Long-Range Transportation Demand Management (TDM) Plan

Central Shenandoah Planning District Commission (CSPDC) RideShare

Working Draft report

prepared for

Central Shenandoah Planning District Commission (CSPDC) RideShare

prepared by

Cambridge Systematics, Inc.

with

Center for Urban Transportation Research
LDA Consulting
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4800 Hampden Lane, Suite 800
Bethesda, Maryland  20814

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date

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1.0 Purpose of the Plan

According to the U.S. Department of Transportation (U.S. DOT), Transportation Demand Management (TDM) is any program “designed to reduce demand for transportation through various means, such as use of transit and of alternative work hours.” TDM agencies throughout Virginia promote ridesharing and other transportation alternatives to single-occupancy vehicles (SOVs) in order to assist individuals seeking transportation options to their workplaces and other destinations, to mitigate congestion on Virginia’s roadways, and to reduce environmental impacts caused by vehicle emissions, roadway expansion, and other transportation-related factors. Relative to other transportation programs, most TDM agencies have negligible capital costs and operate using short-term (typically one to two-year) funding horizons. As a result, many of these agencies have not previously been empowered to fully participate in long-range planning processes for their respective programs.

This Plan reflects the planning vision of the Central Shenandoah Planning District Commission (CSPDC), which received its first State rideshare grant in Fiscal Year (FY) 2010 to assist residents in the Central Shenandoah Valley. Since 2009, the CSPDC has partnered with RideShare, an established TDM program of the Thomas Jefferson Planning District Commission (TJPDC) in the adjacent Charlottesville Region, to provide services to the area’s residents. Under this cooperative agreement, TJPDC’s RideShare assumes the lead role as the primary TDM agency responsible for program delivery, while CSPDC staff brings additional marketing resources to the program and serves as the primary contact for interested residents in the Central Shenandoah Region. In total, the RideShare program covers 10 counties and six independent cities with a combined area of approximately 5,607 square miles and a population of almost a half-million people. The portion of that service area that is under the jurisdiction of the CSPDC is about 3,439 square miles and 278,000 people across five counties and five cities1. RideShare’s core services center around commuter-related trip planning in an effort to reduce traffic congestion and increase mobility throughout Central Virginia and the Central Shenandoah Valley.

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1 Although a total of five counties and five cities are under the jurisdiction of CSPDC, the program will initially focus on the more populous and urban portion of the CSPDC region that is most in need for commuter assistance based on its current commute markets and travel patterns. These areas include Augusta and Rockingham Counties and the cities and towns within the county boundaries, including Harrisonburg, Staunton, and Waynesboro.
RideShare’s long-range operational plan for 2010 through 2035, as reflected in the Charlottesville RideShare Long-Range TDM Plan document, has been developed specifically for the TJPDC Region as a separate document. The TJPDC Plan references the partnership with CSPDC, although its focus is primarily on how the core program evolved historically in the Charlottesville region since the 1980s until its expansion in 2009 to include the boundaries of the adjoining CSPDC region. The Charlottesville RideShare Long-Range TDM Plan also describes how the program operates currently in its existing transportation and demographic context, and how it hopes to operate in the near-term, mid-term, and long-term timeframes relative to projected trends in the region. It builds upon the successes and challenges of the Charlottesville/Central Virginia region and the existing and projected travel patterns and demographic trends of the area. Furthermore, it outlines a strategic framework (goals and objectives) for the agency, as well as program enhancements and financial resources that will be necessary to maintain the RideShare program as a relevant, customer-focused “go-to” resource for commuters and employers in Central Virginia and Central Shenandoah Valley in the future.

In contrast, this Central Shenandoah Planning District Commission (CSPDC) RideShare Long-Range TDM Plan is a much shorter document, reflecting the brief history of the program and its more narrow focus in playing a supporting role to the core RideShare program, which will continue to be administered by TJPDC using its existing staff and external resource base.

This document fulfills the TDM Plan requirement established by the Virginia Department of Rail and Public Transportation (DRPT). Beginning in 2009, DRPT required all agencies receiving TDM State grant funds to prepare, adopt, and submit a long-range TDM Plan for their agency. The purpose of this Plan is to: identify and detail the TDM services currently provided in the agency’s service area, outline potential improvements to be carried out in the Plan’s timeframe, and illustrate the financial resources necessary to implement these services and improvements. This Plan incorporates relevant information from RideShare’s existing TDM planning documents and is consistent with long-range plans prepared by local and regional planning organizations, the Virginia Department of Transportation (VDOT), and DRPT.

In summary, the Plan is intended to:

- Serve as a management and policy document for each TDM agency;
- Provide DRPT with necessary information to fulfill related planning and programming requirements;
- Document current and proposed future operating budgets of each agency; and
- Provide all information necessary to include the TDM program into the Six-Year Improvement Program (SYIP), Statewide Transportation Improvement Program (STIP), Transportation Improvement Program (TIP), and Constrained Long-Range Plan (CLRP), as applicable.
2.0 Overview of RideShare

2.1 History of TDM Program

The Central Shenandoah Planning District Commission (CSPDC) is one of 21 planning districts within the Commonwealth of Virginia, representing Planning District 6—Central Shenandoah. The PDC was chartered in September 1969, pursuant to the Virginia Regional Cooperation Act, to provide regional and sub-regional planning and technical support services to its 10 members—five cities and five counties. Since 1969, the CSPDC has assisted local governments in the Central Shenandoah Valley Region with planning, public administration, fiscal management, and project development and administration.

The CSPDC had received its first TDM rideshare grant from the Virginia Department of Public Transportation (DRPT) in 2009 during the Fiscal Year (FY) 2010 grant cycle. Earlier in its history (approximately 10 years ago), CSPDC had attempted to establish a TDM program in the Central Shenandoah Valley, but the program was discontinued largely due to insufficient political and resident support. More recently, in 2008, the prominent spike in gas prices sparked renewed resident interest in broaching local elected representatives about transportation alternatives to single-occupancy vehicle (SOV) travel. As a result, members of the Rockingham County Board of Supervisors and the Harrisonburg City Council approached CSPDC’s Transportation Manager about the possibility of forming a RideShare program in the region in December 2008.

In response to this increased interest, shortly thereafter CSPDC’s Transportation Manager met with the neighboring Thomas Jefferson Planning District Commission (TJPDC) RideShare Coordinator to discuss cost-effective approaches to provide TDM services to its residents. Prompted by the positive outlook from these discussions, CSPDC applied for a TDM grant through DRPT to support a collaborative TDM program with TJPDC. The proposed partnership made financial sense by reducing initial start-up costs to CSPDC by leveraging TJPDC’s

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2 The Central Shenandoah Region also has 11 incorporated towns, including:
- Craigsville (Augusta County);
- Goshen, Glasgow (Rockbridge County);
- Monterey (Highland County); and
- Bridgewater, Broadway, Dayton, Elkton, Grottoes, Mount Crawford, and Timberville (Rockingham County)
existing ridematching infrastructure\(^3\). It also made practical sense, and was mutually beneficial to both parties, by taking advantage of the existing long-distance commute patterns in the two regions. TJPDC’s RideShare program was already serving a small portion of the CSPDC region with respect to commuting traffic from the City of Waynesboro to the Charlottesville/Albemarle County area. The expanded RideShare service combining the needs of the two PDCs was formally launched during the 6\(^{th}\) Annual RideShare Week in October 12-16, 2009.

The TDM grant was intended to provide financial assistance to the CSPDC to manage all marketing efforts in Augusta and Rockingham Counties and the cities and towns within the county boundaries, including Harrisonburg, Staunton, and Waynesboro. Moreover, the CSPDC would become the primary contact for all interested commuters within the region and would slowly initiate outreach efforts with the area’s employers. In turn, TJPDC’s lead responsibility would be directed toward matching registered CSPDC residents who are interested in the RideShare program using the existing rideshare software, and then transmitting the related information to CSPDC for customer follow-up. The RideShare program would also provide Guaranteed Ride Home services to interested CSPDC applicants, in addition to its existing TJPDC customer base.

While CSPDC’s RideShare program is currently envisioned to cover Augusta and Rockingham Counties (as well as cities and towns within the county borders), Rockbridge County (to the south of August County) may be considered in the future as the program develops and a demonstrated need exists to include this area.

2.2 Governance & Organizational Structure

2.2.1 Governance

The CSPDC is legally considered as a subdivision of local government, with a Board of representatives from each governmental subdivision that oversees the activities of the Commission. The 22 Board Members are appointed by their respective governing bodies; namely, the Counties of Augusta, Bath, Highland, Rockbridge, and Rockingham, as well as the Cities of Buena Vista, Harrisonburg, Lexington, Staunton and Waynesboro. Each member jurisdiction has at least one representative on the Board. Meanwhile, larger communities—particularly Augusta and Rockingham Counties and the City of Harrisonburg—have several members based on a board member allocation formula that considers population

\(^3\) TJPDC already has in place its own ridematching software, an established program website, a toll-free phone number, online application forms and other materials, which save CSPDC the effort and cost from developing this infrastructure from scratch.
size. The localities determine the overall level of CSPDC’s funding which, in turn, sets the level of matching funds available for the RideShare program.

In addition to elected officials who provide high-level oversight functions, CSPDC is supported by 10 staff positions, as shown in Table 2.1. These staff include: an Executive Director who oversees the entire Commission and its programs, a Transportation Manager, a Senior Planner, a Regional Planner, and Economic Development Planner, a Fiscal Officer, a GIS Manager and two professional GIS staff, and an Administrative Assistant.

### Table 2.1 CSPDC Organizational Staff

<table>
<thead>
<tr>
<th>Staff Member</th>
<th>Position</th>
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<tbody>
<tr>
<td>Bonnie Riedesel</td>
<td>Executive Director</td>
</tr>
<tr>
<td>Rebecca L. Joyce *</td>
<td>Senior Planner</td>
</tr>
<tr>
<td>Jennifer Hibbert</td>
<td>Transportation Manager</td>
</tr>
<tr>
<td>Andrea Terry</td>
<td>Regional Planner</td>
</tr>
<tr>
<td>Elizabeth McCarty</td>
<td>Economic Development Planner</td>
</tr>
<tr>
<td>Kathleen Wise</td>
<td>Fiscal Officer</td>
</tr>
<tr>
<td>Rita Whitfield</td>
<td>Administrative Assistant</td>
</tr>
<tr>
<td>Robert Huff</td>
<td>GIS Manager</td>
</tr>
<tr>
<td>Russell Potter</td>
<td>GIS Specialist/Production</td>
</tr>
<tr>
<td>Phil Alexander</td>
<td>GIS Specialist</td>
</tr>
</tbody>
</table>

Source: RideShare.

Note: * Denotes staff currently associated with the RideShare program

### 2.2.2 Organizational Structure

The RideShare program within the CSPDC is currently in the programmatic development stage and its position in the CSPDC’s organizational structure has not been fully defined. Once established, it is anticipated that the RideShare program will be on par with other CSPDC-administered, autonomous programs such as Disaster Planning and the First-Time Homebuyer program.

The Transportation Manager, who reports directly to CSPDC’s Executive Director, has played a key role in supporting the program in its beginning stages by initiating discussions and forging a cooperative agreement with the neighboring TJPDC RideShare program, and submitting a grant application for State assistance on behalf of the CSPDC. In the near future, the CSPDC has expressed an interest in hiring a part-time staff person with direct marketing

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4 A 20 percent match is required to augment the 80 percent State share, provided by DRPT.
experience to help operate the program. In the meanwhile, an existing staff member—the CSPDC’s Senior Planner—has been tasked with Rideshare Coordinator responsibilities on a part-time basis, in addition to her existing planning duties at CSPDC which focus on Disaster Preparedness and Mitigation. These responsibilities are highlighted below in Table 2.2.

Table 2.2  RideShare Staff Descriptions

<table>
<thead>
<tr>
<th>FTE</th>
<th>Position</th>
<th>Job Description</th>
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<tr>
<td>0.5</td>
<td>Senior Planner/Rideshare</td>
<td>Works with employers to map commuter patterns in their organizations; provides information to employees about the benefits of carpooling and how RideShare works; gives presentations on RideShare to interested employers</td>
</tr>
</tbody>
</table>

Source: RideShare

2.2.3  Key Stakeholders

Several local governments and regional agencies comprise RideShare’s key organizational stakeholder base in the Central Shenandoah Region. These stakeholders are the primary funders, service delivery partners, and beneficiaries of RideShare’s services, including:

- **CSPDC** – As a partnering agency to TJPDC in the promotion and marketing of RideShare, CSPDC is a key organizational stakeholder for the program. As a program sponsored by the CSPDC, RideShare benefits from the shared overhead and support services from being under this umbrella agency. In turn, the Central Shenandoah region served by CSPDC— and, more specifically, Augusta and Rockingham Counties that comprise the initial focus of the program—accrues benefits from the commuter services provided by RideShare. In the near future, the CSPDC would like to gauge interest from Rockbridge County in RideShare.

- **CSPDC member jurisdictions** – The RideShare partnership depends on the CSPDC jurisdictions to provide the 20 percent annual local match to maintain program operations. The ability to garner local support is crucial, and has a direct influence on the funding amount requested from the State in the annual grant application process.

- **CSPDC commuters and employers** - Commuter residents and local employers in Augusta and Rockingham Counties, as well as the Cities of Harrisonburg, Staunton, and Waynesboro — are the primary customers of RideShare, which offers them alternatives to single occupancy vehicle commuting.

- **TJPDC** – The Thomas Jefferson Planning District Commission (TJPDC) is the key service delivery partner to CSPDC with respect to the RideShare program. CSPDC’s role in this partnership focuses on the marketing resources it will contribute to TJPDC, helping the latter agency grow its
current database of clients in the Charlottesville region. In turn, the TJPDC will use its existing ridematching software, website, and other marketing resources to include residents of Augusta and Rockingham Counties and Cities of Staunton, Waynesboro, and Harrisonburg in generating rideshare matches, as well as enabling those CSPDC residents to sign up for the Guaranteed Ride Home program.

- **Virginia Department of Rail and Public Transportation (DRPT)** – DRPT is Rideshare’s primary funding agency, providing the bulk share of funding—amounting to 80 percent of the overall budget—to support the program. Rideshare looks to DRPT to support, guide, and promote TDM at the State level.

- **Harrisonburg-Rockingham Metropolitan Planning Organization (HRMPO)** – Following its formation in 2002/2003, the HRMPO designated the CSPDC to serve as the staff to the agency. As a result, the CSPDC works with the MPO on a variety of transportation-related planning activities. Representative projects include: the Richmond Road Multimodal Corridor Study, the Waynesboro Transit Feasibility Study, Transportation Enhancement and Safe Routes to School, and the Rural Long-Range Transportation Plan. In addition, HRMPO has been involved in several bicycle/pedestrian planning initiatives that have a direct bearing on TDM efforts at CSPDC by making these modes more attractive to residents. These earlier initiatives include the Central Shenandoah Valley Bicycle and Pedestrian Plan and the Bicycle Safety and Educational Program.

- **Future MPO comprised of the Staunton-Waynesboro-Augusta Micropolitan Statistical Area (MPSA)**—While much of CSPDC’s land area is rural, the urbanization of the Staunton-Waynesboro-Augusta MPSA will likely lead to this area’s designation as CSPDC’s second MPO following the 2010 U.S. Census. The Staunton-Waynesboro-Augusta MPSA contains the independent City of Waynesboro—which is an important industrial center.

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5 In May 2002, the HRMPO was initially created as a result of the designation of the Harrisonburg-Rockingham County Urbanized Area by the U.S. Census. Later, in May 2003, a Memorandum of Understanding (MOU) was executed after being signed between the local jurisdictions in the urbanized area, including the City of Harrisonburg, Rockingham County, and the Towns of Bridgewater, Dayton and Mt. Crawford. The HRMPO also has two Boards: (1) the Policy Board comprised of elected officials from the local jurisdictions and representatives from various State and Federal transportation agencies and (2) a Technical Advisory Committee comprised of planners, highway engineers, and other transportation experts. CSPDSD staff are not directly represented on either board.

6 The Harrisonburg-Rockingham Metropolitan Statistical Area (MSA) has a population of 120,467 and is under the HRMPO. Based on 2008 provisional estimates by CSPDC, the subregional population of the Staunton-Waynesboro-Augusta MPSA is 115,297.
within the Shenandoah Valley— as well as the City of Staunton, which serves as a prominent educational center with the Virginia School for the Deaf and the Blind and Mary Baldwin College. The newly designated MPO will be tasked with coordinating the transportation needs within this urbanized portion of the region in partnership with CSPDC staff.

- **Bike the Valley** – The CSPDC promotes this group of regional bicycle advocates through sponsorship and support of the group’s website [www.bikethevalley.org](http://www.bikethevalley.org), which maps over 40 on-road bicycle routes throughout the region and includes links to local bicycle clubs and shops, safety tips and rules of the road, and bicycle tours and events. When a group of concerned citizens approached the CSPDC and their local governments with the hope of improving safety and ease of bicycling throughout the region, the Bicycle Pedestrian Committee was formed as an advocacy group within the CSPDC. This group had representatives from the 10 jurisdictions in the planning district and was staffed by the CSPDC. For the past several years, the committee has raised funds through State grants, local government contributions, bicycle clubs and recreation departments, to develop a bicycle plan and raise awareness about bicycling and walking issues. The group has been instrumental in working with the Virginia Department of Transportation (VDOT) to make improvements such as bicycle lanes, wider paved shoulders, and safety signage.

- **Virginia Department of Transportation (VDOT)** – The CSPDC coordinates with VDOT on two grant programs that are key to enhancing its TDM activities; namely, Transportation Enhancement Activity Grants and Safe Routes to School Program Grants. The former covers 12 legislated activities meant to improve non-motorized transportation, enhance the public’s traveling experience, revitalize communities, and improve quality of life. Two of those activities are a) the provision of facilities for pedestrians and bicycles and b) the provision of safety and educational activities for pedestrians and bicyclists. The Bike the Valley advocacy group, in conjunction with the CSPDC, has worked effectively with VDOT to improve the quality of the bicycle networks in the region.

- **Shenandoah Valley Partnership (SVP)** – The CSPDC Executive Director serves on the Board of Directors of this public/private partnership, while the CSPDC website promotes the SVP as one of its major partners. With the exception of the County of Bath and the City of Staunton, the SVP serves all counties and cities in the CSPDC region. The SVP provides marketing, business assistance, and engages in regional cooperation activities and initiatives to “bring together business, government, and education leaders to promote new investment, strengthen existing business, and guide labor force development to ensure a healthy economic future for the region”. The CSPDC has cooperated with the SVP to develop regional strategic initiatives that focus on the environment, economic development, inter-government cooperation and partnership, infrastructure, and community. Several of
these initiatives can impact the success of the CSPDC RideShare program, including support for “enhancement of regional multimodal transportation planning efforts that will provide adequate regional mobility and accessibility” and promoting “planning and enhancement of region’s technology and telecommunications infrastructure”. The latter can impact the availability of telework as an option for the region’s workers, for example.

- **Virginia Regional Transit (VRT)/ Coordinated Area Transport Service (CATS)** – While RideShare focuses directly on commuters, VRT is one of the few human service transportation providers in the area that provides mobility to the elderly, disabled, or low income population. VRT is a non-for-profit provider of direct and contracted transit services—including fixed-route and demand-responsive service—in Augusta County. Under the local service brand called Coordinated Area Transport (CATS), VRT operates the 250 Connector service, providing coverage in the Cities of Staunton and Waynesboro on a deviated fixed-route basis Monday to Friday from 8:00 AM to 6:00 PM. Both routes include stops at Staunton Visitor Center, Augusta Medical Center in Fishersville, apartment complexes, and several shopping centers (Wal-Mart in Staunton, and K-Mart, Wal-Mart, and Kroger in Waynesboro). As a complement to this service, VRT also operates a demand-response service. This service costs $1.00 per ride for elderly/disabled citizens and $2.00 per ride for all others.

In Staunton, VRT/CATS operates the Staunton Trolley, a service with two routes: a) Green, which operates between October 1-April 30, Monday through Saturday from 10:00 AM to 6:00 PM and b) Red, which operates May 1-September 30, Monday through Saturday from 10:00 AM to 10:00 PM. A new Silver route has been added recently as well.

In Weyers Cave, VRT/CATS operates the Blue Ridge Community College Fixed Route Service Monday through Friday from 7:00 AM to 6:00 PM.

VRT services largely serve the human service transportation market, as opposed to commuters trying to get to work. The lack of frequent service, limited service area, and short service span makes this serve impractical for work trips. Within Augusta County, VRT’s funding limitations do not presently allow for any service expansions.

- **Rockbridge Area Transportation Service (RATS)** – Like VRT, the RATS service is focused on mobility options for the elderly, disabled, and those who cannot drive within the Rockbridge area. Using its 11 vehicles, RATS transports passengers to medical appointments, pharmacies, workplaces, shopping, and social activities. Rides are also available to regional medical centers in Roanoke, Charlottesville, and other locations. On-demand, door-to-door service is available five days a week with a 48-hour advanced notice. Its one-way fares range from $4 to $9 for under 20 miles, and $15 to $20 for up to 30
miles. Out-of-town fares (i.e. round-trip fares from Lexington) range between $48 and $60.

Given the limitations (geographic and financial) of such a service, RATS is interested in partnership and sponsorship support to set up a countywide public transportation system where vans would operate on a deviated fixed-route with specific stops in the Cities of Lexington and Buena Vista, as well as throughout the County of Rockbridge. It is possible that RideShare could, over time, expand to include consideration of human service transportation and its coordination in areas where there are documented service gaps. Alternatively, RideShare could assist in promoting transit options in those areas, where feasible.

- City of Harrisonburg Transit – This transit service is the most developed and established throughout the CSPDC Region, although it largely serves the student population at James Madison University (JMU). Harrisonburg Transit has three separate services: regular bus service, school bus service, and paratransit service. Currently, the service is limited to the city boundaries and, therefore, does not meet intra-regional mobility needs and long-distance commute patterns outside the region.

### 2.3 SERVICE AREA PROFILE

#### 2.3.1 Description of Service Area

The Central Shenandoah Valley Region is located in the historic and scenic Shenandoah Valley in west-central Virginia and has a land area of 3,439 square miles and a population of over 278,000 people. The Region is bounded on the west by the Allegheny Mountains, and on the east by the crest of the Blue Ridge Mountains. Over one million acres of land is publicly held and protected in the Region. Villages and farms dot the landscape. The Central Shenandoah Valley Region encompasses five Counties (Augusta, Bath, Highland, Rockbridge, and Rockingham), five independent Cities (Buena Vista, Lexington, Harrisonburg, Staunton, and Waynesboro), and 11 incorporated Towns (Bridgewater, Broadway, Craigsville, Dayton, Elkton, Goshen, Glasgow, Grottoes, Monterey, Mount Crawford, and Timberville). The Region is also graced with several historic landmarks, such as the Woodrow Wilson Presidential Library, the Stonewall Jackson House, and Lee Chapel, to name a few. There are several academic institutions in the Region as well, including: James Madison University (JMU), Eastern Mennonite University, Mary Baldwin College, Virginia Military Institute, and Washington and Lee University, among others.

As shown in Figure 2.1 and listed in Table 2.3, the entire RideShare service area also includes counties and cities in the Thomas Jefferson PDC (TJPDC) Region, in addition to CSPDC counties and cities within those county boundaries.
Figure 2.1  RideShare’s Service Area Map

Thomas Jefferson PDC

Central Shenandoah PDC

The jurisdictions that make up RideShare’s service area are listed in Table 2.3.

**Table 2.3  Jurisdictions in RideShare’s Service Area**

<table>
<thead>
<tr>
<th>Central Shenandoah PDC</th>
<th>Thomas Jefferson PDC</th>
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</thead>
<tbody>
<tr>
<td>1. City of Harrisonburg</td>
<td>1. City of Charlottesville</td>
</tr>
<tr>
<td>2. City of Staunton</td>
<td>2. Albemarle County</td>
</tr>
<tr>
<td>3. City of Waynesboro</td>
<td>3. Fluvanna County</td>
</tr>
<tr>
<td>4. Augusta County</td>
<td>4. Greene County</td>
</tr>
<tr>
<td>5. Rockingham County</td>
<td>5. Louisa County</td>
</tr>
<tr>
<td></td>
<td>6. Nelson County</td>
</tr>
</tbody>
</table>

Source: RideShare.

The major activity centers, which have the highest concentrations of population and employers, are shown in Table 2.4.

**Table 2.4  Major Activity Centers in RideShare’s Service Area**

<table>
<thead>
<tr>
<th>Thomas Jefferson PDC</th>
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<tbody>
<tr>
<td>1. University of Virginia</td>
</tr>
<tr>
<td>2. Charlottesville Downtown Area</td>
</tr>
<tr>
<td>3. Pantops Area – U.S. 250</td>
</tr>
<tr>
<td>4. Fontaine Research Park</td>
</tr>
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<td>5. University Research Park – Northfork</td>
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<td>6. Route 29 Corridor – U.S. 250 to the Airport</td>
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<tr>
<th>Central Shenandoah PDC</th>
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<tbody>
<tr>
<td>1. James Madison University</td>
</tr>
<tr>
<td>2. City of Harrisonburg</td>
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<tr>
<td>3. City of Waynesboro</td>
</tr>
<tr>
<td>4. City of Staunton</td>
</tr>
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</table>

Source: RideShare.

**2.3.2  Transportation Facilities**

The Central Shenandoah Valley Region is bisected on the north-south axis by Interstate 81 (I-81) and on the east-west axis by Interstate 64 (I-64). The Region is about 45 north of Roanoke, 100 miles west of Richmond, 125 miles southwest of Washington D.C., 68 miles south of the Virginia Inland Port, and 200 miles northwest of the Port of Hampton Roads.
The Region is connected by freight railroads that include CSX, Norfolk Southern, Shenandoah Valley Railroad, and Chesapeake Western. It is also connected by passenger rail to Amtrak, via the Cardinal service with stops in Staunton and Clifton Forge. Its closest regional airport is the Shenandoah Valley Regional Airport, located in Weyers Cave (15 miles from the City of Harrisonburg in Augusta County).

**Roadways**

While the two interstates crossing the region are I-81 and I-64, the Central Shenandoah Region is also traversed by several US Routes including US 33, US 340, US 11, US 250, US 22 and some smaller State Routes (including 42 and 39 in Bath and Highland Counties).

**Public Transportation**

The Central Shenandoah Region is served by several providers, including the City of Harrisonburg Transit, the Virginia Regional Transit (VRT)/Coordinated Area Transport Service (CATS), and the Rockbridge Area Transportation Service (RATS). These services are described in turn below:

- **City of Harrisonburg Transit** – This transit service is the most developed and established throughout the CSPDC Region, although it largely serves the student population at James Madison University (JMU). Harrisonburg Transit has three separate services: regular bus service, school bus service, and paratransit service. Currently, the service is limited to the city boundaries and, therefore, does not meet intra-regional mobility needs and long-distance commute patterns outside the region.

- **Virginia Regional Transit (VRT)/ Coordinated Area Transport Service (CATS)** – While RideShare focuses directly on commuters, VRT is one of the few human service transportation providers in the area that provides mobility to the elderly, disabled, or low income population. VRT is a non-for-profit provider of direct and contracted transit services—including fixed-route and demand-responsive service—in Augusta County. Under the local service brand called Coordinated Area Transport (CATS), VRT operates the 250 Connector service, providing coverage in the Cities of Staunton and Waynesboro on a deviated fixed-route basis Monday to Friday from 8:00 AM to 6:00 PM. Both routes include stops at Staunton Visitor Center, Augusta Medical Center in Fishersville, apartment complexes, and several shopping centers (Wal-Mart in Staunton, and K-Mart, Wal-Mart, and Kroger in Waynesboro). As a complement to this service, VRT also operates a demand-response service. This service costs $1.00 per ride for elderly/disabled citizens and $2.00 per ride for all others.

In Staunton, VRT/CATS operates the Staunton Trolley, a service with two routes: a) Green, which operates between October 1-April 30, Monday
through Saturday from 10:00 AM to 6:00 PM and b) Red, which operates May
1-September 30, Monday through Saturday from 10:00 AM to 10:00 PM. A
new Silver route has been added recently as well.

In Weyers Cave, VRT/CATS operates the Blue Ridge Community College Fixed
Route Service Monday through Friday from 7:00 AM to 6:00 PM.

VRT services largely serve the human service transportation market, as opposed to commuters trying to get to work. The lack of frequent service, limited service area, and short service span makes this serve impractical for work trips. Within Augusta County, VRT’s funding limitations do not presently allow for any service expansions.

- **Rockbridge Area Transportation Service (RATS)** – Like VRT, the RATS service is focused on mobility options for the elderly, disabled, and those who cannot drive within the Rockbridge area. Using its 11 vehicles, RATS transports passengers to medical appointments, pharmacies, workplaces, shopping, and social activities. Rides are also available to regional medical centers in Roanoke, Charlottesville, and other locations. On-demand, door-to-door service is available five days a week with a 48-hour advanced notice. Its one-way fares range from $4 to $9 for under 20 miles, and $15 to $20 for up to 30 miles. Out-of-town fares (i.e. round-trip fares from Lexington) range between $48 and $60.

Given the limitations (geographic and financial) of such a service, RATS is interested in partnership and sponsorship support to set up a countywide public transportation system where vans would operate on a deviated fixed-route with specific stops in the Cities of Lexington and Buena Vista, as well as throughout the County of Rockbridge. It is possible that RideShare could, over time, expand to include consideration of human service transportation and its coordination in areas where there are documented service gaps. Alternatively, RideShare could assist in promoting transit options in those areas, where feasible.

**Bicycle and Pedestrian Facilities**

Since 2006, the CSPDC has provided staff support to an active committee and four working subcommittees as part of an established Bicycle and Pedestrian Program. The program strives to ensure that there is ongoing coordination and implementation of the Regional Bike Plan, the Regional Greenways Plan, in addition to other local and regional greenway, pedestrian, and trail plans.

The Central Shenandoah Valley Region has a wealth of bicycling facilities, although they are much more suited for recreational use, as opposed to work commuting. The CSPDC has been directly involved in improving bicycle safety and the quality of resources available to bicycling enthusiasts across the region through joint efforts with VDOT, the HRMPO, and citizen advocacy groups. For example, the CSPDC prominently features Bike the Valley on its website
(http://www.cspdc.org/bikeva/ or www.bikethevalley.org) so that residents and visitors can easily locate over 40 on-road bicycle routes, obtain motorist and bicyclist safety tips, and plan for bicycle tours and events. The website also has other resources, such as links to BikeWalk Virginia (http://www.bikewalkvirginia.org/), Virginia Bicycling Federation (http://www.vabike.org/), and the City of Harrisonburg Bicycle and Pedestrian Committee, which has been recently gathering public input on its Draft Bicycle & Pedestrian Plan.

**Park-and-Ride Lots**

There is a total of six park-and-ride lots with approximately 202 total spaces located in the Central Shenandoah Counties of Augusta and Rockingham. A brief description of each lot is found below, while their locations are shown in Figure 2.2.

- **Waynesboro Town Center (Augusta County)** – 80 spaces located off of Route 340 just south of the I-64 interchange
- **Verona (Augusta County)** – 35 spaces located east of Verona on Lodge Lane at Lauren Hill Road, near I-81.
- **Elkton – Tanyard Bridge Road (Rockingham County)** – 25 spaces located on Tanyard Bridge Road east of Elkton at the intersection with Route 33.
- **Elkton – Blue and Gold Drive (Rockingham County)** – 12 spaces located on Blue and Gold Drive at the intersection of US 33 and US 340, east of Elkton.
- **Mt. Crawford (Rockingham County)** – 15 spaces located east of Mt. Crawford on Route 257 adjacent to I-81.
- **Massanutten (Rockingham County)** – 35 spaces located across from the Massanutten Resort entrance at Route 33 and Mt. Olivet Church Road.
2.4 CURRENT TDM SERVICES AND PROGRAMS

2.4.1 Customers

Currently, CSPDC RideShare’s primary focus is on the work-related commute. The largest group of customers are commuters residing in the Waynesboro and Staunton areas who express interest in ridematching/ridesharing services to employment centers in the TJPDC/Charlottesville region. These long distance commuters travel approximately 25 to 35 miles west for work and are primarily interested in saving money and reducing stress associated with their journeys to work. Commuters account for the cost of gas, daily wear and tear on their vehicles, and potential additional costs of parking (for those commutes that end in downtown Charlottesville). Based on all of these considerations, RideShare’s primary customer and prospect base today, and in the immediate future, are the long-distance commuters that work in the Charlottesville region. Recognition of this primary customer is the main reason the TJPDC put in place the marketing partnership with CSPDC to provide ridematching services to Waynesboro, Staunton, and other areas outside of the TJPDC’s region.

The second key group of customers are employers. Through their site location choices, amenities, and incentives they offer to their employees, employers have a potential effect on their employees’ use of non single-occupancy vehicle (SOV)
modes. The CSPDC plans to actively engage employers within the Central Shenandoah Region as part of its funded activities, as its limited resources permit. Although the TJPDC program has operated since the 1980s and has experienced slow increases in the number of participant employers, it has about 14 employer partners today. This underscores the considerable effort in building effective relationships with employers, particularly in the context of very limited staff who have conflicting TDM-related and non-TDM related duties.

2.4.2 Core Operating Programs

This section describes the key services that make up CSPDC’s collaborative program with TJPDC and are the focus of RideShare’s annual State grant application. Services led by the CSPDC for the benefit of the Central Shenandoah Region are also summarized. It should be noted, however, that TJPDC (as the lead agency) performs other TDM-related functions outside of these “core” programs. The full menu of services is advertised on its website (www.rideshareinfo.org).

Relative to CSPDC’s RideShare program, the core operating programs fall into four areas:

- Ridematching assistance (carpool and vanpool)
- Guaranteed Ride Home
- Marketing
- Employer Outreach

Mobility Planning Focus

RideShare’s current services are focused primarily on ridematching services to facilitate carpooling among commuters who work outside of the home. Targeting both commuters and employers, RideShare strives to provide mobility and transportation options for interested parties. This focus requires both a portfolio of services and products and customer-centric perspective that views solutions from the end users’ perspective. The partnership between the two PDCs is made operational through a set of straightforward procedures which underscore the roles of each TDM agency. In summary, telephone calls from Central Shenandoah region residents to request customized trip planning assistance are initially received at TJPDC, since this agency houses the central phone number for the overall RideShare program. These requests are then are appropriately transferred by TJPDC’s RideShare Specialist to CSPDC for follow-up resolution. As part of its funded activities, the CSPDC performs customized

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7 It should be noted that TJPDC, as the lead agency for the RideShare program, performs other TDM functions (although to a lesser degree) as part of its portfolio of services that fall outside these core programs.
trip planning functions for its customer base in a similar manner to TJPDC vis-à-vis its customers in the Central Virginia Region.

Carpool/Ridematching

RideShare provides free commuter matching to anyone who lives, works, or attends school in the TJPDC and CSPDC regions. Interested commuters who register with RideShare receive a personalized match list of commuters who go the same direction at approximately the same time of day. There is no obligation to form or join a carpool.

RideShare’s ridematching service is administered through a database program that matches commuters who want to carpool or vanpool with other commuters who have similar origins and destinations, routes, and time-of-day travel preferences as do the applicant commuters. At the time of this report, the electronic database was reportedly somewhat antiquated and required the Ridematching Specialist at TJPDC to attempt to make most of the matches by hand. This is a very time-intensive process.

RideShare’s database contains records of commuters who have applied for a carpool or vanpool match and who have chosen to remain in the database for continued ridematching opportunities, either because they have yet to form a rideshare arrangement or because they are interested in increasing the number of commuters in an existing carpool or vanpool. A separate database is used to register commuters in the region who use non-SOV modes (transit, bike, pedestrian, carpool, vanpool) for RideShare’s Guaranteed Ride Home service.

Guaranteed Ride Home (GRH)

RideShare offers the Guaranteed Ride Home (GRH) service to anyone who commutes at least two days each week via carpool, vanpool, transit or bicycle. This program is administered by TJPDC’s Rideshare Specialist who is responsible for registering users and approving rides. Users are registered for GRH using a similar database process as described in the ridematching section. At this time, there are approximately 300 registrants.

Registered users receive a membership card and GRH vouchers that allow them to use a taxi or rental car to travel home in case of an unscheduled event. Each user is allowed five trips per year on the service. Eligible GRH participants can use any transportation provider. However, a list of designated suppliers has agreed to bill RideShare directly for services rendered. Others may require payment in advance.

If registrants need to travel less than 20 miles and do not have a valid Virginia driver’s license, or the rental car agency is not open, a taxi is the primary option. If registrants need to travel more than 20 miles and have a valid VA driver’s license, the primary choice should be a rental car. RideShare will only pay for a compact car, which must be returned within 24 hours. Enterprise Car Rental has agreed to bill RideShare directly. If registrants have to pay for their ride, they
will be reimburused after sending the invoice completed and signed by the transportation provider to RideShare.

Users arrange their own trips and present a GRH voucher to the taxi driver/rental car company before making the trip. RideShare provides the first voucher in the registration welcome package; vouchers for subsequent rides are sent to the user after RideShare receives the previous voucher from the taxi/rental company. When a used voucher is received from a taxi/rental company, RideShare checks the expense for approval, including that the trip was made from work to home, and not vice versa. Approximately 10 to 15 trips each year are made using this service.

RideShare updates contact information for GRH periodically through an annual renewal process.

Employer Services

RideShare’s employer services are designed to encourage major employers in the service area to implement TDM services at their work sites. This outreach offers RideShare an opportunity to reach commuters through work site-based promotions. For most corporate engagements, a RideShare representative meets with the company representative to assess company and employee transportation needs. This is usually done through a customized employee commuting survey provided by RideShare. Once the data is analyzed, a plan is formulated. The RideShare representative then reviews the survey analysis and offers specific recommendations. The RideShare representative helps the company implement the approved elements of the program at no charge.

While very minimal employer activities have taken place at the time of this report, RideShare intends to devote a greater level of effort to this function as its program matures and staff resources permit.

Marketing

RideShare also hopes to engage in more targeted marketing of the program, with the inclusion of promotional materials, advertising to various media, and promotional newsletters to highlight the program to the region’s residents.
3.0 Future Rideshare Service Area Profile

3.1 EXPECTED AREAS OF GROWTH

Changes in the CSPDC service area will impact how and where people choose to travel. Residential, commercial, and other developments will introduce new residents, employers, employees, and other potential TDM customers and partners. Similarly, changes such as highway improvements or development of new transit services will impact where people travel (activity centers) and what types of transportation options are available.

It is likely that the current activity centers where most residents and employment centers are concentrated—City of Waynesboro, City Of Harrisonburg and to a lesser degree Staunton—will expand their boundaries further out. In contrast, Bath and Highland Counties to the west (bordering on West Virginia) are very unlikely to become TDM markets even 30 years from now given their rural character, physical constraints due to forested areas, as well as demographic, transportation, and employment patterns.

The Long Range Rural Transportation Plan for the region is currently under development. Once completed, this document will be a useful source to identify current and future demand, infrastructure deficiencies, and recommended transportation corridors, as well as an evaluation of transit potential in areas like the City of Waynesboro (for which a feasibility study has already been completed).

3.2 PROJECTED DEMOGRAPHICS

The Central Shenandoah Valley Region Economic Forecasts 2006 cite the following projections regarding demographic changes between 2000 and 2030:

- Projected increase in overall population by 31.4%, in comparison to a national growth rate of 34.1% and a higher State growth rate of 44.4%

- The fastest growing age group—Age 65 and Over—is forecast as the fastest growing with a projected increase of 88.9% and comprising over 20% of the population by 2030.

- The percent of the population Age 20 to 64 is projected to be similar to State and national trends marked by a decrease after 2010, declining from 60% of the population to below 54% by 2030.

- The percent of the population by race is projected to follow national and state trends of decreases in the White population as a percent of total population, a
steady percentage of the Black population, but an increasingly rising Hispanic population (with the majority of new residents projected to locate in the Harrisonburg-Rockingham MSA).

### 3.3 PROJECTED EMPLOYMENT

Table 3.1 shows the Top 10 Employers in RideShare’s service area, sorted by the number of employees. The list underscores the importance of regional medical and educational facilities in the region.

**Table 3.1  Top 10 Employers in RideShare’s Service Area**

<table>
<thead>
<tr>
<th>Largest Employers (Ordered by Number of Employees)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. James Madison University</td>
</tr>
<tr>
<td>2. Wal Mart</td>
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<tr>
<td>3. Rockingham Memorial Hospital</td>
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<tr>
<td>4. Augusta Health</td>
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<tr>
<td>5. Cargill, Inc.</td>
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<tr>
<td>6. Lees Carpets</td>
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<tr>
<td>7. McKee Foods Corporation</td>
</tr>
<tr>
<td>8. Merck &amp; Company, Inc.</td>
</tr>
<tr>
<td>9. Target Distribution</td>
</tr>
<tr>
<td>10. Washington &amp; Lee University</td>
</tr>
</tbody>
</table>

*Source: Virginia Employment Labor Market Labor Market Information, Local Workforce Investment Area IV.*

Similar to demographics, *the Central Shenandoah Valley Region Economic Forecasts 2006* cite the following projections regarding employment changes between 2000 and 2030:

- Total employment in the region is projected to increase by over 58,500 new jobs, or 38% (in comparison to 50.7% Statewide and 44% nationally)
- The highest number of jobs are anticipated to be added in the Service and Wholesale/ Retail Trade Sectors. By 2030, these two sectors are projected to account for 73.7% of new jobs regionally, 69.3% of new jobs Statewide, and 70.1% of new jobs nationally.
- The region is projected to see a steadily increasing percentage of employment in the service sector, projected to eventually reach over 30% of regional employment. The greatest increases in earnings are projected for this sector, although the projected increases of roughly 141% are significantly less than the 171% increases projected in the State (although they are on par with national trends).
4.0 RideShare Strategic Plan

This section of RideShare’s Long-Range TDM Plan outlines the strategic framework that will guide the growth and development of RideShare and its services over the short, medium, and long-term. The section begins with an analysis of RideShare’s strengths and weaknesses, as well as the opportunities and threats facing the agency in light of internal and external conditions. In the context of current area needs and projected changes in the future, this section proceeds to detail RideShare’s Mission and Vision, summary of program strategy, as well as goals, objectives, and performance standards.

4.1 Strengths, Weaknesses, Opportunities, and Threats (SWOT)

SWOT is an acronym for Strengths, Weaknesses, Opportunities, and Threats. A SWOT analysis fosters recognition of strengths, or areas in which RideShare excels and would want to maintain in order to help further its mission; and weaknesses, those areas in which RideShare should strive to improve to reduce or eliminate their negative impact on the agency. Opportunities are factors or events that offer a strategic opportunity for RideShare to take advantage and convert to strengths. Threats are areas that could have a negative impact unless addressed proactively.

Strengths

- Committed staff with substantial knowledge of the transportation needs of the Central Shenandoah Region, as well as institutional knowledge of the CSPDC and its stakeholders.

- Sponsorship and location of the program within two PDCs provides extensive administrative and professional/technical support services (e.g., GIS mapping of transportation infrastructure and projects, transportation planning, grant writing expertise) that complement the services delivered by the RideShare program.

- The partnership between CSPDC and TJPDC creates an expanded service area for RideShare, with the potential to help more commuters from both jurisdictions (e.g., a larger pool of commuters increases potential for successful matches). Mutual benefits accrue to resident commuters of both PDCs by minimizing costs, leveraging staff resources, and maximizing on the existing benefits of a mature TDM program (e.g., use of already developed logo, website marketing resources, and ridematching database capability of the TJPDC, etc).
As defined by the 2007 Virginia State of the Commute (VASOC) Survey, the RideShare “brand”, or level of name recognition and identity across the TJPDC, is a strength. The RideShare logo is prominently featured at the bottom on the CSPDC website, along with the PDC’s other featured partnerships such as Bike the Valley, the Shenandoah Valley Partnership (SVP), and the Harrisonburg-Rockingham MPO. Any viewer who is looking for rideshare information is immediately directed to the TJPDC website for a full description of commuter-related information.

CSPDC has a strong commitment to bicycle and pedestrian planning, although the current vision for these modes is primarily recreational and tourism inspired. Bicycle and Pedestrian Planning in one of the PDCs seven program areas, signifying its importance in the region. CSPDC staff provide administrative, grant writing, technical and staffing support on related committees in this area, which also includes the Safe Routes to School Program administered by VDOT.

The environment and natural resources also play a significant role in the region, and CSPDC is an active facilitator of those discussions among localities. While the strong focus on waste water and solid waste has less affinity for TDM strategies, the PDC is also involved with issues of green infrastructure and green energy that, at the very least, appear to have traction relative to linkages to saving gas/energy through use of alternative modes. The environmental ethos appears to be supportive in the region for consideration for all alternatives, including transportation-specific alternatives, that have positive environmental benefits.

Weaknesses

CSPDC RideShare’s funding for FY 2010 was a very modest $47,500, (of which $38,000 comprised the State share and $9,500 in local matching funds). While this level of funding is reasonable for a “start up” program that has yet to mature, it does constrain the breadth of its activities, particularly fairly time intensive staff efforts to reach out to dispersed employers over such a broad region.

Funding is largely reliant on a single source (80 percent from DRPT grants), making RideShare extremely vulnerable if this source was not available each year, or State funding remains largely flat as it has been for all TDM agencies in the Commonwealth. The ability to obtain local match is also uncertain, particularly for a new program with limited demonstrated successes in the context of difficult economic times.

Some stakeholders, including local funding partners, in the CSPDC may have a limited appreciation of TDM and the role it can play in maintaining the region’s mobility and quality of life. The program does not have overtly enthusiastic support from all Counties in the region, presumably due to their rural nature and lack of demand for long-distance commuting options (e.g.
Highland and Bath Counties and, to a lesser extent, Rockbridge County). Politically-inspired changes on the PDC’s Board also create an uncertainty of support for the program’s future success.

- RideShare’s very limited staff resources (2.0 FTEs combined in TJPDC and CSPDC) is a weakness on several fronts. First, this limits RideShare’s ability to undertake new initiatives that could expand awareness, program participation, and overall impact of the agency in the Central Virginia and Central Shenandoah regions. Second, limited staff resources place a burden on existing staff to manage the expanded area – both the TJPDC and CSPDC. Third, small staff resources is a weakness when it comes to one of the core practice areas – employer-based transportation programming. It takes significant time to identify and close a prospective client and then to develop a highly customized program to meet the specific needs of their employees at each work site.

Opportunities

- The program is in its inception stage and has “room” to experiment and develop new models for providing services, provided that it can make some traction in setting goals, measuring early successes, and demonstrating that it offering a service that is sought after by residents and employees and is valuable to the region.

- The RideShare program can potentially benefit from stronger connections to other program areas within CSPDC, including: Bicycle/Pedestrian Planning, Transportation, GIS and Mapping, Economic Development, and Environmental & Natural Resources. Given the breadth of partners that the PDC coordinates with within these various program areas, opportunities for greater awareness and education of the value of RideShare appear to be readily available.

- Multimodal regional planning efforts are already part of the Central Shenandoah Valley’s Regional Strategic Initiatives, which were developed in 2000 through a strategic planning effort. The partnership between CSPDC and the Shenandoah Valley Partnership gives RideShare another potential avenue to access businesses and employers and to keep abreast of economic development trends affecting the region.

Threats

- The current economic climate is resulting in statewide budgets cuts. Further cuts could have local impact, threatening RideShare’s local match for DRPT’s grant. This could cause uncertainty for RideShare’s current operations and future growth.

- Compared to other areas of the State, residents of the RideShare service area have a relatively short commute, both in terms of distance and time. Additionally, the area has one of the lower congestion levels in Virginia.
Thus, 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 RideShare and lowers the potential return on investment to justify financing traditional ridematching services.

- RideShare’s core service focus of providing highly customized mobility solutions for interested parties is extremely labor-intensive. Any significant increase in customer volume, without a commensurate increase in staff resources, will threaten the organization.

- The number of new employer partners that can be recruited is limited by the amount of time RideShare’s staff has available following other mandatory activities (such as ridematching, special events, grant reporting, etc.). Thus, at a time of rising awareness and interest among employers, RideShare’s effectiveness and impact may be compromised by the fact its services are very customized and labor-intensive.

### 4.2 RideShare’s Mission

As a new program that is folded into the TJPDC RideShare “umbrella”, CSPDC is included in its overall program Mission statement, as published on the RideShare website (http://www.rideshareinfo.org/):

RideShare is a program of the Thomas Jefferson Planning District Commission in cooperation with the Central Shenandoah Planning District Commission, working to reduce traffic congestion and increase mobility throughout Central Virginia and the Central Shenandoah Valley.

While reduced traffic congestion and increased mobility are RideShare’s stated outcomes, the TJPDC and the CSPDC regions have little preexisting commuter demand for alternatives to the SOV commute. According to the 2007 Virginia State of the Commute data for the Charlottesville region, traffic congestion in this area is not a major concern. The average work commute time and distance traveled is relatively short, for the most part. However, this is less true of interjurisdictional travel between CSPDC counties to employment centers in the Charlottesville area of TJPDC. The same is true of reverse commutes to the City of Harrisonburg, another key employment and regional activity center. Currently the, RideShare serves the relatively limited segment of long-distance commuters from the outer edges of the TJPDC and the CSPDC.

### 4.3 Goals, Objectives, and Strategies

The remainder of this document presents concrete plans – goals, objectives, strategies of the RideShare Long-Range TDM Plan.
4.4.1 Process for Developing Goals and Objectives

The goals and objectives contained in this Long-Range TDM Plan were developed through a collaborative process involving RideShare’s staff with assistance and input from Cambridge Systematics, LDA Consulting, Southeastern Institute of Research (SIR), and the Center for Urban Transportation Research (CUTR). The process to identify and refine programmatic goals, objectives, and performance measures included:

- Review of existing RideShare documents to understand the role and services of the program;
- Interviews with RideShare’s staff to identify existing and future program needs;
- Review of comprehensive transportation plans and other related documents created by RideShare and the TJPDC;
- Development of a SWOT analysis based on the discussions and reviewed documents;
- Formation of draft TDM goals based on existing vision statements and transportation or TDM-related goals and objectives in reviewed documents and interviews and SWOT analysis;
- Review and revision of goals and objectives by RideShare’s staff; and
- During the development of goals, objectives, and performance standards for this plan, the following definitions were used:
  - **Goal** – Is a broad, qualitative statement of what the agency hopes to achieve.
  - **Objective** – Is a specific, measurable statement of what will be done to achieve goals.
  - **Performance Standard (Measure)** – Is a quantitative or qualitative characterization of performance that evaluates the efficiency or effectiveness in conducting business operations.
  - **Strategy** – Is a statement of the approach or method the program will pursue to attain goals and objectives.

4.4.3 Agency Goals, Objectives, and Strategies

The following are initial brainstormed goals and strategies for the first few years of the RideShare program. After approximately six years of program operation, the program will consider whether it has grown and matured sufficiently to stand on its own, or whether it should continue to function as a partnership and keep leveraging its limited resources with TJPDC. The following are short-term goals and strategies developed for the program.

*Year 1 Goals:*
- Establish program framework, including effective organizational structure and staff support.
- Develop more thorough understanding of the needs of the region and establish program presence within Central Shenandoah.
- Increase awareness of program and of transportation options through promotional events and other marketing efforts.
- Manage the growth of SOV travel in the region.
- Educate decision makers in the area about where TDM “fits in” with other regional goals and priorities.

**Related Strategies:**

- Coordinating with TJPDC to develop marketing materials
- Increasing the number of inquiries for ridematching and “building up” the ridematching database in order to: a) increase awareness of the RideShare program and transportation options in the Central Shenandoah region and b) influence growth in non single-occupancy vehicle (SOV) mode share. One potential way to do this is to blanket park-and-ride lots with flyers to get more people to register in the database.
- Conduct outreach to better understand local stakeholders’ needs and expectations of the RideShare program, and develop early advocacy efforts to gain buy-in. Local stakeholders would include public officials, residents of the region, and employers.
- Monitor service delivery to demonstrate early program successes, challenges, and demand for services.
- Prioritize limited budget to cover commuter markets in Waynesboro, Staunton, and Harrisonburg in order to reach or “convert” the long-distance commuter to ridesharing.
- Focus marketing efforts on customer support first and employer outreach second (give the size of the budget).
- Position the service for long-distance commuters with a clear tagline that potential customers would immediately recognize.
- Promote commuter cost savings of ridesharing as the primary rationale.

**Years 2-6 Goals:**

- Continue to advocate for the program and engage new service partners
- Ramp up employer outreach efforts, focusing on the largest destination employers and the TJPDC employer program first
- Use billboards, flyers and post on locations of highest visibility which also provide (preferably) free or low-cost advertising space (e.g. commuter bus “wraps” or ads located directly around the 5-6 entrance
ramps onto I-81 and I-64 where most solo drivers would take notice of them)

Related Strategies:

- Continue to fine-tune advocacy plan to promote the program in front of local officials, economic development staff, and business groups.
- Keep measuring outcomes of the program and communicating successes.
- Potentially add employer outreach, as well as a staff person with a marketing background.
- Survey customers to ensure the program is responding to their needs; make changes accordingly
- Identify Top 25 Employers in the region and focus efforts on those employers
5.0 Financial Plan

5.1 CURRENT BUDGET AND FINANCIAL RESOURCES

As detailed in Table 5.1, RideShare’s current FY 2010 budget is $47,500.

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Amount</th>
</tr>
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<tbody>
<tr>
<td>Administration</td>
<td>$30,000</td>
</tr>
<tr>
<td>Marketing and Promotion</td>
<td>$15,000</td>
</tr>
<tr>
<td>Travel and Training</td>
<td>$2,500</td>
</tr>
<tr>
<td><strong>Total Budget</strong></td>
<td><strong>$47,500</strong></td>
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</table>

Source: FY 2010 TDM/ Commuter Assistance Grant Application.

A large majority of RideShare’s funding comes from a DRPT grant and a local 20 percent match by the CSPDC.

<table>
<thead>
<tr>
<th>Sources of Funds</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Ridesharing TDM Assistance</td>
<td>$38,000</td>
</tr>
<tr>
<td>Local match from CSPDC</td>
<td>$9,500</td>
</tr>
<tr>
<td><strong>Total Funding</strong></td>
<td><strong>$47,500</strong></td>
</tr>
</tbody>
</table>

Source: DRPT Approved 6-Year Plan “FY10 TDM Program Grants”