

RIDEFINDERS LONG-RANGE TDM PLAN



RIDEFINDERS IS
A DIVISION OF GRTC TRANSIT SYSTEM

prepared by

Cambridge Systematics, Inc.

with

Center for Urban Transportation Research
LDA Consulting
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TABLE OF CONTENTS

| | |
|--|-------|
| <u>1.0 Introduction</u> | 4 |
| <u>2.0 Purpose of the Plan</u> | 4-6 |
| <u>3.0 Guiding Principles</u> | 6 |
| <u>3.1 Mission</u> | 6 |
| <u>3.2 Vision</u> | 6 |
| <u>3.3 Core Operating Values</u> | 6-7 |
| <u>4.0 Background and History</u> | 7-8 |
| <u>5.0 Summary of Most Important Points in the Environment</u> | 8 |
| <u>5.1 SWOT Analysis</u> | 8 |
| <u>5.2 Strengths</u> | 8 |
| <u>5.3 Weaknesses</u> | 9 |
| <u>5.4 Opportunities</u> | 9-10 |
| <u>5.5 Threats</u> | 10 |
| <u>6.0 Strategic Direction</u> | 10-11 |
| <u>6.1 Course of Action</u> | 11 |
| <u>6.2 Goals</u> | 12-14 |
| <u>7.0 Execution of Program Goals, Objectives and Strategies</u> | 14-22 |
| <u>8.0 Financial Planning</u> | 23 |
| <u>8.1 Current Financial Resources</u> | 23-24 |
| <u>8.2 Short-term</u> | 24 |
| <u>8.2.1 Constrained Scenario</u> | 25 |
| <u>8.2.2 Unconstrained Scenario</u> | 26-27 |
| <u>8.3 Medium-term and Long-term Funding Scenarios</u> | 28 |

8.4 Future Funding Sources.....28

9.0 Conclusion.....28-29

Attachment 1 Regional Goals and Objectives.....30-35

Appendix A Overview of RideFinders.....A-1

Appendix B RideFinders Future Service Area Profile.....B-1

Appendix C RideFinders Program Monitoring and Evaluation.....C-1

LIST OF TABLES

Table 1 FY2010 and FY2011 Funding Allocations.....23

Table 2 Projected FY2012 Funding Allocations.....24

Table 3 5 Percent Annual Growth after FY2011.....25

Table 4 Unconstrained Short-term Program Plan and Expenses.....26

1.0 INTRODUCTION

The RideFinders Advisory Board (RAB) and managerial staff of RideFinders developed this Long-Range Transportation Demand Management (TDM) Strategic Plan in collaboration with Cambridge Systematics, Inc., the Department of Rail and Public Transportation (DRPT), and the Southeastern Institute of Research (SIR). The plan provides RideFinders with a roadmap for supports, services, and organization development. The Advisory Board and staff will review progress and update the plan annually as needed.

This plan was developed with broad involvement from the RideFinders Advisory Board and staff. Meetings were held to review working drafts and discussion of the mission, vision, core operating values and assumptions underlying the organization's approach to its work. Information garnered from previous market research provided important supplementary documentation of support and analysis to complete this plan.

DRPT facilitated the planning process. Cambridge Systematics, Inc., the contracted consulting group, conducted an environmental scan including an internal organization assessment and interviews with several community stakeholders, and a review of demographic and market data. The primary consultant collaborated with the Center for Urban Transportation (CUTR), LDA Consulting, and SIR, to prepare a working draft for staff. The environmental scan helped RideFinders assess both the challenges and opportunities it is likely to face over the horizon set the context for choices reflected in this long range TDM plan. As stated in the Introduction to the Richmond Area Metropolitan Planning Organization's 2031 Long Range Transportation Plan, "As the population and demographics of the Richmond Region transition over time, the transportation system needs to diversify (i.e., mobility options and services) to help ensure adequate access and mobility for all residents of the region." TDM objectives are only achieved through the dedication of individuals and communities who champion the cause of reasoned, sustainable planning. To make the case for the changes of lifestyle that TDM embraces means a carefully plotted, determinedly executed participatory method. Building consensus is a slow and rarely glamorous undertaking, but it is so clearly the key to changing old attitudes and habits.

2.0 PURPOSE OF THE PLAN

RideFinders is the Richmond region's designated Transportation Demand Management (TDM) agency. TDM, according to the U.S. Department of Transportation, is any program "designed to reduce demand for transportation through various means, such as use of transit and of alternative work hours."

RideFinders, like the other TDM agencies throughout Virginia, plans and implements ridesharing and other multimodal transportation alternatives to single-occupancy vehicle (SOV) travel for people seeking transportation options to their workplaces and other destinations. These actions help mitigate congestion on the region's roadways and reduce environmental impact caused by vehicle emissions and roadway expansion.

As the Richmond region's TDM agency, RideFinders provides TDM-related services to residents, employers, and employees in its service area including commuter information, carpool ridematching, emergency ride home, telework assistance, and information and support for bicyclists and pedestrians. It also promotes the use of transit service, but does not directly operate any transit.

RideFinders delivers its services through various methods, including a Web site, telephone contact, in-person assistance at worksites, and through mailed and emailed information distribution and at its on-site Commuter Store. Relative to other transportation programs, RideFinders has few large capital costs and operates using short-term (1-2 year) funding horizons.

Beginning in 2009, the Virginia Department of Rail and Public Transportation (DRPT) requires all agencies receiving TDM grant funds to prepare and submit a Long-Range TDM Plan. The purpose of this Plan is to identify and detail the TDM programs currently provided in the region, to outline potential improvements to be carried out in the Plan's timeframe, and to illustrate the financial resources necessary to implement these programs and improvements.

More specifically, this document will:

- Serve as a management and policy document for RideFinders.
- Provide DRPT with information necessary to fulfill related planning and programming requirements.
- Document current and proposed future operating budgets for RideFinders.
- Provide the information necessary to include RideFinders into DRPT's statewide Six-Year Improvement program (SYIP), Statewide Transportation Improvements Program (STIP), Transportation Improvement Program (TIP), and Constrained Long-Range Plan (CLRP).
- Provide the information necessary to support continued funding from the Richmond Area and Crater Planning District Commission Metropolitan Planning Organizations, and include RideFinders into DRPT's statewide Six-Year Improvement program (SYIP).
- Create a framework for annually assessing performance measures.

RideFinders' Long-Range TDM Plan is needed now more than ever. From a transportation planning perspective, maintaining the current levels of mobility and access enjoyed by Richmond region's residents, employers, and travelers will be an increasingly difficult challenge. The region's projected growth in residential population and job opportunities over the next 25 years will increase vehicle miles traveled (VMT). If the current projections hold true, VMT could increase by over 70% from 2000 to 2025.

Given the inordinate financial cost and environmental tradeoffs that come with major roadway construction, it is unlikely the region will build enough roadway capacity to keep up with this projected demand. Solutions to roadway capacity limitations need to expand from road

construction projects to include more implementation of proven TDM strategies, initiatives, and practices. This is the central focus of RideFinders' Long-Range TDM Plan.

RideFinders' Long-Range TDM Plan incorporates relevant information from existing transportation planning documents and available TDM-related research studies. It is consistent with long-range plans prepared by local and regional planning organizations, the Virginia Department of Transportation (VDOT), and the Department of Rail and Public Transportation (DRPT).

While many documents and studies were utilized in preparing RideFinders' Long-Range TDM Plan, the 2007 Virginia State of the Commute Survey (VSOC Survey), the 2008 RideFinders' Performance Review, the 2008 Richmond Regional Mass Transit Study, and the 2031 Long Range Transportation Plan were key information resources. The VSOC Survey was the Commonwealth's first statewide assessment of work-related commuting. This statewide study included a large number of residents from the Richmond region. The 2008 RideFinders' Performance Review was performed to assess the effectiveness of RideFinders' program elements such as ridematching placements. Appendices A, B, and C are stand alone documents that contain detailed information gleaned from the above-mentioned reports.

3.0 GUIDING PRINCIPLES

3.1 Mission:

To foster increased efficiency of the transportation system by influencing travel behavior mode, time, frequency, trip length, or route. As a result, RideFinders expects to reduce traffic congestion, conserve energy, improve air quality and reduce transportation-related expenditures of individuals, employers and governments.

3.2 Vision:

RideFinders will be the one-stop full resource mobility center for inclusive and innovative transportation demand management initiatives. The organization will continue to focus on best practices within the TDM industry to promote and support congestion mitigation through the efficient use of the existing roadway infrastructure, environmental stewardship and social responsibility. RideFinders seeks to be the optimal organizational structure to deliver TDM expertise through use of technology that incorporates self-service applications and the integration of a service model that increases accessibility, visibility, and convenience. This will afford citizens the tools and resources to make smarter trip decisions.

3.3 Core Operating Values:

The following core operating values influence the culture and public image of RideFinders as an effective regional organization serving a wide variety of individuals and businesses.

Caring Attitude - RideFinders demonstrates compassionate support and concern for the quality of life for the citizens of the Richmond region. Consequently, RideFinders educates the public about air quality, provides mobility options, and establishes cost-effective TDM solutions.

Responsiveness- RideFinders seeks to find solutions that meet the needs and preferences of employers, employees, and residents through direct services or referrals to public transportation providers and programs.

Integrity and Accountability - RideFinders has the highest level of integrity in its administrative, service, and outreach activities; these activities are tied directly to the mission, and the records are maintained and reported accurately.

Financial Sustainability - RideFinders believes its work in transportation demand management will be needed for many years into the future. Therefore, we strive to deliver our mission with thoughtful strategic choices that ensure we have sufficient financial resources.

Diversity - RideFinders seeks to assist as many people as our financial resources support through a diverse portfolio of services and programs. We seek to understand the mobility and transportation needs of the individual customer as well as those of the region.

4.0 BACKGROUND AND HISTORY

RideFinders, a division of the GRTC Transit System, was founded in 1981 in response to the gas crisis. It was originally operated under the name of COMPOOL and was co-sponsored by the Metropolitan Planning Organization and the Greater Richmond Chamber of Commerce. RideFinders is the Richmond region's Transportation Demand Management (TDM) agency that helps travelers identify and explore alternative modes of transportation that are available for commuting and other travel needs. The agency currently serves seven counties and five independent towns or cities with a combined area of approximately 2,181 square miles and a population of just under one million people.

Specifically RideFinders -

- Collaborates with advocacy groups and community organizations and programs in the Richmond region in identifying transportation-related needs
- Directly provides cutting-edge, model services through technology, and high quality delivery of customized services to businesses and individuals
- Collaborates with other commuter service providers, such as vanpool vendors, GRTC Transit, PAT service, and taxi providers
- Facilitates financial planning to help create long-term financial security for the organization to remain operational in a competitive environment

RideFinders plays a leadership role in educating about TDM at all levels of government, with the private sector, and the public at large. Participation in and implementation of TDM strategies and initiatives will always be at the core of RideFinders operational structure and viability. RideFinders continues to encourage and support individuals and organizations in pursuing this advocacy agenda.

RideFinders has maintained its relevance and service to the region, and continues to be widely recognized for its multi-faceted involvement in the region and its hands-on approach to educate the business community and the citizenry, and increase awareness of and participation in green transportation solutions, and to keep sustainability issues on the minds of decision-makers across jurisdictional boundaries.

5.0 SUMMARY OF MOST IMPORTANT POINTS IN THE ENVIRONMENT:

5.1 SWOT Analysis

The following is a summary of opportunities, threats, strengths and weaknesses highlighted by the staff of RideFinders. They represent a portion of the complete environmental scan attached to the Long-Range TDM Plan.

5.2 Strengths

- The organization's demonstrated ability to provide high quality, necessary services.
- Well qualified, dedicated, and enthusiastic staff with over 25 years of collective TDM experience and program knowledge.
- Effective and motivating staff management.
- Substantial administrative support from GRTC; frees RideFinders' staff resources for service delivery.
- High name recognition and identity for RideFinders, due to extensive and continuous marketing and outreach.
- Generally viewed as an effective organization; has moderately high support among local jurisdictions.
- Current funding is 11.4% "off the top" funding source from the Richmond Area Metropolitan Planning Organization (RAMPO).
- Mission is in alignment with RAMPO's, 2031 Long-Range Transportation Plan (LRTP) goal of a balanced transportation system that offers attractive modal choices and serves the needs of the region's diverse and changing population.
- Willingness to create and explore innovative methods to recruit new and retain existing customers.

5.3 Weaknesses

- Despite high recognition of RideFinders as an organization, familiarity of specific services is limited.
- Staff backgrounds and skills are narrowly focused (marketing/customer service), limiting RideFinders' ability to venture into non-traditional TDM areas.
- Funding is heavily drawn from a single source (CMAQ allocations from RAMPO), making RideFinders vulnerable to financial crisis if this source of funding is disrupted or decreased, particularly in light of the competitive ranking process should RideFinders become a part of it.
- Previous lack of a multi-year strategic plan makes it difficult to prioritize resource allocation beyond an annual timeline, to document progress, and make the case for the agency's value to the region.
- Some stakeholders have a limited view of TDM and RideFinders role in the region as a ridematching and carpool support organization.
- The current ridematching software system is obsolete and requires extensive manual manipulation by staff to deliver services thereby possibly negatively impacting customer service and customer satisfaction.

5.4 Opportunities

- Population growth in residents and employment, and increase in pass-through commercial traffic will boost regional VMT, and thus effect the need for TDM to play an increasingly important role in maintaining and enhancing the efficiency of the region's transportation system.
- A growing, older population that will be much healthier and mobile than today's seniors will result in an increase in non-work related VMT.
- Stakeholders see value in RideFinders expanding its services beyond ridematching and rideshare support to non-traditional services (e.g., school travel, non-commute travel, economic development support).
- Growing suburban population and development of new suburban employment centers.
- Growing awareness and concern by local jurisdictions, employers, and residents of the problem of climate change, the benefits of "going green," and the links between transportation/SOV use and a sustainable environment.
- Future growth of the region's Convention and Visitors' Bureau business will create additional opportunities for RideFinders' services. Future growth of employment centers will place increasing demands on RideFinders' employer-based services. For example, rapidly growing employment activity centers will need expanded TDM program support and a wider range of transportation options (i.e. car-sharing, transit, bike-pedestrian, etc). These new employment and activity centers will also increase the demand for intra-region access and mobility movement.
- The effect of increased fuel costs on residents in the region.

- The telework-related interest and subsequent demand trends among employers and employees will require RideFinders to continue to develop and deliver greater telework-related expertise and portfolio of telework services.
- The new federal transportation authorization bill draft and stricter air quality standards from the Environmental Protection Agency (EPA) present additional opportunities.
- The increasing popularity of and interest in biking and walking.
- The growing emphasis on healthcare and wellness, and the potential to partner with the healthcare facilities.
- The presence of higher education institution, and their increasing interest in establishing sustainability initiatives (i.e., Zimride at VCU; electric vehicles at University of Richmond).
- The emergence of advocacy groups to define the vision for the region by garnering input from the citizenry (for example, the Capital Region Collaborative).

5.5 Threats

- Current funding is heavily drawn from the RAMPO making RideFinders vulnerable to financial crisis if this source of funding is disrupted.
- Current economic climate is affecting Federal and State budgets. Pressure for states and regions to obtain greater flexibility in use of CMAQ funding for safety and infrastructure projects could limit RideFinders' financial security.
- Compared to other areas of the State, residents of RideFinders' service area have a relatively short commute; both in terms of distance and time. Because of these factors, many commuters may be reluctant to consider, much less adopt alternate modes as a way of relieving stress and saving money. This lowers the market potential for RideFinders, and lowers the potential return on investment.

6.0 STRATEGIC DIRECTION

The strategic direction and goals included in this plan are RideFinders response to its understanding of what its customers values most about the organization, and current opportunities and challenges for offering a high quality system of multimodal strategies, mobility solutions, and collaborative alliances in the region. These efforts are designed to aid in the development of an optimal and progressive transportation system that positively impacts the economic development and quality of life in the Central Virginia region.

The five year period of this long range plan will be a time of: reassessing the agency's approaches to its work and strengthening RideFinders position within the region; working with a broader array of community resources; building strategic alliances and actively engaging more volunteers; investing in updated, more sophisticated ridematching and

information technology systems, adding technical staff, and investing in training and developing a highly motivated and competent workforce.

6.1 Course of Action

With a fresh perspective on its mission, primary customer, core values, understanding what it does well, and the environment in which it operates, RideFinders will pursue the following strategic direction:

Environmental Stewardship- RideFinders will continue to work with agencies (e.g. Department of Environmental Quality, VDOT, the health-care industry) to strengthen its current Clean Air Campaign and day –to-day operations with initiatives designed to protect the environment and improve the quality of life for Central Virginians.

Program Delivery- RideFinders will review and deepen its existing direct supports and services over time to ensure that they are state-of-the-art for working effectively with commuters and employers. RideFinders will further assess customer needs to identify gaps or needed shifts in service delivery. This assessment will serve as the basis for expanding or adding new services to achieve excellence in the execution of programs and services.

Mobility, Connectivity, and Accessibility- RideFinders will continue to develop partnerships with businesses, commuters and planning organizations to identify and help meet the transportation needs of the region and its diverse population.

Organizational Repositioning- RideFinders will explore and develop strategies and marketing campaigns based on quantitative and qualitative measurements to expand the organization’s visibility in the community, and make greater use of its Advisory Board members.

Funding Resource Identification-RideFinders will emphasize building its funding stream in order to invest in providing quality services. This includes exploring non-traditional funding sources in addition to the current annual CMAQ funding allocated from the Richmond Area Metropolitan Planning District Commission.

Investment in Human Capital and Technology-RideFinders will add a full-time Planning Position, Telework Program Coordinator, and other staff as technological advancements and programmatic needs necessitates and funding level supports.

6.2 Goals

The following goals for RideFinders over the next five-six years are the organization's response to the important issues identified in the environmental scan. These goals provide a roadmap for fulfilling the strategic direction.

1. Respond to the EPA's new Ozone Standards:

RideFinders will develop new initiatives and revitalize its current Clean Air Campaign and Program to educate the public and increase awareness of the new standards and develop a long term Call to Action plan.

2. Focus on The Business Market: Given the limitations of existing and anticipated financial resources and the demonstrated leverage that comes with employer participation, RideFinders will continue to shift staff and financial resources from a residential or commuter approach to more of a business-to-business strategy. This includes pursuing a more business-to-business marketing (e.g., revamped Media Kit, advertising campaigns,) and less effort against consumer marketing. Special attention will be accorded downtown area employers, and activity centers.

In addition, RideFinders will cultivate third-party Business Development Partnerships: RideFinders currently deploys cold calling and worksite drop-in visits to introduce TDM-related support services to area employers. RideFinders' staff targets the Richmond region's largest employers, especially ones in the downtown area. While this targeting may be efficient, this prospect cultivation approach is labor-intensive, especially given RideFinders' limited staff resources. RideFinders will explore developing closer business outreach partnerships with the Chambers of Commerce, Real Estate Developers, Society of Human Resource Management (SHRM), business councils, and other business organizations to assist with prospect identification, introductions, and relationship cultivation. This will free up RideFinders' staff to service more business partners.

3. Strengthen RideFinders participation in the multimodal planning and implementation process: The goal is to advance RideFinders as a TDM and multimodal planning and implementation partner. In this capacity, RideFinders will continue to work with VDOT, DRPT, The Richmond Area Metropolitan Planning Organization, the Crater Planning District Commission, and jurisdictions in its service area in formulating and implementing TDM-related plans. This includes aligning RideFinders' core services, staff development, new staff positions, marketing outreach materials, and future services around this central focus.

Currently, RideFinders does not have a technical TDM planning function or staff resources. The agency works closely with GRTC's Planning Department staff on regional transit issues and is engaged in other regional issues through involvement in several organizations, including the Richmond Area Metropolitan Planning Organization (RAMPO). RideFinders is a non-voting member of RAMPO and participates in the Tri-Cities Metropolitan Planning Organization (MPO) and Technical Advisory Committees (TAC). While the agency was actively involved in the 2008 update of the RAMPO's regional 2031 Long-Range Transportation Plan (LRTP) and was a major contributor to the TDM chapter, a new section that was just added in the

2008 update, RideFinders did so with limited in-house TDM planning resources. Future expectation is that RideFinders will add in-house TDM planning expertise.

- 4. Cultivate RideFinders Diverse Service Portfolio & Develop Innovative Programs and Services:** In servicing companies and organizations across the region, opportunities to provide new multimodal mobility-oriented services will emerge. To the extent funding becomes available, RideFinders' plans to serve emerging market needs to include preparing for the doubling of the region's senior population.

RideFinders will continue to enhance its ridesharing program through utilization of social media, updating ridematching system and implementing trip planning and Telework!VA (financial incentives, tax credits and technical assistance). In regard to biking, RideFinders will develop a *Bicycling and Walking Encouragement Program* to seek ways to build on the region's bicycle plan. This includes exploring the creation of a bike sharing and renting systems that could serve high-density areas such as downtown and the urban campus of Virginia Commonwealth University. RideFinders will follow closely the work of Arlington County Transportation Partners as they launch an ambitious bike sharing program.

Should the market needs support it, RideFinders will add Transportation-related Corporate Greenhouse Gas (GHG) Footprint Assessments & Related Solutions to its Corporate Service Portfolio. RideFinders will explore extensions of this green expertise. For example, RideFinders will explore participating in "green business certification" with other strategic partners such as the Chamber of Commerce and/or the Retail Merchants Associations. To this end, RideFinders will monitor RIDE Solution's partnership with "Cool Green Biz," an initiative launched by the Roanoke Regional Chamber of Commerce in partnership with Roanoke Valley Cool Cities Coalition.

- 5. Measure & Package RideFinders' Outcomes and Community Impacts - VMT and Emission Reduction Results:** RideFinders will hone its overall capabilities in assessing its performance and impact, as well as reporting outcomes. This will require training and use of new technologies such as emissions calculators and software that captures vehicle miles reduced and/or incentives for shared-ride and non-motorized travel. It will also require the implementation of the comprehensive *Strategy & Performance Evaluation Program* RideFinders formulated in 2009.
- 6. Secure Alternative and Additional Long-Term Funding:** RideFinders' reliance on CMAQ, DRPT, grants and local matches for funding could present a problem in the future if these funding streams were reduced or eliminated. RideFinders will collaborate with RAMPO and other stakeholders to research opportunities for new sources of funding that could be used for operating purposes and/or for special projects. This includes working with MPO staff to develop a funding contingency plan, and seeking out both governmental and non-governmental grant sources.
- 7. Continue to Build TDM Advocacy Support:** Successfully advance TDM and multimodal solutions, as a vital and viable part of the region's long-term transportation system will require a concerted information and education campaign. RideFinders' will utilize new social media to turn its ridematch and emergency ride home database of commuters into active ambassadors of TDM. RideFinders will work with existent and

newly formed advocacy groups to advance awareness, appreciation, and active support for TDM and multi-modal planning.

7.0 EXECUTION OF PROGRAM GOALS, OBJECTIVES AND STRATEGIES

Goal 1: Respond to the EPA ozone standards revision

Objective 1: Protect and enhance the region's air quality for all citizens.

Implementation Actions:

- A. Collaborate with the Department of Environmental Quality to update all collateral material including ridefinders.com website and brochures.
- B. Collaborate with Metropolitan Richmond Air Quality Committee (MRAQC).
- C. Decrease the rate of growth of vehicle miles traveled by continuing to aggressively promote increased use of public transportation, bicycle, walking, telework and additional alternative solutions.
- D. Revamp the Clean Air Campaign components and strategies to include technology updates and applications (iPod, etc), brochure revamp, increased community partnerships and communications.
- E. Create pro-active air quality improvement/emissions reduction program for the business community and its large employers. This includes forming strategic "green/sustainability" partnerships for program design and implementation.
- F. Document and present to stakeholders a RideFinders list of measures that can help to mitigate stricter EPA standards.

Objective 2: Increase Education, Outreach, and Public Participation in planning and funding the region's Transportation Plans.

Implementation Actions:

- A. Work with major employers to develop peak variable work schedules, employee trip reduction programs.
- B. Involve local school systems in air quality education opportunities.
- C. Continue to expand communication distribution channels (DMV, AAA, etc.)
- D. Serve as a host site for public hearings and documents for public viewing and comments.

Objective 3: Ensure a high quality of life for all the region's citizens.

Implementation Actions:

- A. Encourage and provide incentives for the expanded use of hybrids, transit use, bike use, and carpooling.

- B. Increase Citizen and Employer Participation in Clean Air Activities through: Go Green. Get Green Partnerships, Earth Day, Statewide Try Transit, Bike to Work, Car-free Day Challenges, etc.
- C. Promotion and documentation of ridesharing to cultural and recreational events.

Goal 2: Focus on the Business Market as the Greatest Point of Leverage

Objective 1: To shift resources from a commuter approach to a more business- to-business strategy.

Implementation Actions:

- A. Develop/expand business to business marketing and campaign collateral.
 - i. Redesign and reproduce Media Kit, advertising and marketing campaigns to target business leaders and employers, and reflect key messages based on market research.
- B. Incorporate, as determined by market needs, DRPT’s GHG emissions footprint calculator into RideFinders’ employer outreach practice. Train RideFinders’ sales staff to use the calculator to help companies benchmark their emissions footprints and to demonstrate the potential impact of greater employee participation in TDM programs in reducing corporate GHG footprints.
- C. Actively recruit and develop the Advisory Board membership to include representatives from RideFinders’ key stakeholder and customer groups in the region. For example, recruit Advisory Board members with expertise and representation in environmental organizations, minority groups, aging, military, physically challenged, and various geographic perspectives and from the highest levels within organizations.
- D. Develop quantitative-based workplans for Account Executives for outputs and outcomes; Track and measure output indicators against performance indicators for outcomes through market research.
 - i. Develop employee trip reduction programs.
 - ii. Recruit new Employee Transportation Coordinators (ETC) and update ETC Handbooks.
 - iii. Conduct surveys, density plot analysis, host transportation fairs.
 - iv. Presentations to employers, business councils, officials.
- E. Focus on the region’s top 100 employers and state agencies and their workforce as RideFinders’ short-term target audience.

Objective 2: Cultivate Third-party Business Development Partnerships.

Implementation Actions:

- A. Develop partnerships with and initiatives with developers in land use and to create walkable and livable communities (RRHA).

- B. Develop transportation technology to encourage ridersharing for events with large attendance to reduce parking and the number of vehicles.
- C. Collaborate with environmental and natural resources groups as appropriate (American Heart Association, Centers for Disease Control and Prevention, Virginia Department of Conservation and Recreation).
- D. Partner with CEO Round Table.
- E. Explore partnership with local Chambers and other TDM partners to implement corporate green certification program.

Goal 3: Strengthen Participation in the Multimodal Planning and Implementation Process.

Objective 1: Increase RideFinders’ presence, impact and responsiveness.

Implementation Actions:

- A. Commuter Store Renovation and relocation to meet ADA compliance and improve customer experience and satisfaction to include kiosks, real-time bus information, static and digital signage.
- B. 30th Anniversary Recognition and Open House Celebration.
- C. Secure multi-year lease to maintain current visibility and pedestrian clientele, and access to governmental agencies and downtown employer bases. This will include some facility renovation to include in-house audio and video recordation space for website updates.
- D. Build on the Team RideFinders marketing branding and awareness
- E. Social Media Integration (Twitter, Facebook, Linked In).

Objective 2: Build an ongoing business-to-business campaign showcasing leading companies and CEOs embracing RideFinders/TDM.

Implementation Actions:

- A. Develop customized commute option plans for employees at partnering employer sites.
- B. Maintain memberships and work with local Chambers of Commerce and economic development officials to quantify Richmond Region’s overall GHG footprint.
- C. Showcase the role of employers’ individual GHG footprints and actions to reduce footprints through influence over employees’ commute decisions.
- D. Utilize Mobile Unit and RideFinders personnel at Community Events.

Objective 3: Support regional TDM-related initiatives.

Implementation Actions:

- A. Continue to work closely with VDOT, DRPT, and RAMPO, and the Crater Planning District Commission to develop effective programs.

- B. Support and promote new transit services in relevant corridors as identified by the LRTP, Regional Mass Transit Study, and GRTC/RideFinders SIR Corridor Study through ERH registration, service notifications, and employee transit pass programs.
- C. Forge strategic business alliances with the leading business associations and organizations advancing the sustainability cause in the region where RideFinders is THE “go to” resource for GHG transportation-related footprint assessment and mobility-related solutions.
- D. Train and certify staff in ways to help businesses obtain LEED Certification.
- E. Establish RideFinders as a major partner of the leading business associations and other regional stakeholder groups
- F. Add an additional staff member with planning expertise in parking supply/pricing, commercial real estate proffers, pedestrian/bicycle planning, and related policies.
- G. Review and update RideFinders’ annual and long-term plans based on market experience, new opportunities, and feedback from customers and stakeholders
- H. Expansion into the non-work trip market will be the focus of RideFinders’ medium- and long-term programming. *(This broader customer focus, however, will require some advance planning and programming in years five and six of RideFinders’ Long-term TDM Plan).*

Objective 4: Expand RideFinders’ customer base beyond the work-related commuter market.

Implementation Actions:

- A. Implement new online ridematching system in collaboration with DRPT.
- B. Program Administrator for the Taxicab Program.
- C. Expand and support RideFinders’ focus beyond commuters work trips. Include one-to-one customized/personalized transportation planning assistance for individuals – personal and household trip plans.

Goal 4: Cultivate RideFinders’ Diverse Services Portfolio & Develop Innovative Programs & Services

Objective 1: Increase the number of rideshare participants.

Implementation Actions:

- A. Increase vanpool formation outreach and education.
- B. Redefine the VanStart and VanSave program parameters.
- C. Incorporate social media.
- D. Enhance website with interactive components and online registrations.
- E. Update the Emergency Ride Home Program and create a multi-pronged approach to create awareness of this supplementary service.

- F. Secure the in-house expertise, resources, and tools for RideFinders to accurately measure and report individual commuters' and organization-level emissions reductions.
- G. Incorporate trip planning and rideshare coordination for major events (business and recreational) in the service area (i.e., NASCAR).
- H. Transition from basic ridematching to offering customized trip planning packages with multimodal options to all registrants utilizing updated GIS system and real-time ridematching applications in line with current technology.
- I. Automate personal trip planning as a self-service function that connects an increasing number of users to all transportation options.
- J. Through research-inspired planning and partnerships, build RideFinders' product and service offerings that serve niche-market needs and reinforce RideFinders' TDM-multimodal expertise. Explore and prioritize opportunity niche markets including:
 - Aging Baby Boomers, Healthcare service connection, Education market, Shopping/retail audiences - employers/shoppers, Key real estate developments, Military expansion in the area - Fort Lee - BRAC, Greater Richmond Convention & Visitor Bureau (GRCVB) - major event planning and coordination, Biking and walking, Other underserved niche markets such as areas of non-existent transit services.
 - i. Participation in *Promoting Mobility among Older Adults* conferences in partnership with VCU, the Department of Epidemiology & Community Health and VA Center on Aging.

Objective 2: Increase the use of non-motorized alternate commute modes.

2.1 Increase Bicycle and Pedestrian Use in the Region.

Implementation Actions:

- A. Create Bicycle and Walking Encouragement Program in partnership with cycling organizations to include promoting cycling and walking activities and events throughout the region, campaigns at worksites for non-motorized modes, and cycling as an activity that will improve citizen health and fitness and will provide convenient recreational opportunities Collaboratively develop and launch education programs to teach safety and bike maintenance.
- B. Partner with local public school systems on Safe Routes to School projects.
- C. Provide cycling maps.
- D. Research employer bicycle travel reimbursement and recruit employer for pilot program and Case Study.
- E. Produce promotion materials highlighting cycling and walking.
- F. Continue to support additional cycling events (i.e. Heart of Virginia, Anthem Moonlight Ride).
- G. Establish cycling recognition awards.

- H. Bike racks on all transit buses in the service area (as funding allows).
- I. Collaborate with appropriate partners for safety and training classes.

2.2 Increase the number of Telework!VA corporate clients across the Region congruent to meeting and/or exceeding the growth determined by DRPT grant stipulations.

Implementation Actions:

- A. Continue to support DRPT's Telework!VA program to include Case Studies
- B. Continue to provide local companies with telework policy and program implementation support, and collaborate with employers to track employee participation in such programs.
- C. Add additional part-time staff to administer telework program (sales, contract review and development, reimbursements, expenditure projections and forecasts, grant documentation compliance).
- D. Host regional telework event.
- E. Annual recognition of program participants.

Objective 3: Enhance communication and technology.

Implementation Actions:

- A. Plan for the evolution of NuRide or similar rideshare software into a mass market service, in addition to the employer market. Explore trip planning tools and features. Test and refine consumer approach features for full scale launch in the medium-term.
- B. Conduct annual customer and business partner feedback surveys to assess RideFinders' ability to meet current customer and partner needs and identify any unmet needs.
- C. Use customer and partner feedback to inform the creation of annual service development plan that explores and prioritizes needs.
- D. Merchandise the bottom line and air quality benefits realized by business partners to the media and community partners.
- E. Aggressively promote trip planning resource service to the entire community - work and nonwork trips.
- F. Work with partners and local media portals to make this trip planning service ubiquitous- available at transit stops, on homepage of partners, in corporate lobbies, etc.
- G. Continue to expand and support RideFinders' focus beyond commuters' work trips by continuing to sharpen customer feedback loops and market research to develop new programs and service efforts and activities.
- H. Continue to invest in and showcase www.ridefinders.com and the organization's position as a mobility expert that makes all alternative modes more understood, more accessible, and more utilized.

- i. Introduce and support the promotion of community-wide car sharing service- Zipcar, car sharing and electric cars.

Goal 5: Measure & Package RideFinders' Outcomes and Community Impacts - VMT and Emission Reduction Results

Objective 1: Continually monitor, measure, and report RideFinders' outcomes and customer satisfaction of specific programs and services.

Implementation Actions:

- A. Establish overall corporate and service level goals within annual workplans.
- B. Launch and sustain RideFinders comprehensive *Strategy & Performance Evaluation Program* as a benchmark.
- C. Build upon the base-level performance evaluation activities to design and build a more robust evaluation program to meet the needs of performance measures required by DRPT and RAMPO.
- D. Analyze, compare, and report TDM outcomes and return on investment to other transportation system investments.

Objective 2: Report the performance, customer satisfaction, and overall outcome of RideFinders' program and specific services.

Implementation Actions:

- A. Produce and deliver annual impact report to all RideFinders stakeholders and elected officials.
 - i. Hold public symposiums with business partners showcasing the relative roles and impacts.
 - ii. Document the transportation-related reduction in GHG footprint/emissions/vehicle miles travelled footprints and related bottom line benefits (retention, recruitment, productivity, etc.) realized by participating companies.
 - iii. Report performance scores to TDM supporters and stakeholders.
 - iv. Update "*Making an Impact*" PowerPoint presentation and related documents with the most up-to-date performance scores.
 - v. Share information through presentations to various stakeholder groups and elected officials on an annual basis (e.g. Boards of Supervisors, Business Councils, Chambers of Commerce, Merchant Associations, etc.).
- B. Create and maintain an on-line performance reporting dashboard.
- C. Include all of RideFinders' customer touchpoints and mobility services in RideFinders evaluation research projects.

Goal 6: Secure Alternative and Additional Long-Term Funding

Objective: Seek additional funding sources for long-term sustainability.

Implementation Actions:

- A. Formulate a plan to identify and seek additional funding sources.
- B. Meet with MPO, VDOT, VDRPT, DEQ staff, elected officials and Commonwealth Transportation Board (CTB) to discuss alternatives.
- C. Conduct research for applicable grant opportunities.
- D. Continue to seek financial support from all cities and towns in the RideFinders service area.

Goal 7: Continue to Build TDM Advocacy Support

Objective: Increase community-wide awareness of and support for TDM as a major pillar of the region's future transportation system.

Implementation Actions:

- A. Build a TDM Coalition of citizens, companies, organizations, and universities that support and advance TDM.
- B. Create a TDM advocacy education program to advance the TDM as a major component of the region's transportation system. Program components will include:
 - i. Creating a comprehensive "TDM Impact" story that explains what TDM is, how it works, and the impact it makes.
 - ii. Case studies of TDM's success in other municipalities on how transportation infrastructure and services, in combination with land use development, play an essential role in defining a community's mobility and accessibility opportunities in influencing travel choices. Packaging case studies on how transportation infrastructure and transportation services, in combination with land use development, play an essential role in defining a community's mobility and accessibility opportunities and influencing travel choices. Also, show linkages to transportation and business vitality through access to materials, workers, customers, and services.
- C. Actively pursue opportunities within the community to provide TDM educational briefings through public speaking and community events. The presentation will include:
 - i. Evidence that shows the linkage between TDM and mobility/access to materials, workers, customers, and services that support business vitality and quality of life.
 - ii. The benefit of TDM in reducing the region's Green House Gas (GHG) emissions.
 - iii. A Call to Action to garner support and active engagement in regional transportation planning and travel behavior.
- D. Utilize RideFinders rideshare and Emergency Ride Home databases, network of Employee Transportation Coordinators, business contacts, air quality partners,

GRTC TransitTalk enrollees, Telework!VA participants, vanpool partners, NuRide enrollees, and Go Green Partners to create a social network of TDM advocates. Recruit TDM champions from this database.

- E. Seek out partnership opportunities with local and regional organizations such as STIR, Richmond Area Bicycling Association (RABA), Richmond Sports Backers, Chambers of Commerce, Partnership for Smarter Growth, BikeWalk,Va to spread the message.
 - i. Recognize local/regional accomplishment and showcase outcomes- ROI
 - ii. Share “TDM Impact” story across all stakeholder groups using group presentations and social media (Facebook, Twitter, etc.) as an effective and efficient way to communicate to and cultivate a growing supporter base.
 - iii. Participation as identified in the Congestion Management Process Update cited in the Richmond Regional Planning District Commission FY11UWP, Task 3.1.
- F. Identify and train a growing number of TDM ambassadors who can deliver the TDM Impact Story and form a Speaker’s Bureau.
- G. Work with TDM coalition partners to stage planning forums on the future of the region. Include TDM as one of the pillars of the region’s model transportation system.
- H. Deliver on air messages via NPR radio and Public Broadcasting television stations utilizing TDM Advocates.
- I. Showcase examples of how TDM is helping the region achieve and sustain a comprehensive, safe, and efficient multimodal transportation system.

8.0 FINANCIAL PLANNING

8.1 Current Financial Resources

RideFinders overall FY2010 and FY2011 annual funding is detailed in Table 1.

Table 1 FY2010 and FY2011 Funding Allocations

| FY2010 and FY2011 Funding Allocations | | |
|--|---------|----------|
| Local Funding | FY10 | FY11 |
| City of Richmond | 7500 | 7500 |
| Henrico County | 7500 | 7500 |
| Chesterfield County | 5700 | |
| Hanover County | 2000 | 1800 |
| | | |
| Crater Planning District Commission | | |
| CMAQ | 16,000 | |
| | | |
| DRPT | | |
| CMAQ | | *408,000 |
| TEIF | 365,400 | |
| | | |
| RAMPO | | |
| CMAQ | 674,236 | 697,182 |
| | | |
| VDOT | | |
| CMAQ TERMS | 420,000 | |

The majority of RideFinders' annual funding comes from Congestion Mitigation and Air Quality (CMAQ) funds made available to the Richmond Region. RAMPO has formally designated that RideFinders receives 11.4% off the top of the total regional CMAQ funding upon annual review of the organization's performance and determination of total funds allocated for the region. All the grants, with the exception of the annual jurisdictional funding, typically have a two year timeframe for expenditure of funds. RideFinders has usually designed its Annual Workplan and operations based on this funding scenario.

In addition to CMAQ funding from the MPO, RideFinders typically receives financial support from the jurisdictions of Chesterfield County, the City of Richmond, Hanover County, and Henrico County as identified below. The amounts from Chesterfield County and Hanover County have fluctuated over the years based on each county's specific economic situation and annual budget. *RideFinders also applies for grants from DRPT based on its programmatic

needs and specific planned projects. RideFinders also is the recipient of grants from the Transportation Efficiency Improvement Fund (TEIF) and state CMAQ to specifically promote and administer the regional, and highly successful Telework!VA program.

RideFinders also receives some in-kind services from GRTC for professional services such as accounting, marketing, and human resources. RideFinders budget does not assign a monetary value to these services. Table 2 reflects Projected FY2012 Funding Allocations.

Table 2 Projected FY2012 Funding Allocations

| Projected FY2012 Funding Allocations | |
|--|------------------|
| Local Funding | FY12 |
| City of Richmond | 7,500 |
| Henrico County | 7,500 |
| | |
| Crater Planning District Commission | |
| CMAQ | 16,000 |
| | |
| DRPT | |
| CMAQ | 40,000 |
| TEIF | 400,000 |
| | |
| RAMPO | |
| CMAQ | 1,013,834 |
| | |
| Total | 1,484,834 |

According to the FY2011-2114 Congestion Mitigation & Air Quality Improvement Program (CMAQ) Allocations* MPO Action for VDOT Final Six Year Improvement Program dated 4/29/10, the following represents allocations for RideFinders Air Pollution Reduction Program: Rideshare based on 11.4% of total federal CMAQ for the region: FY12 = \$1,013,834; FY13 = \$890,394; FY14 = \$917,482.

8.2 Short-term

The following details the program and operating needs for a one to six years planning horizon. The constrained scenario includes projected CMAQ funding through the MPO and DRPT up to year FY2014 and thereafter to FY2116 utilizing conservative annual CMAQ increases with

stagnant financial support from the current jurisdictions cited. The constrained funding level will allow RideFinders to continue its core programs; however it will not enable RideFinders to enhance or begin new programs and will not accommodate increases in staff salary and benefits in alignment with current upward trends in healthcare premiums.

The unconstrained scenario considers funding requirements to enhance existing services, add additional personnel, and initiate new programs as identified in the implementation plan, if other grants and additional funding are identified and secured.

8.2.1 Constrained Scenario

Table 3 shows the annual growth in RideFinders expenses by functional area over the short-term timeframe (one to six years) given a constrained funding growth scenario –constant CMAQ funding and conservative growth from current revenue streams to include special projects funded from DRPT grants similar to the research and renovation projects for FY2011.

Constrained Short-term Program Expenses (\$000)

Table 3 5 Percent Annual Growth after FY2011

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Total |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| | FY 2011 | FY 2012 | FY2013 | FY2014 | FY 2015 | FY2016 | |
| Program | | | | | | | |
| Staff/Admin | \$404 | \$425 | \$446 | \$468 | \$492 | \$516 | \$2,750 |
| (FTE) | (6.0) | (6.0) | (6.0) | (6.0) | (6.0) | (6.0) | |
| Marketing | \$1040 | \$1092 | \$1147 | \$1204 | \$1264 | \$1327 | \$7,074 |
| Operations | <u>\$381</u> | <u>\$400</u> | <u>\$420</u> | <u>\$441</u> | <u>\$463</u> | <u>\$486</u> | <u>\$2591</u> |
| <i>Total</i> | \$1,825 | \$1,917 | \$2,013 | \$2,113 | \$2,219 | \$2,329 | \$12,415 |

Under this constrained operating scenario, RideFinders will try to leverage existing resources by working more closely with strategic business partners.

Note: FY2011-2014 CMAQ Allocations | MPO Action for VDOT Final Six Year Improvement Program 4/29/2010- Projected allocations for FY2013 is \$716,466 and FY2014 is \$737,075. Ongoing discussions for outlying years.

8.2.2 Unconstrained Scenario

Table 4 shows the services that would be expanded and programs that would be added to the baseline program over the short-term timeframe if additional grants and funding became available. These programs are distributed over the six-year time period based upon priority and readiness for implementation. Improvements are also distributed to maintain a relatively stable increase in funding requirements.

Table 4 Unconstrained Short-term Program Plan and Expenses (\$000)

| Program or Service Enhancement | Year 1 FY 2011 | Year 2 FY 2012 | Year 3 FY2013 | Year 4 FY2014 | Year 5 FY 2015 | Year 6 FY2016 | Total |
|---------------------------------------|---------------------------|---------------------------|--------------------------|--------------------------|---------------------------|--------------------------|---------------|
| Program Staff/Admin | \$404 | \$425 | \$525 | \$550 | \$650 | \$675 | \$3229 |
| (FTE) | (6.0) | (7.5) | (7.5) | (7.5) | (8.5) | (8.5) | |
| Marketing | \$1040 | \$1140 | \$1400 | \$1650 | \$1850 | \$2005 | \$9085 |
| Operations | <u>\$381</u> | <u>\$421</u> | <u>\$440</u> | <u>\$480</u> | <u>\$495</u> | <u>\$515</u> | <u>\$2732</u> |
| <i>Total</i> | \$1825 | \$1986 | \$2365 | \$2680 | \$2995 | \$3195 | \$15046 |

Under the short-term unconstrained scenario, the major increases in investment include:

- Add one FTE with planning/urban studies background and expertise in 2013 and one PTE as a telework program coordinator, and an additional FTE as a Community Access Specialist in 2015 to handle the projected increase in activity related to serving a growing number of employers and activity centers in the RideFinders service area, the increase in the public-private partnerships, and to prepare RideFinders for an expanded focus with non-work related trips and special events trip planning.
- Increase business- to- business outreach activities, collateral and service marketing programs. This includes the development of transportation-related GHG/vehicle emissions expertise, emissions reduction analysis process and instrumentations, collaboration with developers and land use planning, and strategic-joint marketing partnerships.
- Execute the phased approach to the comprehensive *RideFinders Strategy & Performance Evaluation Program* that details RideFinders significant accomplishments in supporting the travel needs of residents, employers, employees, visitors and other businesses. The completed project will also document estimated impacts of RideFinders activities on region-wide transportation objectives.

- Develop and launch plans for the top two niche markets – biking and pedestrian support facilities and activities, and the senior market in preparation for the age wave.
- Support new transit services along well-traveled corridors to support regional transportation efforts and exurbia housing developments and new activity centers through the promotion of RideFinders services.
- Increased employer assistance in developing and implementing formal telework programs in state agencies as well as the private sector.
- Refinement of RideFinders complementary and support services through utilization of technology for real-time ridematching with rewards based incentives, participation in statewide ridematching system development and implementation, and correlated Emergency Ride Home program enhancements, to ultimately launch a mass market service for all residents in the medium term.
- Website enhancements for online ordering of Clean Air and Commuter Choice collateral.
- In-house capabilities for audio and video productions to tap into the social network media.
- Project involvement in establishing Park N Ride lots and bikeway/walkway projects within service area.
- Possible satellite office in Tri-Cities region to align efforts with the Tri-Cities Transportation Development Plan.

Short-, medium-, and long-term program enhancements will require sustaining relationships with existing transportation partners and building new relationships with a diverse network of partners. These include:

- Virginia Department of Rail and Public Transportation: DRPT will continue to be an important partner and r funding source for RideFinders.
- Telework!VA: As telework implementation grows in the RideFinders service area, Telework!VA will remain as an important partner.
- RAMPO- the major source of funding for RideFinders, the Crater Planning District Commission and each member jurisdiction: As funding partners, it will be critical to maintain great relationships with all of the local jurisdictions.
- Business and Related Associations: Partnerships should be continued and pursued with business and professional organizations in the community (e.g., Chamber of Commerce) to advance employer sustainability and TDM.
- TDM Advocacy Groups: Partnerships should be aggressively pursued with organizations focused on TDM advocacy and green movement such as the Friends of Transit and STIR group that have recently formed.

8.3 Medium-term & Long-term Funding Scenarios

Under the constrained funding scenario, funding for RideFinders would stay relatively level over the seven to twenty-five year period with a modest 5% annual increase. Programming would remain relatively stagnant.

Under an unconstrained scenario, services would continue to be expanded with the primary focus on stepped-up support for RideFinders' corporate partners and automated, online trip planning for the region's resident population. It is anticipated that these enhanced services during the medium- and long-term period would see the overall annual budget significantly increase during this period.

8.4 Future Funding Sources

The unconstrained budget represents a significant increase in RideFinders' financial resources that will have to come from multiple new revenue streams. To this end, RideFinders will engage technical assistance to take advantage additional resources to address unmet transportation needs of culturally and ethnically diverse populations. Examples of the kinds of potential funding sources that may be explored during this planning process include:

- In addition to CMAQ, other federal funding programs to see if any other such programs could be used to fund aspects of the RideFinders program. For example, the *EPA Performance Partnership Grant* and/or *EPA Smart Growth Program Grant*.
- In addition to the state's TEIF program, RideFinders should explore other state funding programs to see if any other program could be used to fund aspects of the RideFinders program. For example, the *State and Tribal Assistance Grants*, and federal Climate Change programs.
- Working with counties and cities in the RideFinders service area to obtain funds for a specific program or service and to partner on applicable federal funding programs.
- Seek out grant opportunities specific to non-profit entities for specific "green" projects.

These are just several examples. RideFinders will explore these and many other possibilities. This process will culminate in a recommended future funding action plan that will be included in the future updates of the *RideFinders' Long-Range TDM Plan*.

9.0 CONCLUSION

As RideFinders looks to the future, it will stay on task and look for ways to help the region shift to one focused on mobility management that is more balanced and sustainable over the long term. Despite the challenges to TDM design and implementation, such as complexity, uncertainty, problem definition and financial limitations, there are a significant number of supportive practices and conditions already extant in the Richmond Region. It is our hope that this TDM plan will stimulate conversations, engagement and subsequent financial capital

investment in more efficient ways of moving people. Given all of the long-term market trends, especially the heightened focus on transportation as a key sustainability strategy and TDM as a “best practice” business strategy, RideFinders is poised to make a significant impact on the Central Virginia region for years to come. There is strength in a multifaceted program where TDM strategies and key players are interlinked to obtain maximum benefit.

ATTACHMENT 1- REGIONAL GOALS AND OBJECTIVES

Charles City 2009 Comprehensive Plan | Chapter 9

10. Transportation Choices: A good transportation system that includes alternative modes of transportation attracts good businesses and industries.

a. Develop a multimodal transportation plan that offers steps on how to provide transportation choices such as public bus service, bike and pedestrian pathways, and park and ride lots to help with high commuting costs.

b. Work with the community to identify future bicycle routes that could be incorporated into the Regional Rural Long Range Transportation Plan for construction.

Chesterfield County's Comprehensive Plan | Transportation Policy Element

T 1.1.4 Movement of People and Goods: Promote the movement of both people and goods through the transportation network via a variety of modes and by providing for intermodal connectivity.

T 1.3 Non Motorized Modes: Integrate non motorized mobility into the transportation system in support of the Vision.

T 1.3.1 Bicycle Route Design: Encourage bicycle travel along all planned and existing bicycle routes in the county through use of signage, shared lanes, bike lanes, or shared paths wherever it is safe to do so and as funding enables improvements.

T 1.3.6 Safe Routes to School: Coordinate with the public school system to adopt safe routes to school programs in future development.

T 2.2 Public Transit: Increase local and regional mobility and transportation choices by enhancing transit services and providing viable travel alternatives.

T 2.2.1 Bus Services: Work with local transit providers to promote bus services that meet the residential and business needs of the county.

T 2.2.2 Transit Accessible Employment: Encourage state and local government, regional organizations and adjacent jurisdictions to support transit accessible employment throughout the region.

T 2.2.3 Regional Multimodal Planning: Support large scale regional multimodal transportation initiatives that provide benefit to the county.

T 2.2.7 Multimodal Corridors: Ensure that transportation improvements within CENTERS and CORRIDORS are designed to enhance transit options, as well as enhance bicycle and pedestrian mobility.

T 2.4.3 Transit: Encourage the use of technology to enhance communication and operation of transit systems in the county.

Colonial Heights Comprehensive Plan

E. LAND USE

Objective 8: Plan, provide, and maintain a transportation network for the safety and travel needs of the community.

F. TRANSPORTATION

Objective 6: Promote the utilization of a wider range of transportation modes throughout the City.

Goochland 2028 | The Comprehensive Plan for Goochland County, Virginia

Goal 4.1: Transportation - Provide a comprehensive transportation system which is safe, efficient, and convenient and minimizes traffic congestion.

Strategy 4.1.1c: Require new development to provide transportation improvements and resources that will alleviate identified negative impacts on the roadway network and provide for safe travel, a better transportation system, and multimodal travel.

Strategy 4.1.2f: Incorporate safe pedestrian and bicycle pathways into village plans and other plans where practical.

Governor's Multimodal Strategic Plan for the Commonwealth of Virginia

Vision and Goals

Under Governor Bob McDonnell and Secretary of Transportation Sean Connaughton, a vision and goals for multimodal transportation were developed as follows:

Vision for Multimodal Transportation in Virginia

Virginia will have a coordinated system of roads, rails, ports, transit, bicycle, pedestrian and aviation resources that provides integrated and efficient options that meet citizen, visitor and business transportation needs.

VTrans2035 Goals and the Strategic Plan

VTrans2035 Goals:

Mobility, Connectivity and Accessibility - to facilitate the easy movement of people and goods, improve interconnectivity of regions and activity centers, and provide access to different modes of transportation.

Environmental Stewardship - to protect the environment and improve the quality of life for Virginians.

Economic Vitality - to provide a transportation system that supports economic prosperity.

Program Delivery - to achieve excellence in the execution of programs and delivery of service.

Decrease the rate of growth of Vehicle Miles Traveled (VMT) by increased use of public transportation, bicycles, walking and alternative freight solutions," indirectly address the

environmental goal of the Strategic Plan. As new data sources are developed over time, additional measures may be considered in the future.

Hanover County Comprehensive Plan 2007-2027 | SECTION 4 Transportation

Goal 1: Provide the citizens of Hanover County with the safest and most efficient transportation system that is consistent with environmental protection and sound fiscal policy.

Objective 2: Provide adequate opportunities to development and utilize modes of transportation appropriate to suburban and rural areas.

Strategy: Increase options for non-motorized methods of transportation, such as sidewalks, walking and biking paths and trails along roadways.

Goal 2: Provide Hanover County Citizens with a comprehensive, multi-modal transportation network.

Henrico County Vision 2026 Comprehensive Plan | Adopted August 11, 2009 | Page 35

Vision: A safe, efficient and effective transportation system contributes to the well-being of citizens and businesses and enhances the quality of life within the county. Adequate transportation facilities enhance economic development and support land use decisions.

The county will have:

Goal 1: A transportation system which operates in a safe and efficient manner that promotes the local economy and minimizes traffic congestion.

Goal 3: A transportation network supporting alternative modes of travel to provide mobility choices for the county's citizens.

Powhatan County 2010 Long-Range Comprehensive Plan | Chapter 9

Powhatan County will have a transportation system that is coordinated with land use patterns and community character, with an acceptable level-of-service that supports economic development and maintains a high-quality of life.

Bicycling, for both commuting and recreational purposes, is an important component of the transportation system.

The objectives also recognize the importance of developing viable alternatives to driving, to both relieve congestion and provide valuable recreation and health benefits to the community.

Prince George County | 2007 Comprehensive Plan

Transportation

Goal # 1- To develop and maintain a safe and efficient transportation system.

Goal #2- To encourage a balanced efficient transportation system

Objective # 1- Promote transit and van pool ridership in Prince George County.

Strategies

3. Support and promote van pooling opportunities in the County.

Richmond Area Metropolitan Planning Organization 2031 Long-Range Transportation Plan | Chapter 3, August 14, 2008

4) Increase the accessibility and mobility of people and freight;

5) Protect and enhance the environment, promote energy conservation, improve quality of life, and promote consistency between transportation improvements and state and local planned growth and economic development patterns;

6) Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight;

7) Promote efficient system management and operation;

8) Emphasize the preservation of the existing transportation system.

Goal 1.0 A safe and efficient regional transportation system.

Objective 1.1 Improve Safety: The MPO, its partners and constituent localities will improve the overall safety of the regional transportation system.

Strategy 1.1.2 Reduce the number of pedestrian and bicycle accidents in the region by:

- Providing an improved bicycle and pedestrian network as proposed by the *Richmond Regional Bicycle and Pedestrian Plan*.

Objective 5.5 Implement Bicycle and Pedestrian Plan: consider strategies outlined in the *Richmond Regional Bicycle and Pedestrian Plan* to increase the overall number of people who regularly bicycle or walk in the Richmond region.

Strategy 5.5.3 Promote public education about the rights and responsibilities of cyclists and pedestrians on roadways.

Objective 5.7 Implement Safe Routes to Schools Program: The MPO, its partners and its constituent localities will work together to ensure that Safe Routes to Schools are established within a one-half mile radius of all public and private schools whenever and wherever feasible.

Objective 7.4 Increase Education, Outreach and Public Participation in Planning and Funding the Region's Transportation Plans: The MPO, its partners and its constituent localities will provide local governments, civic and citizen groups, and the media with outreach strategies for education and involvement in their transportation system, in order to promote safety and accessibility.

Strategy 7.4.1 Educate area residents, MPO decision-makers, and state and local elected officials about the impossibility of “building our way out of congestion” and about the benefits of shifting the transportation paradigm to moving more people and goods, not just vehicles.

Strategy 7.4.3 With support from the Greater Richmond Chamber of Commerce, encourage GRTC and RideFinders to work with major employers to develop peak spreading programs (i.e., alternative work hours) and improve work-related trip-making programs (teleworking, home dispatch) to maintain peak-period traffic volumes at levels lower than the annual growth rate of the region.

Strategy 8.1.1 Encourage and provide incentives for the expanded use of hybrids, transit use, bike use and carpooling.

Goal 5.0 A balanced system that offers attractive modal choices and serves the needs of the region’s diverse and changing population.

Strategy 5.1.1 Improve traffic movement throughout the region and within each locality by promoting the use of mass transit, ridesharing and carpooling, bike and pedestrian access where appropriate, to help reduce dependence on the single-occupant vehicle and the need for more roads to reduce congestion. This can include increased funding for enhancements to GRTC, bus rapid transit and trolleys; light and commuter rail, inter-modal facilities, carpooling and vanpooling; park and ride lots, and walking and bicycling improvements (including lockers, showers, bike lockers/secure storage, etc.) in certain areas within the region.

Goal 9.0 A transportation planning process that is inclusive, comprehensive and flexible.

Objective 9.2 Increase Public Involvement: The MPO, its partners and its constituent localities will increase the level and quality of public involvement in transportation plans and projects.

Strategy 3.2.1 The MPO, its partners and its constituent localities will identify national, state, regional, and local models of sound land use and transportation coordination strategies. The MPO will maintain a library of such information at its offices and on its website to guide public officials and the public in making decisions about coordinating the siting of transportation facilities with new developments and growth areas. Such strategies may include new and/or expanded public transportation services, transit-oriented development, access management policies, and travel demand management programs, among others.

Richmond Regional Bicycle and Pedestrian | 2004

- Increase the overall number of people who regularly bicycle and/or walk in the Richmond region
- Increase public awareness of bicycling and walking as viable modes of transportation
- Encourage safe riding and walking practices on roads, byways, and trails in the Richmond region

- Fully integrate bicycle and pedestrian accommodations into existing bus transit services, park and ride lots, and transportation demand management programs. (Note: all GRTC buses have installed bike racks at this time).

Richmond Regional Mass Transit Study | Executive Summary, May 8, 2008

With the currently forecast patterns of development, opportunities for effective expansion of fixed-route, fixed-schedule public transportation in the forecast years of 2016 and 2031 are limited, although the residential density forecasts combined with the forecasts of growth in employment suggest a need for more frequent service in some portions of Henrico County and extension of service into portions of Chesterfield County. An expansion of park-and-ride facilities and express bus services would be appropriate for serving persons commuting from suburban locations to downtown Richmond.

The Richmond Regional Mass Transit Study recommends that the following actions be taken on a regional level for the expansion of public transportation services in the region:

- Provide transit supportive services
- Improve pedestrian and bicycle facilities
- Expand Employer supported transit pass programs
- Expand emergency ride home program to cover the entire Richmond Region

Vision 2020 New Kent County Comprehensive Plan | Adopted August 4, 2003 | Pages 67-68

At present, transportation in New Kent County is almost entirely dependent on the automobile. This means that the County must plan for a desired level of growth without compromising either the safety or the carrying capacity of the existing highway system. At the same time, the County should explore methods to encourage multiple transportation modes to lessen this over-reliance on the automobile.

Goal 2: Promote safety improvements on New Kent Highway.

Incorporate bicycle transportation into the roadway design