clearly to safety. This change is also in compliance with WATA's Title VI program.

Lastly, as the bus operators will have to implement this new policy, WATA will provide training to all current and new operators on how to best do so, as well as include it in the Operator's Handbook.

I recommend the board approve the resolution for WATA's fare policy to state children younger than 12 years old must be accompanied by an adult but may ride for free.

---

Matthew Scalia  
Executive Director

**RESOLUTION #R26-21**

**FARE POLICY UPDATE**

**WHEREAS**, the Board of Directors (the “Board”) of the Williamsburg Area Transit Authority (WATA) approved fare modifications in FY2016; and

**WHEREAS**, WATA seeks to update the fare modifications, particularly as it relates to children ages 12 and under; and

**WHEREAS**, under the current fare policy, children under 38 inches in height may ride for free when accompanied by an adult; and

**WHEREAS**, WATA proposes changing the language to say children under the age of 12 must be accompanied by an adult, but will ride for free.

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Directors of the Williamsburg Area Transit Authority hereby approves the following change to the fare policy recommended by WATA staff, with said changes to become effective immediately.

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Paul Holt  
Chair

ATTEST:

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Matthew Scalia  
Secretary

Adopted by the Board of Directors, Williamsburg Area Transit Authority this 18<sup>th</sup> day of February 2026.



WILLIAMSBURG AREA TRANSIT AUTHORITY

MEMORANDUM

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**TO: Board of Directors**

**FROM: Matthew Scalia, Executive Director**

**DATE: February 18, 2026**

**SUBJECT: Amendment to Approved Staffing Plan - Grants & Reporting Manager,  
*Proposed Resolution #R26-22***

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In October 2025, this board approved a new position, *Grants Manager*, to allow WATA to split budget and grant responsibilities so WATA will operate more efficiently, be more responsive to budget and grant requirements, and build depth and redundancy of expertise.

In the process of drafting the job description and essential functions, WATA sought input from James City County Financial Management Services (FMS) because of FMS's expertise in this field, and as this new position would work closely with FMS. In conversation, FMS highlighted the breadth and complexities of WATA's pecuniary environment and revenue sources (e.g., three municipalities, state, federal, HRTPO, numerous grant types, etc.). It recommended elevating the new grants manager position to a higher pay grade and that it have a supervisory role over the budget analyst.

Considering the valuable insight and recommendations from FMS, I request that the Board of Directors authorize staff to retitle the *Grants Manager* position to *Grants & Reporting Manager*, and elevate the pay grade from 16/17 to 19, in recognition of the position's duties and responsibilities, and to attract quality candidates.

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Matthew Scalia  
Executive Director

**RESOLUTION #R26-22**

**AMENDMENT TO APPROVED STAFFING PLAN**

**WHEREAS**, the Williamsburg Area Transit Authority (WATA) Board of Directors approved the creation of one (1) full-time Grants Manager I/II position at pay grade 16/17; and

**WHEREAS**, upon further review and evaluation of the position, WATA staff has changed the position name to Grants and Reporting Manager, and the position will not be stepped; and

**WHEREAS**, it was also determined that the appropriate pay grade for the position should be pay grade 19.

**NOW THEREFORE BE IT RESOLVED** that the WATA Board of Directors authorizes an amendment to the WATA staffing plan to change the position title from Grants Manager I/II to Grants and Reporting Manager and to change the pay grade from 16/17 to pay grade 19.

\_\_\_\_\_  
Paul Holt  
Chair

ATTEST:

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Matthew Scalia  
Secretary

Adopted by the Board of Directors of the Williamsburg Area Transit Authority this 18th day of February 2026.