Long-Range Transportation Demand Management (TDM) Plan

Charlottesville RideShare

Working Draft

report

prepared for

Charlottesville RideShare

prepared by

Cambridge Systematics, Inc.

with

Center for Urban Transportation Research
LDA Consulting
Southeastern Institute of Research

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1.0 Purpose of the Plan

RideShare, a program of the Thomas Jefferson Planning District Commission, is the Charlottesville 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."

RideShare, like the other 14 TDM agencies throughout Virginia, promotes ridesharing and other transportation alternatives to single-occupancy vehicles (SOV). The organization assists individuals seeking alternative transportation options (non-SOV) to their workplaces and other destinations in order to mitigate congestion and reduce environmental impacts caused by vehicle emissions, roadway expansion, and other transportation-related factors.

RideShare's core services center around commuter-related trip planning. This includes sharing information on mobility options, assisting commuters with carpool and vanpool matching, and providing commuter assistance support services for employers such as telework planning and onsite ridematching assistance. In addition to RideShare's commuter and employer services, the organization assists in the development of park-and-ride lots, and operates a SchoolPool program.

RideShare delivers its services through various methods, including a website, telephone contact, in-person assistance at work sites, and through mailed and e-mailed information distribution. Relative to other transportation programs, RideShare has few large capital costs and operates using short-term (1- to 2-year) funding horizons.

As the region's designated TDM agency, RideShare is responsible for TDM planning and works to incorporate TDM into regional planning as a voting member on urban and rural transportation committees.

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.

This document is RideShare's Long-Range TDM plan. It establishes the scope and benefits of RideShare's programs and provides information for DRPT to incorporate RideShare's TDM plans into the State's overall TDM plans, funding decisions, and programs.

More specifically, this document will:

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

RideShare's 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 Thomas Jefferson Planning District commission (TJPDC), the Virginia Department of Transportation (VDOT), and the Department of Rail and Public Transportation (DRPT). Furthermore, the strategic programs and budget requirements detailed in this Plan will be included in DRPT's statewide, Six-Year Improvement Program (SYIP), Statewide Transportation Improvements Program (STIP), Transportation Improvement Program (TIP), and Constrained Long-Range Plan (CLRP).

While many documents and studies were utilized in preparing RideShare's Long-Range TDM Plan, the 2007 Virginia State of the Commute Survey (VSOC Survey) is a key information source. 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 TJPDC-RideShare region. This document, RideShare's Long-Range TDM Plan, includes a considerable amount of information from this excellent resource.

2.0 Overview of RideShare

2.1 History of TDM Program

RideShare was founded in the 1980s as a commute information and assistance service of JAUNT, a regional transportation system serving the City of Charlottesville and the Counties of Albemarle, Fluvanna, Louisa, and Nelson. The Thomas Jefferson Planning District Commission served as a resource during the grant proposal process and later became the parent agency for the Rideshare program.

Over the last 20 years, RideShare has evolved into a modern day TDM organization. Major historic highlights include:

- **1980 –** RideShare added employer-based transportation program support.
- **1990 –** RideShare launched the transportation information center. This center is the joint effort of the Commuter Information Team, which includes RideShare, JAUNT, Charlottesville Transit Service, University Transit Service, and Greene County Transit.
- **1996 -** RideShare moved to the Thomas Jefferson Planning District Commission, where it continues to be housed today, and expanded program service to include Greene County.
- **2003 –** RideShare launched the SchoolPool program, the first of its kind in Virginia. A SchoolPool is similar to RideShare's commuter carpool program in that it links up parents who are interested in sharing rides to and from the same school – on a daily basis, occasionally, or in an emergency. And, while informal carpool programs already exist at most schools, RideShare makes it possible for schools to offer a formal, sophisticated program at no cost to the school. SchoolPool benefits include reduced environmental impacts and improved safety from having fewer cars on the road and around the school, as well as helping parents save time and money.
- **2008 –** RideShare created a Day on the Go campaign aimed to educate tomorrow's commuters about how responsible transportation decisions will positively impact the region – now and in the future. The campaign includes a workbook for schools and youth-based programs and an accompanying Web site, www.ADayontheGo.org.
- **2009 –** RideShare formerly expanded its reach through a partnership agreement with the Central Shenandoah Planning District Commission to provide ridematching services to Central Shenandoah Valley made up of the five counties of Augusta, Bath, Highland, Rockbridge, and Rockingham and the cities of Buena Vista, Harrisonburg, Lexington, Staunton, and Waynesboro.

2.2 GOVERNANCE AND ORGANIZATIONAL STRUCTURE

2.2.1 Governance

RideShare is a service of the Thomas Jefferson Planning District Commission (TJPDC) and reports directly to the Executive Director of the TJPDC.

The TJPDC is governed by a Board made up of representatives from the six jurisdictions that make up the region: the City of Charlottesville and the counties of Albemarle, Fluvanna, Greene, Louisa, and Nelson.

The TJPDC's staff leadership and the TJPDC Board recognize the importance of TDM and have included RideShare and RideShare's TDM programs in regional plans to advance viable transportation choices. For example, the United Jefferson Area Mobility Plan (UnJAM 2025) allocates funding to construct new park-and-ride lots and improve coordination of TDM strategies with work, education, and special events.

The TJPDC board meets once each month at which time board members receive a staff report. The staff report includes a section describing RideShare's major activities and performance on various indicators. RideShare's Program Manager presents an annual report to the board during the grant application authorization process.

The TJPDC Board has the authority to define important RideShare concerns, including the budget and work program. Transportation planning for the urbanized area, however, is organized and approved by the Metropolitan Planning Organization (MPO). As a mobility organization, RideShare occasionally reports to the MPO policy board as well as representatives from the rural areas. Over the years, the TJPDC Board and MPO have agreed to fund RideShare's local match to the DRPT grant. Within the parameters defined for the program by TJPDC and endorsed by the MPO, RideShare maintains a substantially independent operation, albeit one with an integrated relationship to the TJPDC and MPO.

RideShare currently does not have an advisory board.

2.2.2 Organizational Structure

RideShare has two staff members: Program Manager and RideShare Outreach Specialist. Both of these positions are technically staff positions within the TJPDC.

The Program Manager of RideShare is a part-time TJPDC staff member whose time is completely allocated to RideShare's activities. The Program Manager is responsible for all program activities, including service delivery for

ridematching, commuter information, and guaranteed ride home throughout the service area, employer outreach, and administrative functions such as marketing, budgeting, and program planning.

The RideShare Outreach Specialist, a full-time TJPDC staff member, is responsible for customized commuter planning and assistance, as well as overall database management and placement follow-up.

Several of RideShare's organizational/administrative functions are provided by TJPDC, in its role as the parent organization, including accounting and human resources. TJPDC staff provides these services in the manner of outside consultants or vendors, with the RideShare Program Manager having frequent and extensive coordination with other TJPDC staff on the substantive aspects of these functions.

The combined time of the Program Manager and the RideShare Outreach Specialist is divided among several activities as shown in Table 2.1.

Table 2.1 Staff Time Allocation

Activity	Staff Time
Ridematching	30%
Employer Outreach	25%
Marketing/Advertising	20%
Management/Administration	10%
Service/Organizational Planning	5%
Community Outreach	10%

Source: RideShare.

Ridematching accounts for 30 percent of staff time. Another 30 percent of staff time is devoted to Employer Outreach. Marketing and advertising account for about 20 percent of staff time. This is primarily the responsibility of the Program Manager, although the RideShare Outreach Specialist also assists the Program Manager to identify media and information distribution opportunities within the service area. Management/administration and planning functions take about 15 percent of staff time.

While RideShare is a division of TJPDC and is housed within the TJPDC office, it operates independently in many day-to-day respects. Daily administrative and office management tasks are handled by both RideShare's Program Manager and the RideShare Outreach Specialist. Annual budget planning is handled by the Program Manager.

There is no formal planning group at RideShare, either for service or activity planning or for participation in regional planning activities. Internal planning is performed by the Program Manager for development of the annual work program and new service planning. New service ideas are generated from

market research studies, customer requests, review of best practices observed among peer agencies, and other methods.

Regarding involvement in external planning, the RideShare Program Manager participates in PDC and MPO meetings, occasionally attends local government meetings, and participates on the region's Commuter Information Team so RideShare has a voice in major regional planning activities.

Additionally, program staff attends conferences, workshops, and training classes that are appropriate to their positions.

RideShare's financial functions are performed jointly by RideShare's Program Manager and by TJPDC's accounting staff. RideShare is responsible for tracking funding sources, developing budgets, preparing grant reimbursement invoices, and tracking ongoing revenues and expenses. The Program Manager is primarily responsible for budgeting functions and has responsibility to review and approve direct expenses related to the program.

TJPDC reviews and approves RideShare's budgets. TJPDC handles monthly accounting and general ledger entries, monthly and annual financial reporting functions, accounts receivable, and payroll, and provides these services to RideShare at no direct cost.

2.2.3 Key Stakeholders

RideShare's key stakeholders include:

- **The Virginia Department of Rail and Public Transportation (DRPT) –** DRPT is RideShare's primary funding agency and a partner in service delivery. RideShare looks to DRPT to support, guide, and promote TDM at the state and regional level.
- **The Thomas Jefferson Planning District Commission (TJPDC) Board –** The TJPDC serves the localities in Planning District 10, which include the City of Charlottesville and the counties of Albemarle, Fluvanna, Greene, Louisa, and Nelson. The TJPDC provides services to a geographic area of 2,168 square miles with a population of 224,995 making it the Commonwealth's sixth largest in terms of population.
- **The Central Shenandoah Planning District Commission (CSPDC) Board –** In 2009, RideShare enter into a partnership with the CSPDC to provide rideshare support services (ridematching and Guaranteed Ride Home services) to the Central Shenandoah Valley region. As a contracted service provider to this region, Rideshare now has the CSPDC and CSPDC Board as a customer stakeholder.

  CSPDC's member localities are the cities of Buena Vista, Harrisonburg, Lexington, Staunton, and Waynesboro and the counties of Augusta, Bath, Highland, Rockbridge, and Rockingham. CSPDC provides services to a geographic area of 3,439 square miles with a population of 272,529; making it the Commonwealth's largest, geographically speaking, and fifth largest in

terms of population. It is located along the I-81 and I-64 corridors in the Central Shenandoah Valley.

- **Thomas Jefferson Metropolitan Planning Organization and the Central Shenandoah Metropolitan Planning Organization (MPO) –** Both PDC's operate in a governmental structure where regional transportation planning is managed by Metropolitan Planning Organizations (MPOSs). MPOs and MPO committees such as the MPO Technical Committee review, comment, and make recommendations on regional transportation plans and programs. As RideShare's TDM current and future services are part of regional transportation planning, the MPO and MPO committee members are key stakeholders.

- **Governing Boards of Local Jurisdictions –** Across both PDCs, RideShare currently serves 10 counties and 6 independent cities. All of these jurisdictions are independent of one another. They all have their own governments. Through their membership on each regional MPO, each jurisdiction has a direct influence on RideShare.

- **RideShare's Employer Clients –** RideShare currently has 15 direct working "partner" relationships with employers across TJPDC's region. These employers receive TDM support services from RideShare.

- **University of Virginia (UVA) –** UVA is the region's TDM engine. The University is committed to TDM; it is part of their culture. TDM is part of the University's smart land use planning approach. It is supported at the highest levels of the administration. UVA's enthusiasm and ongoing investment in TDM is well-documented in the form of a professionally crafted Master TDM Plan and two Mirco-TDM Plans (Fontaine Research Park and University Research Park-Northfork). An executive summary of UVA's Master TDM Plan is available at www.Virginia.edu/Parking/TDM. The Master TDM Plan's theme is "*Be Active. Be Driven. Be Involved.*"

  UVA has a number of active TDM programs. University Transit System (UTS) and bike support services are the largest programs. The smallest is the recently launched Zipcar service – self-service community rental cars for faculty, staff members, and students. The future focus for UVA's TDM program includes measuring GHG emissions and supporting more of the long-distance commuters. Despite all of its financial and intellectual investment in TDM, UVA does not provide ride-matching services as part of its TDM portfolio. Instead, the University relies on RideShare for ridematching support.

- **CommuterInformation.com –** CommuterInformation.com is a joint effort by RideShare, JAUNT, Charlottesville Transit Service (CTS), University Transit Service (UTS), and Greene County Transit (GCT). This self-named "Commuter Information Team" created this virtual information center to enhance the quality of life and mobility of people in the Thomas Jefferson Planning District by promoting the use of alternatives to single-occupant

vehicles to reduce traffic congestion through private-public partnerships, community outreach, and individualized service. RideShare's staff works to keep this Web site updated.

- **Regional Transit Services –** The region's independent transit companies play a large role in providing convenient options to SOV travel. JAUNT, Charlottesville Transit Service (CTS), and University Transit Service (UTS) are strategic partners in offering mobility options. These organizations and RideShare all work together to maximize service delivery and marketing outreach.

- **The Charlottesville Regional Chamber of Commerce (CRCC) and the Thomas Jefferson Partnership for Economic Development (TJPED) –** The CRCC and the TJPED, the region's economic development organization, are RideShare's stakeholders from an employer outreach perspective. Combining the reach, credibility and resources, and ongoing input from these two leading business groups affords RideShare easier and more relevant and meaningful access to private businesses across the Greater Charlottesville Region.

- **Third-Party Organizations that Promote TDM –** Two examples of independent, third-party organizations that promote TDM are *Charlottesville Tomorrow* and *Alliance for Community Choice in Transportation* (ACCT).

  Charlottesville Tomorrow was launched in September 2005 and is a 501(c) 3) nonprofit organization. Their purpose is to inform and engage the public by providing clear, nonpartisan information and research on land use, transportation, and community design issues with the confidence an informed public will make decisions that will protect and build upon the distinctive character of the Charlottesville-Albemarle area.

  ACCT is a network of citizens and groups dedicated to promoting balanced transportation options, sustainable land use, and transit-oriented communities through education and leadership in the greater Charlottesville area.

  These kinds of pro-TDM advocacy groups are important to RideShare, as they help advance the pro-rideshare message and need for and benefits of alternatives to SOV travel.

- **Local agencies and organizations in the emerging green-sustainability cause –** Emerging stakeholders include public and private pro-environmental agencies/organizations that are advancing and/or supporting TDM as part of their cause. The City of Charlottesville is leading the way. It has undertaken a major new effort to build trails within parks to create loops for walking and biking, and also to connect parks, schools, and other public spaces to each other. Another example is the new organization that the City of Charlottesville and the County of Albemarle are set to launch – Local Energy Alliance Program (LEAP). LEAP (www.va-leap.org) is a community-

based, comprehensive energy efficiency and renewables program. LEAP will focus on saving money, saving energy, reducing greenhouse gases, and being an active participant in a growing local green economy. The program will officially launch in early 2010.

It is important to recognize that all of these stakeholder groups have different levels of interactions with and expectations for RideShare. For example, local governments, through their regional MPOs, provide funding to RideShare. They view the organization as an extension of their work – a transportation *service provider* that helps address local and regional transportation needs. Employers on the other hand, receive services from RideShare as *customers.* Understanding these different stakeholder relationships is critically important to RideShare's long-term success.

2.3 SERVICE AREA PROFILE

2.3.1 Description of Service Area

RideShare service area now covers both the Thomas Jefferson Planning District Commission region and the Central Shenandoah Planning District Commission region.

This year, the Thomas Jefferson Planning District Commission and the Central Shenandoah PDC agreed to work together to leverage rideshare/TDM marketing resources. Given RideShare's ridematching infrastructure and pre-existing long-distance commute patterns, the two PDCs agreed to have RideShare manage ridematching for both regions. This effectively added 3,438 square miles and 277,593 people across five counties and five cities to RideShare's service area.

Viewed from this broad perspective, RideShare serves ten 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 service area for RideShare – Thomas Jefferson PDC is depicted in **Error! Not a valid bookmark self-reference.**, and RideShare – Central Shenandoah PDC is depicted in Figure 2.2.

Figure 2.1 RideShare's Service Area Map
Thomas Jefferson PDC

Source: TJPDC Web site, www.tjpdc.org.

Figure 2.2 RideShare's Service Area Map
Central Shenandoah PDC

Source: CSPDC Web site, http://www.cspdc.org/.

The jurisdictions that make up RideShare's service area are listed in Table 2.2.

Table 2.2 Jurisdictions in RideShare's Service Area

Thomas Jefferson PDC	
1.	City of Charlottesville
2.	Albemarle County
3.	Fluvanna County
4.	Greene County
5.	Louisa County
6.	Nelson County

Central Shenandoah PDC	
1.	City of Buena Vista
2.	City of Harrisonburg
3.	City of Lexington
4.	City of Staunton
5.	City of Waynesboro
6.	Augusta County
7.	Bath County
8.	Highland County
9.	Rockbridge County
10.	Rockingham County

Source: RideShare.

While RideShare will be handling the ridematching responsibilities across both regions, a separate TDM marketing plan is being discussed for the Central Shenandoah region. Once that plan is formerly crafted and approved, it will be added to future versions of this document – RideShare's Long-Range TDM Plan.

For now, this TDM Plan primarily focuses on the Thomas Jefferson Planning District Commission region. This region totals 2,169 square miles and includes 227,107 people in five counties and one city.

The major employment opportunities are more concentrated toward the downtown urban core of Charlottesville and the main campus of the University of Virginia (UVA) and UVA's health sciences facilities. The major activity centers, where there are the highest concentrations of population and employers, are shown in **Error! Not a valid bookmark self-reference.**.

Table 2.3 Major Activity Centers in RideShare's Service Area

1.	University of Virginia
2.	Charlottesville Downtown Area
3.	Pantops Area – U.S. 250
4.	Fontaine Research Park
5.	University Research Park – Northfork
6.	Route 29 Corridor – U.S. 250 to the Airport

Source: RideShare.

When compared to other regions of Virginia, the RideShare service area (Thomas Jefferson Planning District) is relatively sparsely populated, with an average of 104 persons per square mile versus 179 for the state average. The City of Charlottesville has the highest density in the region, with 2,260 persons per square mile within the city limits.

According to the 2000 U.S. Census, approximately 14.5 percent of the region's population was living below the poverty line, and 13.6 percent was 65 years of age or older. Both of these statistics are higher than the statewide averages of 9 and 11 percent, respectively. Minority populations, including African-Americans and Hispanics are underrepresented in the service area when compared with statewide averages.

Transportation Facilities

The transportation system serving the TJPDC's region is a network of local and regional roads, rail, airport, transit, and an evolving system of greenways and bikeways.

The major interstate and regional routes in the region are I-64, U.S. 250, and U.S. 29. I-81 and I-95 are major north-south interstate highway facilities that are 30 and 50 minutes away, respectively.

Air service is provided through the Charlottesville-Albemarle Regional Airport and four general aviation facilities located in surrounding counties.

Amtrak provides east-west and north-south passenger rail service through Charlottesville. Regular passenger rail service, to and from Washington, D.C., was recently added.

2.3.2 Demographic Profile

There are approximately 235,000 people who live in RideShare's service area. Table 2.4 shows the historic and current population and age distribution profile (estimated 2010) for TJPDC's region.

Table 2.4 Population Growth RideShare – TJPDC

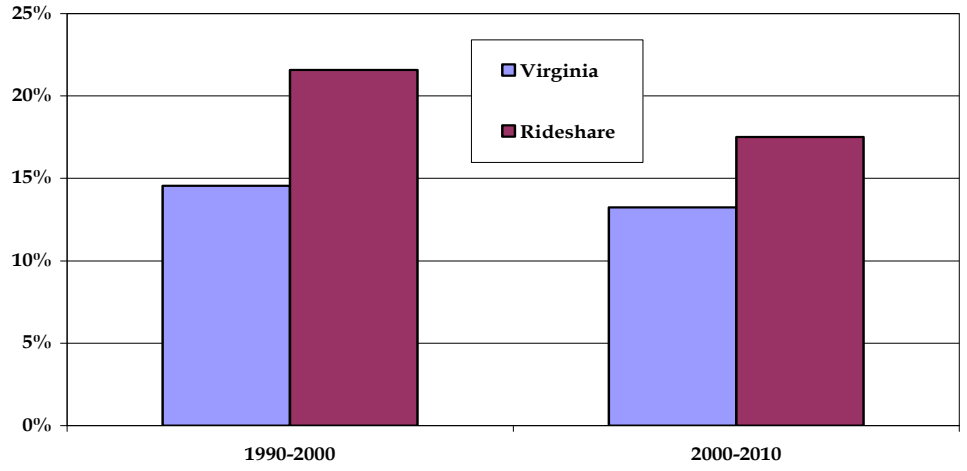
Thomas Jefferson Planning District Commission (2000-2010)

	1990	2000	2010
Population:			
Total Population	164,210	199,648	234,606
Percent Growth	-	21.6%	17.5%
Age Groups (Percent):			
Under 20	43,726 (27%)	47,224 (25%)	58,273 (25%)
30 to 64	101,584 (62%)	122,257 (62%)	145,454 (62%)
65 and Over	18,900 (12%)	24,488 (13%)	30,879 (13%)

Sources: Virginia Employment Commission and U.S. Census Bureau.

As depicted in Figure 2.3, the population of the RideShare service area has grown at a faster rate than the growth rate for Commonwealth as a whole.

Figure 2.3 Population Growth in RideShare TJPDC and Virginia 1990-2010



Sources: Virginia Employment Commission and U.S. Census Bureau.

In 2008, total employment in the RideShare service area was estimated to be 97,000. Table 2.5 shows the 10 largest employers in the RideShare service area.

Table 2.5 Top 10 Employers in RideShare's Service Area

	Largest Employer RideShare Service Area	Number of Employees
1.	University of Virginia/UVA Health Center	12,000+
2.	Albemarle County	2,000+
3.	State Farm Insurance	1,000-2,000
4.	Martha Jefferson Hospital	1,000-2,000
5.	City of Charlottesville	750-1,000
6.	Northrop Grumman – Sperry Marine, Inc.	750-1,000
7.	Charlottesville City Schools	750-1,000
8.	Klockner Pentaplast of America, Inc.	750-1,000
9.	National Ground Intelligence Center	750-1,000
10.	GE Fanuc Automation	500-750

Source: Charlottesville Regional Chamber of Commerce, 2006.

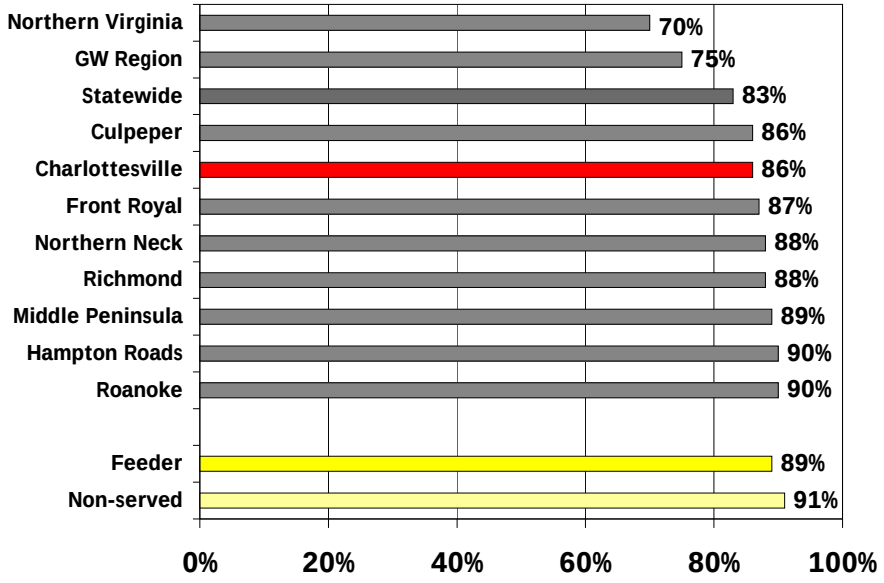
2.3.3 Existing Travel Patterns

Mode Split

Mode split is commonly used as a performance measure for TDM agencies. RideShare region's work mode split is heavily weighted to drive alone commuting with 86 percent of the working residents using single-occupancy vehicle (SOV) commute.

Figure 2.4 shows that the region's work mode split is higher than the statewide average of 83 percent, which is significantly influenced by the Northern Virginia market where the mode split is 70 percent drive alone.

Figure 2.4 RideShare Region Mode Split

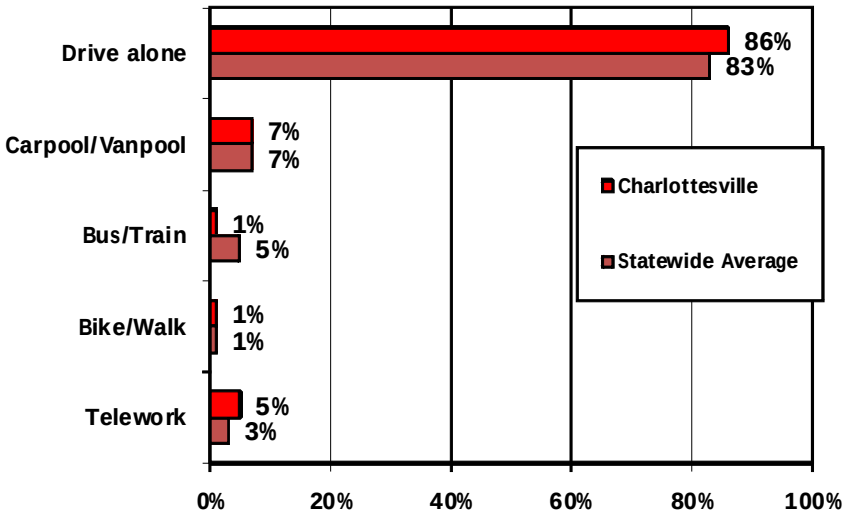


Source: 2007 Virginia State of the Commute Survey.

VASOC Q15. Now thinking about LAST week, how did you get to work each day?

Figure 2.5 shows the use of alternatives to the drive alone commute: four percent use car and vanpooling, three percent Telework, two percent use bus, and one percent bike/walk.

Figure 2.5 RideShare Region Use of Alternatives to Drive Alone Commute



Source: 2007 Virginia State of the Commute Survey.

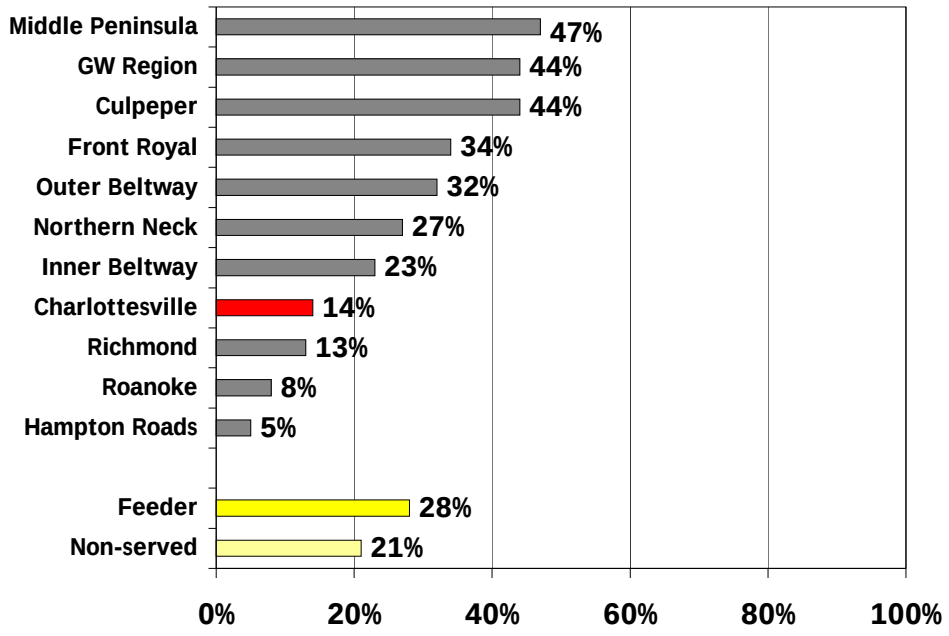
VASOC Q15. Primary Mode.

Commuting Patterns

Commuting patterns are one of the largest influences on a TDM agency's programs and customers. Areas with a large percentage of inbound commuters tend to emphasize employer services, while areas with a large percentage of outbound commuters tend to focus on residentially based programs with vanpool/commuters bus services.

Residents in RideShare's primary service area who work outside the home remain in the area for work. As Figure 2.6 shows, only 14 percent of the region's workforce commutes outside of the market. This region has the fourth lowest level of outbound commuters in the State. As a result, RideShare must operate as both an origin- and destination-based TDM program, and therefore focuses on both employers and residents.

Figure 2.6 RideShare Region Percent Commute Outbound



Source: 2007 Virginia State of the Commute Survey.

VASOC – Question 2: In what county (or independent city) do you live?

VASOC – Question 3b: In what county (or independent city) do you work?

The highest commuter origin and destination areas, as revealed in Table 2.6 are Albemarle County and City of Charlottesville, accounting for 73 percent of the commute destinations and generating over half of the commuters in the region.

Table 2.6 Top 10 Origin and Destination

Top 10 Areas Residents Commute to and Workers Commute From:			
Residents Commuting To:	Residents (%)	Workers Commuting From:	Workers (%)
Albemarle County	38,605 (40%)	Albemarle County	36,706 (38%)
Charlottesville City	31,249 (33%)	Charlottesville City	19,549 (20%)
Louisa County	5,239 (5%)	Fluvanna County	8,923 (9%)
Fluvanna County	3,329 (3%)	Greene County	7,123 (7%)
Nelson County	2,960 (3%)	Louisa County	6,780 (7%)
Greene County	2,918 (3%)	Nelson County	5,219 (5%)
Henrico County	1,898 (2%)	Orange County	2,184 (2%)
Orange County	1,245 (1%)	Buckingham County	1,623 (2%)
Richmond City	1,038 (1%)	Augusta County	1,346 (1%)
Hanover County	681 (1%)	Madison County	1,005 (1%)
Total Resident Commuters:	95,755	Total Workers:	97,070

Source: Virginia Employment Commission.

Given the small percentage of commuters who leave the region for work, the region's residents have a relatively short commute, as depicted in Table 2.7, in both time (average 26 minutes) and distance traveled (average 18 miles).

Table 2.7 Average Length of Trip in Minutes and Miles in Virginia

Region	Avg. Tip Time Minutes	Rank
GW Region	42	1
Culpeper	40	2
Northern Virginia	35	3
Middle Peninsula	33	4
Front Royal	32	5
Northern Neck	29	6
Statewide	28	7
Non-served	26	8
Charlottesville	26	8
Feeder	24	10
Hampton Roads	23	11
Richmond	23	11
Roanoke	20	13

	Avg. Trip Length Miles	Rank
GW Region	30	1
Culpeper	29	2
Front Royal	25	3
Middle Peninsula	23	4
Northern Neck	22	5
Non-served	19	6
Charlottesville	18	7
Feeder	17	8
Statewide	17	8
Northern Virginia	16	10
Richmond	16	10
Hampton Roads	14	12
Roanoke	14	12

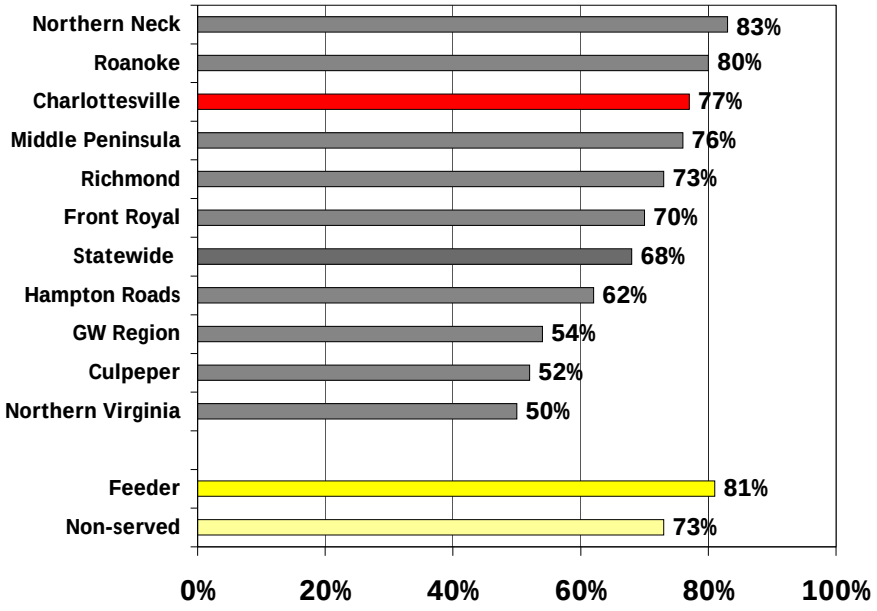
Source: 2007 Virginia State of the Commute Survey.

VASOC – Questions 16-17: How long is your typical daily commute one way? Please tell me both how many minutes and how many miles. First, how many minutes? And how many miles?

It is important to note, however, that this is the average time and miles. There are some commuters in the region who do have longer commutes.

Given the short-commute distances and times, it is not surprising that commuters in RideShare's primary service area, when compared to commuters in other Virginia markets, have one of the highest levels of satisfaction with their commute. This comparison is depicted in Figure 2.7.

Figure 2.7 Commuter Satisfaction



Source: 2007 Virginia State of the Commute Survey.

VASOC Q56a. Overall, how satisfied are you with your trip to work?

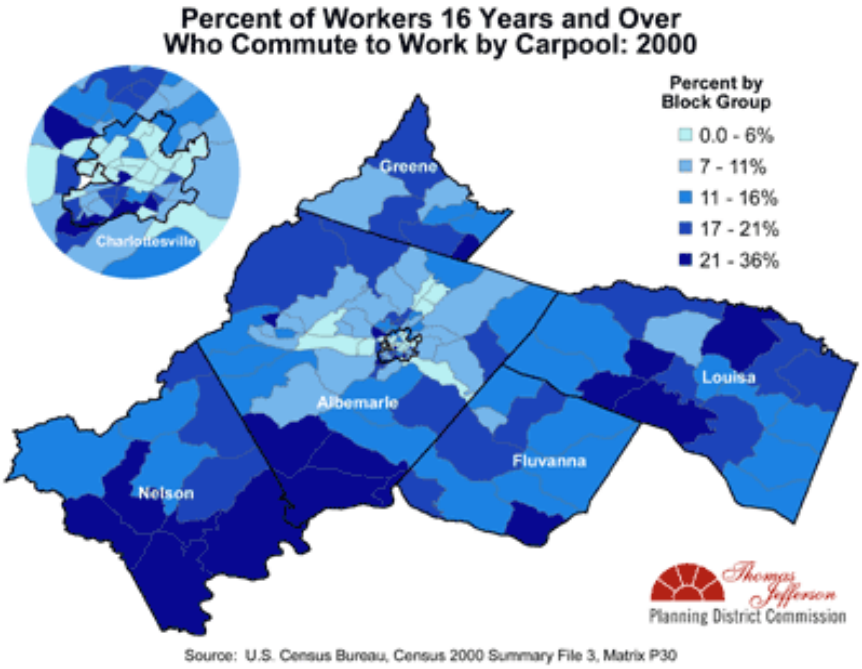
2.4 CURRENT TDM SERVICES AND PROGRAMS

2.4.1 Customers

Today, RideShare focuses on the work-related commute and, in so doing, serves two primary customer groups: work-related commuters and employers. It is important to note that the composition of these audiences is skewed by the presence and related ridesharing activities of the University of Virginia's TDM program. This section addresses RideShare's current and prospective customers and the current array of RideShare's TDM services and programs.

Commuters: Workers who carpool in the TJPDC region tend to be the long-distance commuters who live outside of the City of Charlottesville and commute to the downtown area or one of the employment activity centers. Figure 2.8 shows the percent of workers 16 and over who commute to work by carpool in the region. The darker areas on the map, compiled using data from Summary File 3 of the 2000 U.S. Census, show the higher concentrations of ridesharers.

Figure 2.8 Workers Who Carpool in the TJPDC in 2000



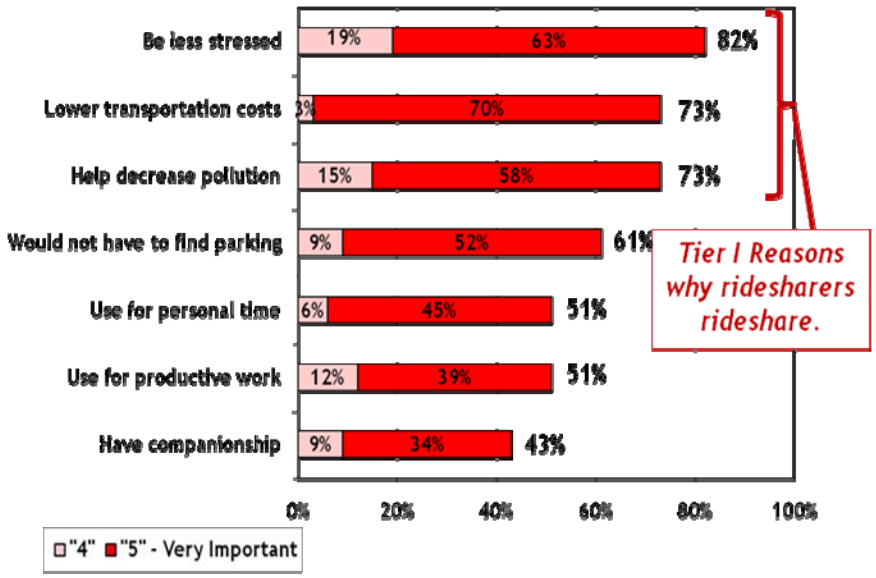
Source: 2000 U.S. Census, Summary File 3, Matrix P30.

This market dynamic is further supported by RideShare's current customers, people who recently requested trip planning and ridematching services. Currently, there are 600 registrants on RideShare's ridematching database and 150 people registered with RideShare's guaranteed ride home – two databases that are not mutually exclusive. The vast majority of customer activity comes from locations outside of the City of Charlottesville – the edges of Albemarle County and the counties of Fluvanna, Greene, Nelson, and Louisa. In fact, the largest group of RideShare customers, commuters that express interest in ridematching/ridesharing services, live in the Waynesboro and Staunton area, approximately 25 to 35 miles to the west. Furthermore, about a quarter of RideShare's database report that they work for Charlottesville's largest employer – UVA, suggesting that many commute to Charlottesville's inner city area.

It is these longer distance commuters who make up RideShare's primary market today. This is consistent with the experience of markets with a similar market size and market dynamics. In survey after survey, people say they rideshare to save money and time. Time savings with ridesharing typically comes from using high-occupancy vehicle (HOV) lanes as part of a carpool, vanpool, or commuter bus ridesharing arrangement. The absence of HOV facilities in the region eliminates any potential time savings benefit. Commuters in the TJPDC region know this all too well. According to the Virginia State of the Commute Survey, "to save time" did not even make the list of reasons that the TJPDC area ridesharers say they use ridesharing modes.

As depicted in Figure 2.9, commuters who rideshare in this region say they do so to be less stressed, to save money, and to help reduce pollution.

Figure 2.9 Reasons for Use of Alternate Transportation Modes



Source: 2007 Virginia State of the Commute Survey.

VASOC – Question 56e: How important were each of the following in your decision to use (carpool, vanpool, bus, train, ferry, bike, walk)? "1" means "not at all important" and "5" means "very important."

The most significant stress reduction and money savings come with the more extreme or longer distance commutes. When you factor in the local secondary roads on both the origin and destination ends of the daily trip, these long-distance commuters commute for 30 to 60+ minutes each way. The cost of gas and daily wear and tear on cars adds up. For the commutes that end up in downtown Charlottesville, there also is the added cost for daily parking. Based on all of these considerations, RideShare's primary customer and prospect base today, and for the immediate future, are the long-distance commuters that work in downtown Charlottesville.

Recognition of this primary customer is the main reason RideShare put in place the marketing partnership with Central Shenandoah PDC (CSPDC) to provide ridematching services to Waynesboro, Staunton, and other areas outside of the TJPDC's region.

Employers: Recognizing that direct employer involvement in supporting ridesharing lifts employees' use of ridesharing modes, RideShare also targets the largest area employers. This effort is working as the number of employers that participate as RideShare partners has increased slowly but steadily over the past few years. RideShare currently has 14 employer partners today. Table 2.8 lists RideShare employer partners.

Table 2.8 RideShare's Employer Partners

Employer
1. City of Charlottesville
2. County of Albemarle
3. GE Fanuc
4. LexisNexis
5. Music Today
6. National Ground Intelligence Center
7. Northrop Grumman Sperry Marine
8. PRA International
9. Piedmont Virginia Community College
10. SNL Financial
11. State Farm Insurance
12. University of Virginia
13. Video Gaming Technologies
14. Westminster Canterbury of the Blue Ridge

Source: RideShare.

Based on RideShare's current employer partner list, the company profile of RideShare's corporate customers tend to be professional companies or organizations with more than 100 employees.

RideShare's employer partners participate at varying levels from passive dissemination of rideshare information to active support of onsite ridematching. According to RideShare's Program Manager, the primary reasons local employers have been interested in TDM to date have centered on enhancing their corporate image and, to a lesser extent, enhancing their employee attraction and retention efforts. More recently, however, corporate interest in setting up employer-based TDM programs is increasing as TDM becomes more associated with the sustainability movement and best business practices.

2.4.2 Programs and Services

Programs and services provided by TDM agencies are typically grouped into three categories:

1. Modal options, such as vanpools and transit, refer to services that expand the availability of non-single-occupant vehicle (non-SOV) modes of travel.
2. Financial incentives, such as free or discounted transit passes, include services that offer a financial benefit or advantage for use of non-SOV travel options.
3. Support services, such as Guaranteed Ride Home (GRH), are services that make use of non-SOV modes more convenient.

RideShare does not directly operate or fund any services in the modal options category, nor does it offer any financial incentives. All of RideShare's services fall into the category of support services.

Listed here is a brief overview of RideShare's major services, as well as performance indicators for some of these service areas. Detailed information about RideShare's programs and services can be found on RideShare's Web site (www.rideshareinfo.org).

Overall Service Focus: Mobility Planning

RideShare's current services are focused primarily on ridematching services to facilitate carpooling and telework among commuters that work outside of the home. Targeting both commuters and employers, RideShare is not in the market to advance one alternative mode over another, but rather to provide mobility and transportation options for interested parties. This focus requires both a portfolio of services and products and an appreciation of related third-party services (e.g., transit) as listed in this section, as well as a keen customer-centric perspective that views solutions from the end users' perspective. The one gating consequence of this perspective and operating practice is time. It takes a great deal of time to customize an individual commute/trip plan.

It is with this mobility planning perspective that RideShare's services and programs are outlined below.

Carpool/Ridematching

RideShare provides free commuter matching to anyone who lives, works, or attends school in the Thomas Jefferson PDC (TJPDC) and now the Central Shenandoah PDC (CSPDC). 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. While the database is electronic, it is somewhat antiquated. RideShare's Ridematching Specialists attempts 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 (note: this service is detailed below).

As of December 2009, the RideShare database has approximately 600 registrants, a figure that had been consistent for several years. The summer of 2008 saw an increase in registrations, due to the sharp increase in gas prices occurring at that time.

As shown in Table 2.9, approximately 250 new people are added to the database on an annual basis. RideShare's match rate averages 65 percent – 6.5 in 10 are provided potential car or vanpool matches. The total number of carpools formed is much lower at two per month.

Table 2.9 Ridematching Database Performance

Month	Number of Commuters: Added to RideShare Database	Number of Commuters: Who Matched	Number of Commuters: Added to GRHP	Match Rate	Average Number of Matches[a]	Number of Carpools Formed	VMT Saved (Round Trip per Day)	Mode Switches	Number Using GRHP	Web Site Visits	Outreach Events	Average Gas Price[b]
July 2008	85	61	37	72%	2.1	8	400	8	0	1,043	4	$ 3.98
August 2008	64	43	20	67%	1.4	2	90	2	2	675	3	$ 3.68
September 2008	17	11	20	65%	1.4	1	60	1	2	521	0	$ 3.74
October 2008	10	9	10	90%	1.7	0	0	0	2	490	2	$ 3.19
November 2008	15	6	46	40%	0.7	1	74	1	2	364	2	$ 2.03
December 2008	6	5	20	83%	3.3	1	86	1	1	343	0	$ 1.64
January 2009	22	14	17	64%	1.6	1	150	1	1	368	1	$ 1.70
February 2009	4	2	16	50%	3.0	1	60	1	0	336	0	
March 2009	3	2	12	67%	3.0	1	60	2	2	418	0	
April 2009	15	6	4	40%	4.3	1	140	1	1	414	4	
May 2009	4	2	2	50%	3.0	1	30	1	0	419	1	
June 2009	7	3	13	43%	3.0	2	240	2	0	343	0	
Total	252	164	217	65%	2.4	20	1,390	21	13	5,734	17	$ 2.85

Source: FY 2009 Monthly RideShare Database Report.

[a] Of those who matched.

[b] Average monthly retail gasoline price for self-serve regular unleaded fuel in the Charlottesville area, provided by AAA Mid-Atlantic.

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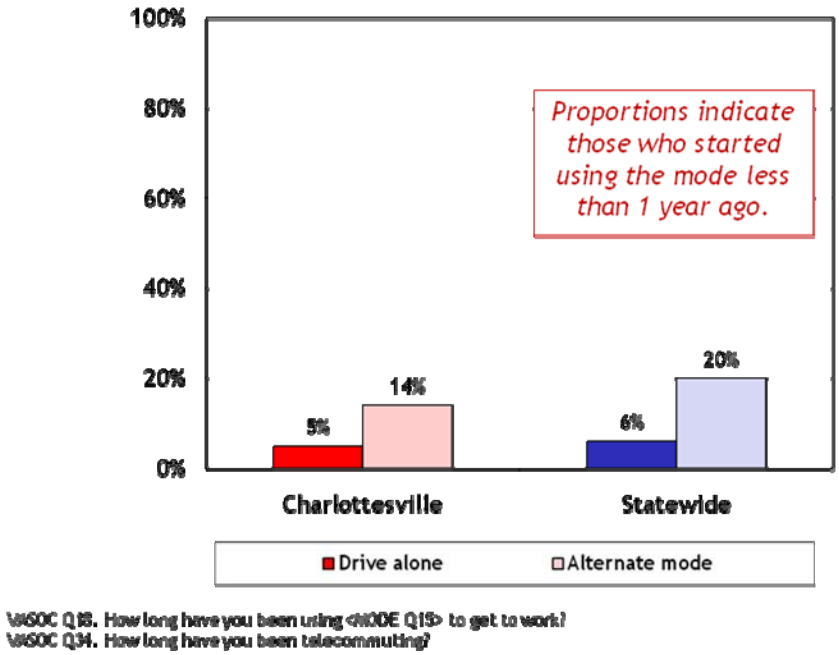
The rideshare formation number, number of carpools formed, however, may be underreported for two reasons.

First, the numbers are based on self-reports. RideShare staff sends an e-mail to registrants about a month after registering and, then, once a year to ask if registrants were able to get into a carpool. Sometimes when people get a match, they may forget to call or e-mail RideShare. Approximately 200 to 250 people are removed from the database each year by request or through nonresponse to RideShare's e-mails.

Second, studies of market dynamics of ridesharing arrangements suggest considerable turnover in mode use by ridesharers. Figure 2.10 shows the turnover in RideShare's market compared to the state average. In the TJPDC region, 20 percent of the alternative mode users started using their current ridesharing mode in the past 12 months.

Figure 2.10 Rideshare Market Turnover



Source: 2007 Virginia State of the Commute Survey.

This Long-Range TDM Plan is RideShare's effort to be more effective in rideshare conversion and more aggressive is assessing its impact.

Vanpool Matching/Leasing

RideShare provides access to three vanpool programs – VPSI, VanStart, and Van Save.

RideShare serves as the liaison to VPSI, a company that has been operating vanpools across the country for over 25 years. VPSI owns the van. The driver

leases the vehicle from VPSI. Riders share a fee that covers the cost of the vanpool lease and gas. The leasing price depends on the size of the van and the number of miles the vanpool travels each month. All maintenance, license, and insurance costs are included in the lease. All of VPSI's vans – the 15-, 12-, and 9-passenger vans – are specifically designed for commuters. Each is equipped with air conditioning, individual vents and reading lights, AM/FM radio, and automatic transmission. Vans are replaced every two years.

VanStart gives new vanpools a chance to build ridership by temporarily subsidizing empty seats. Existing vanpools that have an unexpected loss of riders can call on the VanSave program to help tide them over as they find new riders. Just as important, employers can help cover the cost of a vanpool and get a tax deduction through an IRS-approved fringe benefit plan called Commuter Choice.

There are two vanpools in the area where drivers and riders are registered with RideShare. Due to relatively short commutes and the lack of congestion in the RideShare service area, vanpool usage is not well-developed. In addition, the success and low cost of JAUNT may limit vanpool formation. JAUNT charges $2.50 a ride. This is not a criticism of JAUNT, as they provide exceptional service. RideShare and JAUNT work closely together to cross-promote services.

Guaranteed Ride Home

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 the 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 reimbursed 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. Those who register for carpool parking benefits with UVA are automatically registered with RideShare's Guaranteed Ride Home program.

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. Employers also can offer some RideShare services as benefits to their employees. The main services that RideShare provides to employers include:

- Geocoding of employee home locations to show where employees are clustered to have a better idea of where to emphasize ridesharing arrangements;
- Carpool matching for employees to reduce their monthly commute expenses;
- Vanpool start-up programs to assist with attracting and retaining "long-distance" commuters;
- Tax-advantaged, fringe benefit plans that defray the cost of an employee's commute while reducing corporate tax liability;
- Customized traffic reduction programs to free up parking slots and reduce peak hour traffic congestion around work sites;
- Teleworking and alternative scheduling plans that improve employee morale, reduce absenteeism, and garner public recognition as a progressive, family friendly employer; and
- Participation in regional development and transportation plans.

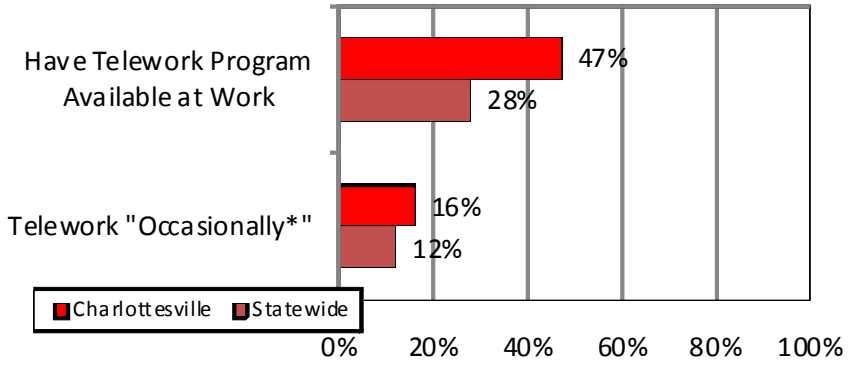
For most corporate engagements, a RideShare representative meets with the company representative to assess company and employee transportation needs. This is usually done through a customized employee commuting survey provided by RideShare. Once the data is analyzed, a plan is formulated. The RideShare 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.

Telework

RideShare offers all area employers an on-line, self-help telework planning tool called "Telework Portfolio." This guide was developed to help organizations identify the best policies and guidelines to follow when implementing a telework pilot program. This free resource contains templates for preliminary costs/benefits analyses, telework FAQ's, and suitability surveys for managers and their employees, program development guidelines, telework office procedures, remote office safety checklists, teleworker agreements, and more.

According to the Virginia State of the Commute Survey, 47 percent of the areas' workers say they have a telework program available at work. Furthermore, 16 percent say they telework at least occasionally.

Figure 2.11 Telework



Source: 2007 Virginia State of the Commute Survey.

VASOC Q13. Telecommuters are defined as "wage and salary employees who at least occasionally work at home or at a telework or satellite center during an entire work day instead of traveling to their regular workplace." Based on this definition, are you a telecommuter?

VASOC Q13a./Q14d. Does your employer have a formal telecommuting program at your workplace or (do you/permit employees to) telecommute under an informal arrangement between you and your supervisor?

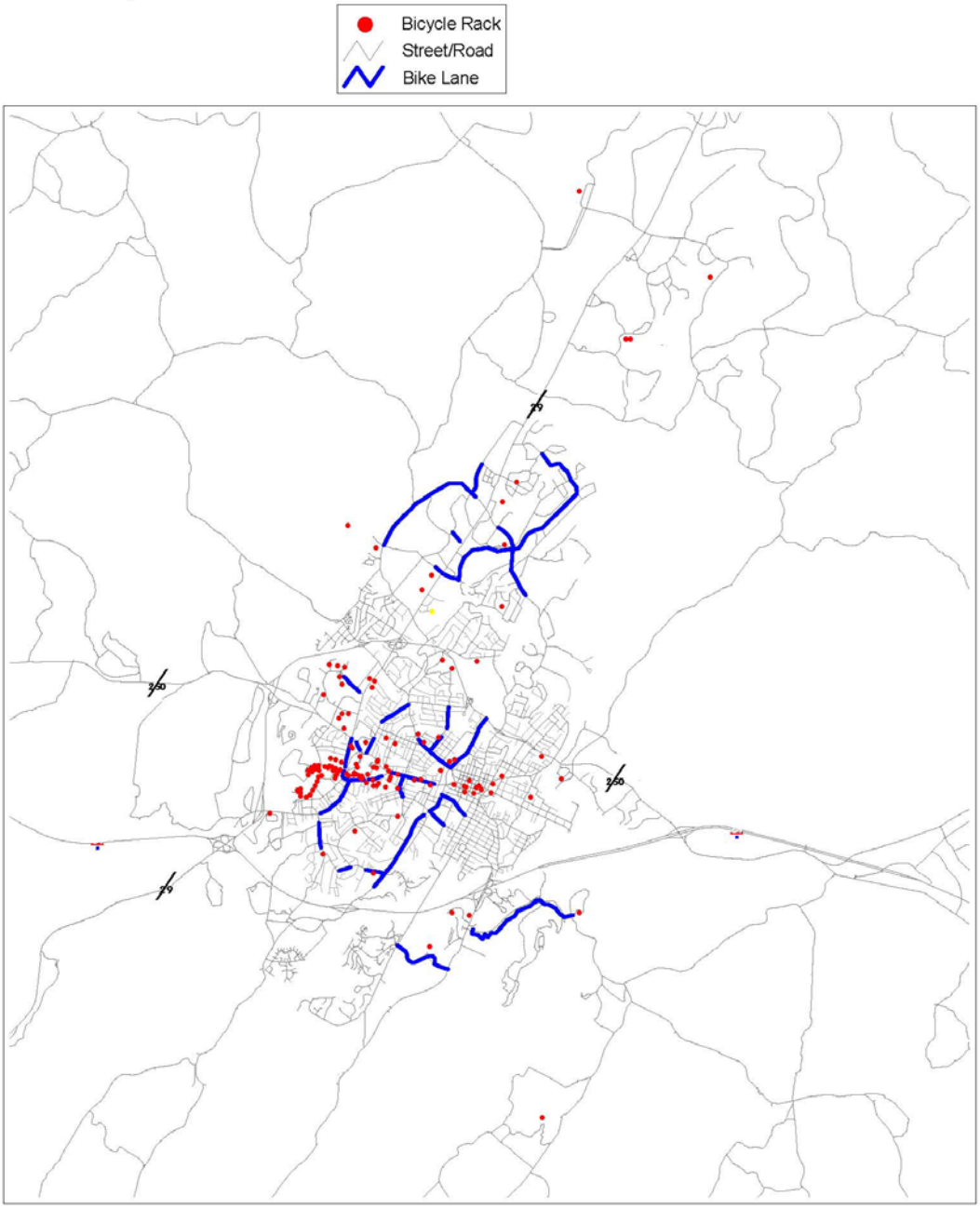
Bicycling/Walking

RideShare has a substantial interest in promoting biking and walking as modes of transportation. RideShare's Web site offers a range of tools and tips for pedestrians and bicyclists, as well as links to resources. Additional resources can be found in the Bike and Walk section of the Thomas Jefferson Planning District Commission Web site.

When appropriate for shorter commutes, RideShare gives nonmotorized transportation the same consideration as motorized transportation in personalized trip planning.

As Figure 2.12 suggests, Charlottesville's urban commuters who want to bike or walk to work have a growing system of bike racks and designated bike lanes available to them.

Figure 2.12 Bicycle Facilities in the Charlottesville Area



Source: Bike and Walk section of the Thomas Jefferson Planning District Web Site /www.tjpdc.org

In addition, the region's transit systems welcome cyclists aboard and provide bike racks on all their vehicles. The racks are located on the front of regular buses and trolleys, and at the rear on the vans. For those new to biking, free instruction is available through the Charlottesville Bike Mentor Program, a volunteer-based program administered by ACCT.

Public Transportation

RideShare does not operate any transit service, but does promote transit services provided by other organizations in the region, including CTS, UTS, JAUNT, and Greene County Transit.

This Long-Term TDM Plan calls for RideShare to offer transit maps and schedules and aggressively include transit options in customized mobility plans.

SchoolPool

SchoolPool is RideShare's innovative program that links parents who are interested in sharing rides to and from the same school – on a daily basis, occasionally, or in an emergency.

Once a school has agreed to participate, parents receive a SchoolPool registration form to complete and return. The information is entered into the RideShare database where it is compared against information submitted by other parents at that school. Parents then receive through the mail a "match list" of other parents who live in the same neighborhood or within a convenient distance and who have similar schedules. The parents then contact each other and make mutually agreeable rideshare arrangements.

Match lists are sent only to parents who have registered with the SchoolPool program and have children attending the same school. Only the parent names are listed on the match list. Table 2.10 lists the 11 schools currently participating in the SchoolPool program.

Table 2.10 RideShare's *SchoolPool* Participants

SchoolPool Participants
1. Baker-Butler Elementary School
2. Burnley-Moran Elementary
3. The Covenant School – Lower Campus
4. The Covenant School – Upper Campus
5. Greenbrier Elementary
6. The Peabody School
7. Red Hill Elementary School
8. St. Anne's-Belfield School – Lower Campus
9. St. Anne's-Belfield School – Upper Campus
10. Tandem Friends School
11. Woodbrook Elementary

Source: RideShare.

Other TDM Services and Activities – Marketing

RideShare places a heavy emphasis on marketing as a tool for increasing interest in ridesharing and its TDM-related services. While a significant portion of RideShare's total budget is allocated for marketing activities and promotional items, the absolute amount is quite small when measured on a per-commuter or per-resident basis or against the cost of paid media in the Charlottesville market.

- **Marketing Messages**

  Given the absence of congestion and HOV lanes in RideShare's service area, attracting commuters to alternative modes with the classic ridesharing benefit message of "save time" is not relevant or meaningful. Thus, RideShare's primary marketing message has focused on the potential monetary savings associated with ridesharing. This message resonated during the summer of 2008, when gas prices were high, but has had less impact in recent months now that gas prices are lower.

  RideShare also has started to incorporate a green message into its communication outreach efforts. This is due, in part, to the green movement gaining traction as a national trend and the fact that, among the region's ridesharers, "*help decrease pollution*" is the third most important perceived benefit of ridesharing – one of the three Tier 1 benefits (see Figure 2.9).

- **Marketing Outreach Methods**

  RideShare advances its message using a range of communication methods to raise general program awareness and increase interest in specific program elements. RideShare rarely deploys traditional media – television, radio ads,

and newspaper. For the most part, the TDM agency attempts to leverage scarce marketing funds through the use of low cost "guerrilla marketing" communication methods. Examples include:

- **Social Media –** RideShare makes use of free on-line social networking sites (Facebook and MySpace), YouTube, and Twitter. These social media sites not only provide a means to help reach new prospects for ridesharing, they also link RideShare's growing network of commuter rideshare advocates and strategic partners.
- **Partnership Marketing –** RideShare provides its logo to all third-party strategic business partners for cross-promotion purposes.
- **Promotions –** RideShare sponsors regional events related to their services such as "Clean Commute Day."
- **Media Relations –** RideShare periodically utilizes earned media – news stories – to help sustain awareness of RideShare and rideshare options.
- **RideShare's Web Site –** www.rideshareinfo.org – is the center of the agency's marketing efforts. All communication outreach activities and promotions direct prospects, customers, and partners back to this comprehensive on-line information resource center.

- **Customer Contact/Information Dissemination**

  The majority of customer contact occurs through RideShare's website. Every month approximately 450 unique visitors use this free on-line resource center. Telephone is the second most utilized information conduit with approximately 25 information calls handled a month.

  RideShare strives to return communications as soon as possible, and tries to have all match lists sent out within two business days of receipt of a registration.

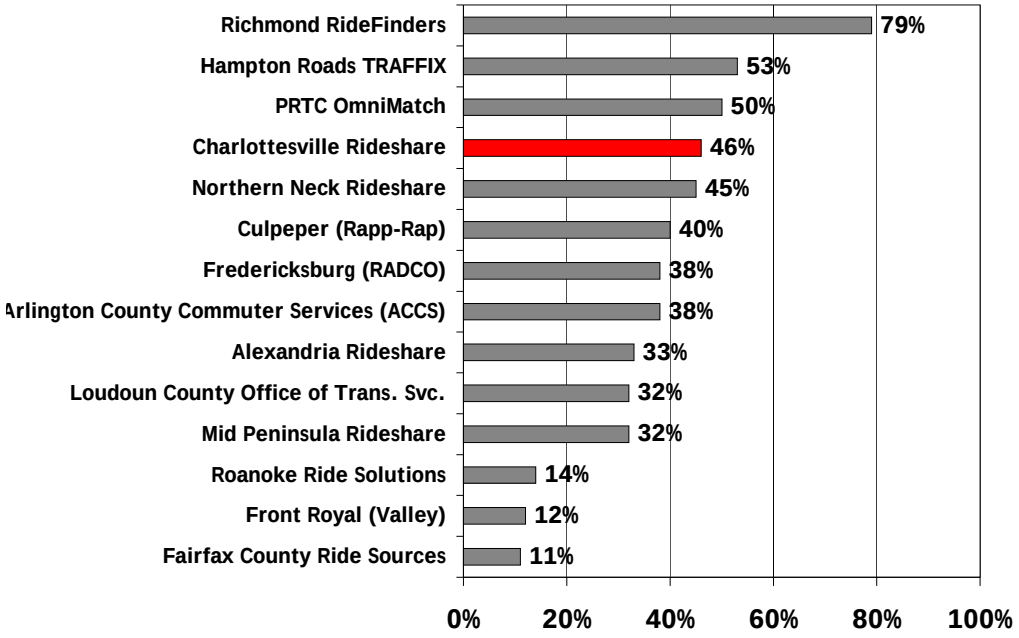
  RideShare also disseminates information to commuters at employer sites.

- **Marketing Program Evaluation**

  It is difficult to measure the real impact of low budget marketing campaigns. Furthermore, it is unrealistic, at best, and imprudent, at worst, to put precious financial resources towards marketing program measurement when that activity would require half of the budget.

  Thus, RideShare uses surrogate measures to assess marketing program effectiveness. One measure includes the findings from the Virginia State of the Commute Survey. Figure 2.13 reveals that 46 percent of residents/employees in RideShare's service area had heard of the program, one of the highest levels of awareness in the State.

Figure 2.13 Program Awareness

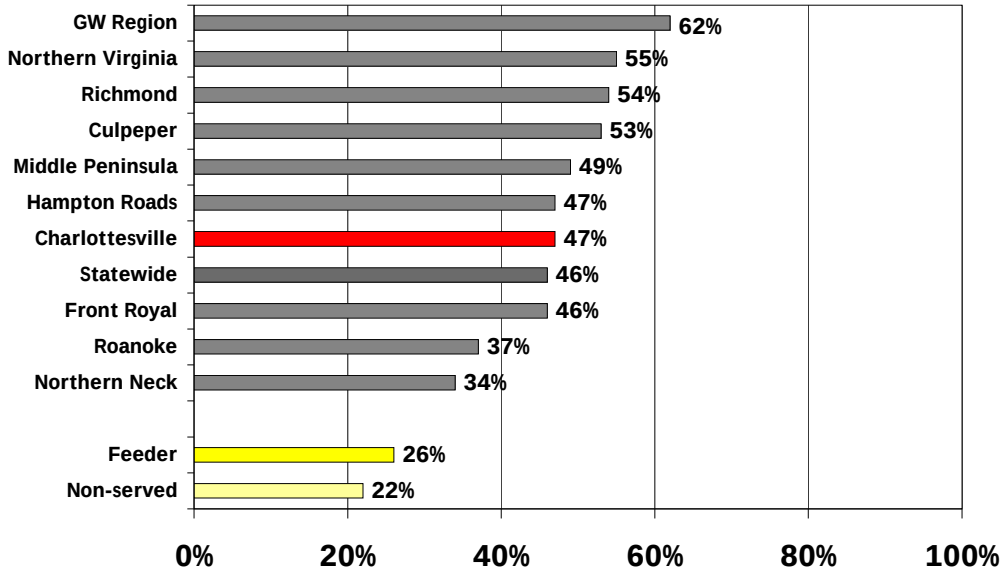


Source: 2007 Virginia State of the Commute Survey.

VASOC Q61. Have you heard, seen, or read any advertising about commuting in the past year?

The high institutional awareness correlates to the relatively good advertising awareness level. As Figure 2.14 shows, RideShare's advertising awareness scores are on par with the statewide average for all TDM agencies.

Figure 2.14 Advertising Awareness



Source: 2007 Virginia State of the Commute Survey.

VASOC Q61. Have you heard, seen, or read any advertising about commuting in the past year?

It should be noted, however, that the Virginia State of the Commute Survey, was conducted at one point in time, so it could under- or overrepresent RideShare's organizational and ad awareness levels today.

2.4.3 Related Mobility Programs

RideShare sees itself as one spoke in a wheel of resources and services aimed at reducing the region's dependence on the SOV travel, in general, and SOV commuting, in particular. Some of the other, visible resources supporting this cause include third-party organizations and rideshare support infrastructure.

Third-Party Organizations

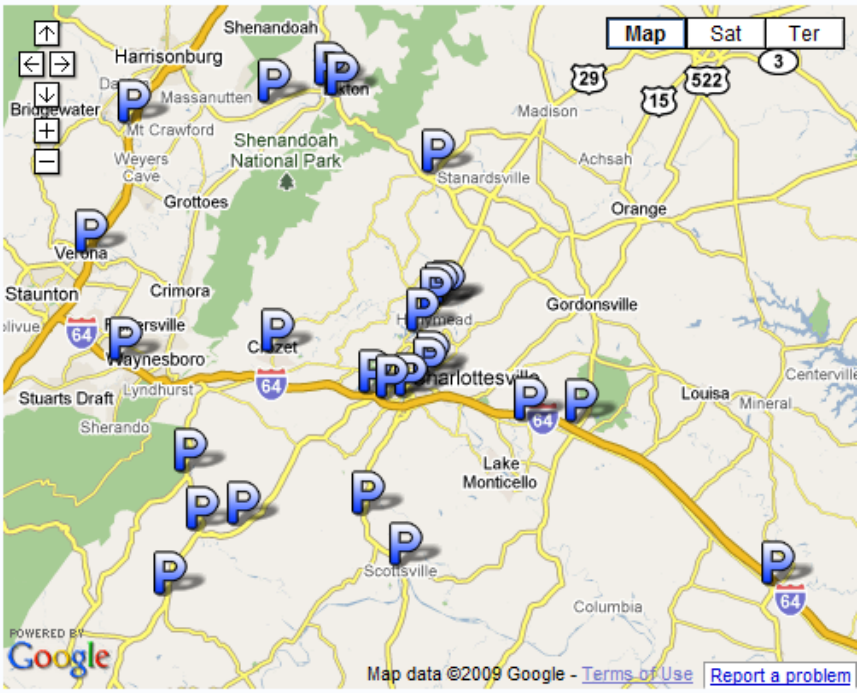
- **CommuterInformation.com** is the home of the Commuter Information Team, which includes RideShare, JAUNT, CTS, UTS, Greene County Transit, and ACCT. This resource is maintained by RideShare.
- **511 Virginia**, a service of the Virginia Department of Transportation, is your one-stop resource for how to get moving in Virginia.
- **ACCT** (Alliance for Community Choice in Transportation) promotes balanced transportation options, sustainable land use, and transit-oriented communities through education and leadership in the greater Charlottesville area.

- **Charlottesville Transit Service** (CTS) is the public bus service for the City of Charlottesville and portions of urban Albemarle County.
- **JAUNT** provides on-demand bus service and scheduled commuter shuttles in Charlottesville, Albemarle, Fluvanna, Louisa, and Nelson.
- **Greene County Transit** (GCT) provides on-demand bus service within Greene County.
- **Thomas Jefferson Planning District Commission's** (TJPDC) transportation pages contain information on local and regional transportation plans for the City of Charlottesville and the counties of Albemarle, Greene, Nelson, Fluvanna, and Louisa counties. The TJPDC also is home for the RideShare program.
- **University of Virginia Department of Parking and Transportation** provides service in and around the University of Virginia, including UTS bus service, parking service, and many other resources for UVA students, employees and visitors.
- **Virginia Department of Rail and Public Transportation** (DRPT) focuses on improving the movement of people and goods throughout Virginia via rail, public transportation, and ridesharing. DRPT is the home for programs that provide for traffic congestion, including commuter rail and telecommuting.
- **Virginia Department of Transportation's Bicycling Info Site** is a great site for the official work on bike trails, events, maps, and laws.
- Local taxi service providers: Yellow Cab, Access Taxi, Farmer's Taxi, and others
- Local Human Service Transportation Programs: *JAUNT, Greene County Transit*

Rideshare Support Infrastructure: Park-and-Ride Lots

Currently, there are 26 park-and-ride lots serving RideShare's service area. Some of these lots are formal facilities managed by VDOT. Others are shared facilities available to commuters through the public-spiritedness of the businesses or organizations that own the property. Figure 2.15 shows the location of these 26 lots.

Figure 2.15 Park-and-Ride Lots in the RideShare Region



Source: VDOT Travel Center www.virginiadot.org

Table 2.11 Park-and-Ride Lots in the RideShare Service Area

Park-and-Ride Lot	Lot Type	County	Nearest Major Intersection	Transit Service	Spaces
1. Avon Street Extended	Formal	Albemarle	Avon Street and Mill Creek Drive	No	12
2. Darden Towe Park	Formal	Albemarle	Route 20 North and Route 250 East	No	11
3. Forest Lakes North Health Services Center	Formal	Albemarle	U.S. 29 North and Timberwood Boulevard	No	7
4. Keene	Informal	Albemarle	Route 20 and Route 712	No	6
5. Maple Grove Christian Church	Formal	Albemarle	U.S. 29 North and Proffit Road	No	5
6. Mountainside Senior Living	Formal	Albemarle	Route 240 and Jarman's Gap Road	No	10
7. Pantops Shopping Center	Formal	Albemarle	U.S. 250 and Riverbend Drive	CTS	7
8. Peace Lutheran Church	Formal	Albemarle	U.S. 29 North and Hollymead Drive	No	5
9. Scottsville	Informal	Albemarle	Route 20 and Route 6	JAUNT	5
10. U.S. 29 South and I-64	Informal	Albemarle	U.S. 29 South and Teel Lane	No	20
11. Wal-Mart South Lot	Formal	Albemarle	U.S. 29 North and Hilton Heights Road	CTS	10
12. Verona	Formal	Augusta	Route 612 and I-81	No	35

Park-and-Ride Lot	Lot Type	County	Nearest Major Intersection	Transit Service	Spaces
13. Waynesboro Town Center	Formal	Augusta	U.S. 340 and I-64	No	80
14. Azalea Park	Formal	Charlottesville	5th Street Ext and Old Lynchburg Road	No	5
15. Beaver Dam Baptist Church	Informal	Fluvanna	U.S. 250 and Oliver Creek Road	JAUNT	4
16. Greene County School System	Informal	Greene	U.S. 33 Business and Monroe Lane	No	15
17. Gum Springs	Formal	Louisa	U.S. 522 and I-64	No	25
18. Zion Crossroads	Formal	Louisa	U.S. 15 and I-64	JAUNT	64
19. Greenfield/Nellysford – Route 151	Informal	Nelson	Route 151 and Route 6	No	15
20. Lovingston Volunteer Fire Department	Formal	Nelson	U.S. 29 South and Route 1001	JAUNT	20
21. Route 6 East	Informal	Nelson	U.S. 29 South and Route 6 East	JAUNT	6
22. Route 6 West	Informal	Nelson	U.S. 29 South and Route 6 West	JAUNT	15
23. Elkton – Blue and Gold Drive	Formal	Rockingham	U.S. 33 Business and Blue and Gold Drive	No	12
24. Elkton – Tanyard Bridge Road	Formal	Rockingham	U.S. 33 and Tanyard Bridge Road	No	25
25. Massanutten	Formal	Rockingham	Route 644 and U.S. 33	No	35
26. Mt. Crawford	Formal	Rockingham	Route 257 and I-81	No	15

Source: RideShare.

3.0 Future Rideshare Service Area Profile

3.1 EXPECTED AREAS OF GROWTH

Changes in the TJPDC 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.

The following are the major transportation-related infrastructure improvements identified in local planning documents that may affect TDM program needs in the TJPDC region.

Future Transportation Facilities

Given the dramatic shortfall in Virginia state revenue, it is impossible to project specific transportation facility improvements. For purposes of this TDM Plan, the three major transportation projects currently under discussion include:

- Extension of Hillsdale Drive from Hydraulic Road to Greenbrier Drive. Extension of Berkmar Drive, including construction of a multilane, expandable highway bridge over the South Fork Rivanna River, and connection to the existing and planned Hollymead area roadway improvements – to Airport Road.
- Widening U.S. 29 north of the South Fork Rivanna River to Airport Road and beyond the planned North Pointe community, the University of Virginia Research Park, and Rivanna Station Defense Facilities.
- An increased role for public transit within Albemarle and Charlottesville region. This could potentially include the establishment of a regional transit authority.

Future Activity Centers

The future activity centers that will be added to the core activity centers now will include the counties surrounding the City of Charlottesville. These localities have all experienced rapid growth of housing developments that is occurring in many other regions of the country. Albemarle County has experienced the most growth, and includes the popular towns of Ivy, Crozet, and Scottsville in which a growing number of people live and commute to Charlottesville for work. Lake Monticello in Fluvanna County is a popular place to live for young families and

retirees alike. Forest Lakes, a development in Albemarle County north of Charlottesville, also is popular.

Table 3.1 TJPDC Forecasted Growth

Activity Center	Forecasted Growth
City of Charlottesville	Charlottesville is nearing build-out. The City's finite boundary requires that future development projects focus more on greyfield development or urban infill. Charlottesville's Comprehensive Plan advocates that future growth management encourage increased density and mixed use development.
Albemarle County	Certain projects have utilized mixed use development patterns, like the Old Trail Development near Crozet; while other projects have promoted infill development along major commercial corridors like U.S. 29 and U.S. 250 at Pantops. These growth management techniques will continue to be useful tools in helping to control the County's population growth.
Fluvanna County	The Zion Crossroads area in the northern portion of the County is anticipated to be a site for significant commercial and mixed-use development.
Greene County	Development is anticipated to be significant around Ruckersville, which is projected to receive most of the county's future growth. The current Greene County Comprehensive Plan encourages future development to occur in designated growth areas, which will help keep a significant portion of the County rural.
Louisa County	Future land use plans advocate more mixed-use development and village model planning instead of low-density residential development. However, there is a significant amount of low-density residential development planned for the area, especially near Lake Anna.
Nelson County	Despite fewer growth and development concerns, portions of Nelson County are considering more mixed use and neighborhood model development patterns. These development patterns are particularly desirable for Lovingston and Nellysford, which are likely to experience increased strain because of traffic and congestion in their town centers.

Source: UnJAM 2035, the United Jefferson Area Mobility Plan (The long-range transportation plan for the Charlottesville-Albemarle MPO).

The transportation facilities described above serve and will continue to serve current activity centers around the region, especially the downtown areas. Over next 25 years, however, significant growth in the emerging suburban activity centers will have implications for the region's transportation system, as well as significant opportunities for the region's TDM services.

3.2 PROJECTED DEMOGRAPHICS

The region has experienced significant population growth in recent years, growing by almost 21 percent in the 1990s and by more than five percent since the start of the new millennium. Today, the population of the TJPDC region is 234,000. Over the next 20 years, this number is expected to climb to over 300,000, representing a projected increase of 14 percent as depicted on Table 3.2.

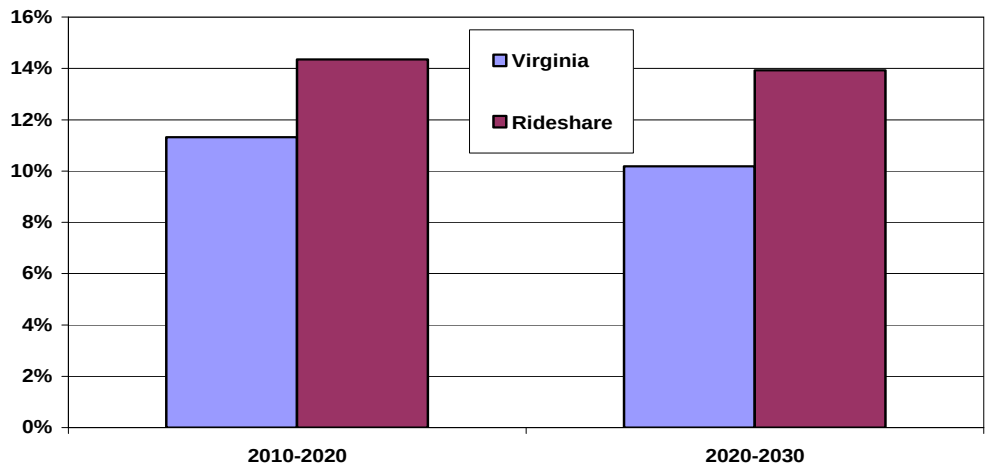
Table 3.2 Demographic Changes (2010-2030)

	2010	2020	2030
Population:			
Total Population	234,606	268,261	305,612
Percent Growth		14.3%	13.9%
Age Groups (%):			
Under 20	58,273 (25%)	67,361 (25%)	79,332 (26%)
20 to 64	145,454 (62%)	158,109 (59%)	170,440 (56%)
65 and Over	30,879 (13%)	42,791 (16%)	55,840 (18%)

Sources: Virginia Employment Commission and U.S. Census Bureau.

This growth rate for the RideShare region is projected to be greater than the overall growth rate of the Commonwealth as depicted in Figure 3.1.

Figure 3.1 Population Growth in RideShare Area and Virginia (2010-2030)



Sources: Virginia Employment Commission and U.S. Census Bureau.

Table 3.2 also reveals that the age composition of the region's population also will change over the next 20 years. Between 2010 and 2030, the percentage of residents 65 and over will increase from 13 percent of the population to 18 percent, a 38 percent increase due to aging Baby Boomers replacing the much smaller population of today's seniors.

Employment is expected to increase in RideShare's service area in the future as well. Table 3.3 shows that employment is expected to increase by 15 percent between 2006 and 2016, adding over 25,000 new jobs.

Table 3.3 New Jobs and Employment Growth*

	Estimated 2006	Estimated 2016	Change	Percent Change	Annual Growth
Total Employment[a]	165,031	190,237	25,206	15.3%	1.4%

Source: Virginia Employment Commission.

[a] Projections data is for Piedmont Workforce Network (LWIA VI). No data available for Rideshare Area.

3.3 PROJECTED TRAVEL PATTERNS

Based on the aforementioned projections, projected travel patterns in the region will change in a number of ways:

- **Increasing congestion, especially near the University of Virginia, sports facilities, tourist attractions; and residential, employment, and commercial centers (U.S. 29, U.S. 250, and I-64) –** The region is projected to grow. While there may seem to be plenty of room to absorb this growth, the impact will be felt on the roads in terms of a dramatic increase in vehicle miles traveled on what will be basically the same roadway capacity. Existing and emerging activity centers, downtown area and in several high-density suburban employment centers, will feel the impact the most in increased congestion.
- **More longer distance commuters –** Job growth is projected to outpace population growth, suggesting that more workers will commute from outside the region to work in the RideShare service area.
- **Aging population –** A growing aging population will result in an increase in nonwork-related travel.
- **Increase in freight traffic –** Growth in shipping is expected along I-81 and I-64. Wal-Mart's distribution center at Zion's Crossroads is just one source of expected traffic. The completion of the intermodal freight center in Elliston, Virginia is another.
- **Increase in Biking-Walking –** Current interest in bicycling and pedestrian walkways will continue, particularly due to concern about energy and commitment to sustainable lifestyle. The region's Greenways should attract greater usage.

3.4 FUTURE EXTERNAL FORCES

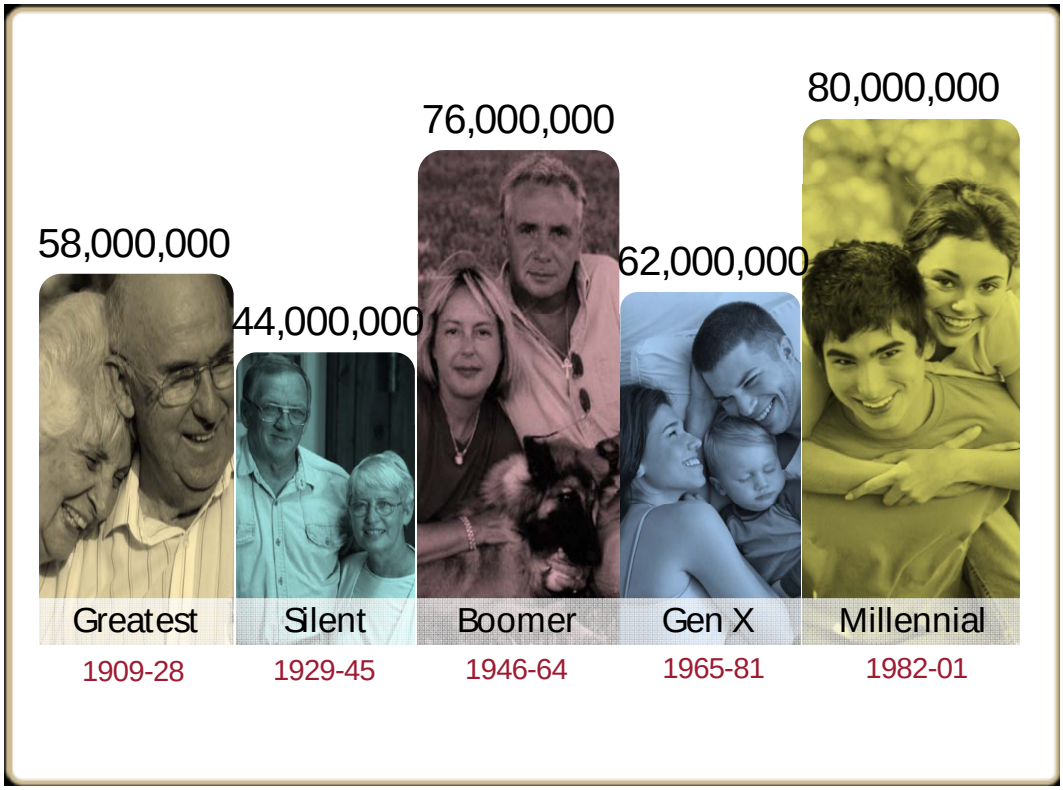
In addition to the certainty of projected demographic trends in population and employment, there are a number of external market forces that may influence and shape RideShare's future. These forces include:

- **New Generation of Workers – The Millennials**

  America's youngest generation, the Millennials (sometimes called Gen Ys or Echo Boomers), are poised to make a huge impact on ridesharing modes and ridesharing support services for years to come. There are two primary generationally inspired factors that will fuel this change.

  First and foremost, the sheer size of the Millennials as an age cohort suggests that they will influence society, just as the large Baby Boomer generation did and still does today. When compared to the other generations, Millennials represent the largest generation alive today – 80 million strong (8- to 28-year olds today).

Figure 3.2 Size and Age Profile of U.S. Generations



Source: SIR Boomer Project.

The second factor is related to Millennials' innate generational traits that were influenced by their shared "coming of age" experiences as an age cohort. During Millennials' wonder years, their daily life was immersed in technology. Many received their first personal cell phone at age 10, but they spent more time text messaging than talking. Unlike older generations, Millennials are a digital native nation. Their neural pathways are actually different from Baby Boomers. When Boomers came of age, their minds were shaped by print and standard broadcast media, and they consumed one medium at a time. Millennials hyper-exposure to

technology has resulted in hyper-connectivity – they are always seeking personal connections and linkages.

Another important generational trait that Millennials have over older generations is their support for and active involvement in social causes. Millennials are taught at an early age and through school to volunteer, and that this "whole person" approach is the path to human development. Older generations had to figure this out on their own time. Consequently, Millennials are redefining social engagement and social movements.

Given the technological savvy and cause-oriented generational values, coupled with their sheer size, Millennials will have a big impact on ridesharing and may represent a tremendous opportunity to shift America's modal split significantly. There already are signs of this today. Over the past two years, Millennials, at a greater rate than any older generation, have shifted to and remained in non-SOV work commute modes. Even the recent fall in gas prices has not reversed this promising trend among Millennials.

Millennials also are leading the way in reshaping rideshare support services. Just three years ago, most ridematching was done through large government-sponsored, centralized databases. Today, many commercial enterprises are tapping into commuters' need for hyper-social connectivity by offering ridematching as part of a social network – Craigslist, Facebook, Goloco.org, Ridebuzz.org, and Greenyour.com. Millennials are leading the adoption curve of this new technology and new way to share a ride.

While Millennials make up a small percentage of the workforce now (20 percent to 30 percent), they will make up the majority of the work force in years to come, surpassing the smaller Gen X and Baby Boomers – the older generations just ahead of them. It will be these future workers – 10 and 20 years from now – that will shape how our companies, cities, and transportation systems of the future will run.

- **Changing Nature of Work – Distributed Workforce**

  Technology in the workplace has helped more and more employers recognize that work is not some place you go, but rather something you do. Enlightened employers are now measuring employee productivity not by time clocks, but rather by outcomes, helping America evolve to a distributed workforce model.

  This realization has been fueled by the pre-recession 2009 labor shortage and will be accelerated, again, by the significant labor shortages projected in the coming decade when millions of Baby Boomers slow down or exit the labor market altogether.

  Employers desire to cater to their labor forces' physical work space desires often translates into compressed work weeks, greater flexibility to come and go, and the ability to work from off-site locations.

This trend already is at work in the TJPDC region as telework work arrangements are offered by almost half of the area's employers and 16 percent of workers say they telework at least occasionally.

- **Going Green and Sustainability**

  One of the most recent social movements fueled by Millennials, as well as older generations, is the green or sustainability movement. According to a Boomer Project national study, over 80 percent of Americans now consider themselves "green." Being green, from a consumer movement perspective, has gone mainstream.

  When it comes to influencing the future of RideShare's TDM program, there are both consumer- and business-driven green forces at work.

  While the Virginia State of the Commute research among TJPDC area commuters revealed that money savings is the most important benefit that motivates today's ridesharers, lowering one's personal impact on the environment – *helping to decrease pollution* – has a motivational impact, too. Almost three-quarters (73 percent) of the respondents gave this benefit a "4" or "5" top two box rating (See Figure 2.9). This benefit of ridesharing may continue to increase in importance in the years ahead as the green movement grows in importance and manifests in greater personal or individual actions.

  Another related green trend that may shape the future of RideShare's TDM program is the change in corporate mindset. More and more companies want to be perceived as being green. In a recent Southeastern Institute of Research study for the *Older Dominion Partnership*, 50 percent of the CEO's in Virginia want their companies to be perceived as *"being green."* Many companies and their business associations are taking action.

  This is particularly true in the Charlottesville-Albemarle region. There are a number of organizations that have formed to advance the green cause. As previously mentioned, the City of Charlottesville, one of the area's largest employers, is leading the way. The City and the County of Albemarle are set to launch Local Energy Alliance Program (LEAP) in early 2010. LEAP (www.va-leap.org) is a community-based, comprehensive energy efficiency and renewables program. LEAP will focus on saving money, saving energy, reducing greenhouse gases, and being an active participant in a growing local green economy.

  More and more companies will become cognizant of their greenhouse footprint and will look for ways to lower it. Employee commute behaviors and the ability to affect change in this area will become more and more important.

3.5 FUTURE TRANSPORTATION AND TDM-RELATED TRENDS

There also are many transportation and TDM-related trends that may have a profound impact on RideShare's future. While there are too many to detail, this section presents a broad overview of some of the major forces.

- **Stricter Clean Air Standards on the Horizon?**

  The Obama administration is proposing new clean air and fuel economy (CAFE) standards for cars and trucks, including Federal limits for tailpipe emissions. New standards could impact the region's clean air attainment status over the long-term.

- **Higher Gas Prices on the Distant Horizon?**

  RideShare, as all rideshare agencies across the country, saw a dramatic increase in inquiries and ridematching activities when gas prices hit $4 per gallon. While prices have fallen way off this mark, most predictions on the long-term price of gas call for much higher prices.

- **Growth of the I-95, I-81, and I-64 Corridors**

  All three of these corridors are projected to see increase use in the future.

- **Growing Involvement of Employers in TDM – Offering TDM Services**

  Over the past few years, the labor shortage, green movement, and positive corporate experiences with TDM have helped the TDM cause reach the tipping point in employer appreciation and use. Corporate America has now realized that it is in their enlightened self interest to embrace TDM programs to boost recruitment, retention, employee productivity, etc. Consequently, more and more companies are offering TDM services and programs and/or considering launching TDM services in the future. This will be true for companies in RideShare's market.

- **The Growth of Telework**

  The potential growth of telework in TJPDC's region is promising. One quarter (24 percent) of non-teleworkers "could and would" telework if offered the opportunity. In the region, this equals about 20,700 potential new teleworkers.

  It is interesting to stop and think about this number – 20,700. This is about the same number of new jobs – 20,000 – that is projected in the region over the next 10 years.

  The potential to remove thousands of people from the road altogether should not be overlooked.

Table 3.4 Potential New Teleworkers

	Statewide	Charlottesville
Non-teleworkers who...		
• Have TW-appropriate	31%	30%
• Job responsibilities		
• Are interested in TW	24%	24%
– Occasional	15%	17%
– Regular	9%	7%
Potential New Teleworkers *(Not discounted)*	751,000	20,700

Source: Based on figures and projections from Virginia State of the Commute Survey.

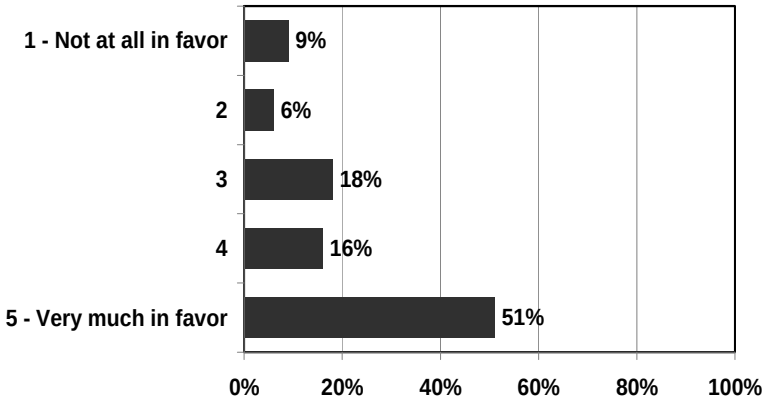
- **More Tolls and/or Congestion Pricing**

  Planning for the future of transportation often leads to some discussion on user fees – tolls, increased gas taxes, or the latest revenue-generating user fee called congestion pricing or VMT tax. (VMT tax is basically charging road users a user fee based on their usage level.) Regardless of what form user fees take in the future, the one thing that appears a little more certain is that one day it will cost more to operate an automobile.

  If the reaction to the 2008 spike in gasoline prices was any indicator, the arrival of user fees or simply tolls in the region will have an impact on the choice and use of work commute modes.

  It is interesting to note that Charlottesville-Albemarle area residents are somewhat predisposed to take the future funding of transportation into their own hands. In a Southeastern Institute of Research survey conducted in spring 2009 for the TJPDC, 67 percent favored the establishment of a Regional Transit Authority (RTA).

Figure 3.3 Support for Regional Transit Authority

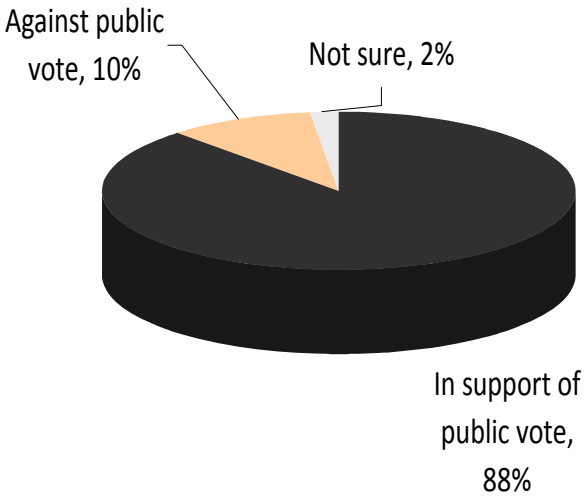


Source: April 2009 SIR Survey.

Question: To what extent are you in favor of establishing a Regional Transit Authority?

When asked to assume that developing a Regional Transit Authority would require support from tax dollars, support for a RTA fell to 49 percent – top two box score – with 35 percent opposing. Eighty-eight percent of the general public agreed that the issue of the public providing financial support for the Regional Transit Authority's transit operations and other transportation priorities through a local tax should be voted on by the public.

Figure 3.4 RTA Support



Source: Source: April 2009 SIR Survey.

Question: And do you think that the issue of the public providing financial support for the Regional Transit Authority's transit operations and other transportation priorities through a local tax should be voted on by the public?

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.

This section begins with an analysis of RideShare's strengths and weaknesses and the opportunities and threats facing TDM/ridesharing in this market. In light of current area needs and projected changes in the future, this section goes on to detail RideShare's mission and vision, 10 overarching strategy tenets, goals and objectives, and performance standards. A detailed plan for expanding performance monitoring and developing additional performance measures is outlined in Section 7.0 – Plan Monitoring and Evaluation.

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 will want to continue those trends 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

- RideShare's dedicated and enthusiastic staff is a key strength.
- Substantial intellectual, funding, and administrative support from TJPDC. TJPDC's active involvement helps direct RideShare and frees RideShare's staff for service delivery.
- RideShare is generally viewed as an effective organization with moderate support among local jurisdictions.
- RideShare's expanded regional boundaries – the recent agreement with CSPDC to provide ridematching services – also is strength.
- RideShare's level of name recognition and identity for RideShare across the TJPDC, as defined by the 2007 Virginia State of the Commute (VASOC) Survey is a strength. Conversely, does RideShare, as a brand, enjoy this same advantage in the CSPDC?

Weaknesses

- RideShare's funding. Current budget is $171,500, including the local match.
- Funding is heavily drawn from a single source (80 percent from DRPT grants), making RideShare extremely vulnerable to financial crisis if this source of funding is disrupted.
- RideShare's very limited staff resources (1.5 FTEs) 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 region. Second, limited staff resources place a burden on existing staff to manage and mine 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. This is the reason for the gradual accumulation of new employer partnerships over the last few years. 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.
- Some stakeholders in the TJPDC may have a limited appreciation of TDM and the role it can play in maintaining the region's mobility and access.
- Some stakeholders in the TJPDC also may have a limited view of RideShare, perceiving it as "just" a ridematching and carpool/vanpool formation support organization. Related to this, the name "RideShare" may be self-limiting. It may foster RideShare's position as a ridematching organization, not a true multimodal/mobility agency. The degree this is a limitation is not fully appreciated at this time.
- RideShare's position as a program within TJPDC might suggest it does not have authority over its decision-making and budget, potentially restricting the roles it could adopt and the partnerships it could form.
- Lack of established goals makes it difficult to prioritize resource allocation, document progress, and make the case for the agency's value to the region.
- Critical mass – RideShare's core database currently has 600 registrants with approximately 200 new people added and a like amount expunged each year. Given the sizable territory that RideShare covers, this small database dramatically lowers the chances of finding attractive or rather viable matches and, ultimately, converting them to new carpools. Records suggest that only 10 percent of new applicants are matched each year (20 = 10 percent x 200) and that only 20 – two per month – result in a new carpool. This TDM Plan must find ways to increase the size of RideShare's database dramatically. This is especially critical as RideShare is now doubling its reach with the addition of the CSPDC's region.
- RideShare's current ridematching software is not very user-friendly. With the current RideShare system, people register by e-mail or by telephone. The

data has to be then manually hand-entered in the system. This is not only a gating factor, it is a very serious image issue. The arrival of instantaneous ridematching on-line solutions such as NuRide, Zimride, and other 21st century ridematching Web sites makes RideShare's core service seem antiquated. This TDM Plan lays out a solution that addresses this important issue.

Opportunities

- The region is slated to grow in population. This means greater VMT. The overall increase in VMT will, in turn, fuel the overall need for TDM and RideShare to play an increasingly important role in maintaining and enhancing the efficiency of the region's transportation system.
- The region is slated to grow in jobs. This presents opportunities to work with growing organizations/companies like National Ground Intelligence Center, the large Federal agency. While they have staggered schedules, which make carpooling and vanpooling difficult, the agency is adding over 1,000 new employees by 2011.
- The level of debate between smart growth and less or no growth is intensifying. More and more, the larger transportation projects are stirring debate, too. Two examples are the long-range development plan for the Route 29 corridor and the Meadowcreek Parkway. These projects have generated a lot of attention. The heightened debate and attention accorded transportation can be viewed as an opportunity to advance RideShare and TDM solutions. TDM can be effectively positioned as a low impact, low cost, high return solution that works for everyone, no matter which side of the issue you are on. It is truly a win-win!
- This focus supports greater integration of TDM into transportation and community planning. This is true for not only the region's Long-Range Transportation Plan (LRTP), but also the micro community development plans the TJPDC has developed for some of the surrounding small towns and communities, e.g., Scottsville. As many of these plans address transportation issues, including TDM services to support residents' long-distance commutes to the Charlottesville area, the region as a whole will benefit.
- The University of Virginia not only understands TDM, it invests in the practice. As the area's largest employer, this presents tremendous opportunities for RideShare. UVA currently relies on RideShare for ride matching and the Guaranteed Ride Home Program. Additional partnership opportunities should be explored to leverage both programs' budget resources and build greater awareness of TDM across the region. One example is Zimride. UVA just launched six Zipcars. Another opportunity is coordinating social media. UVA's TDM-promotional efforts deploy social media, including GoLoco, Pickup Pal, HooHasIt.

- There is a growing suburban population in the surrounding counties and small towns due to topographical restrictions in Charlottesville proper. As the region's population continues to grow, it is expected that more commuters will be traveling longer distances to reach the major activity and employment centers. As the largest group of RideShare's current customers and prospective customers are long-distance commuters, it will become more and more important to reinforce the service's long-distance commuter service orientation – to ensure people think to use it.
- Future growth of activity centers will place increasing demands on employer-based services. For example, rapidly growing employment centers like Fontaine Research Park, University Research Park, and the Pantops Mountain area will benefit from TDM program support and a wider range of transportation options (U.S. car-sharing, transit, bike-pedestrian, etc.) The regions' new employment centers also will increase the demand for intraregion access and mobility movement.
- There is a 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. Relative to other regions and cities across Virginia, the TJPDC's region could set the standard in being green/sustainable.
- In terms of savings money, parking costs are the primary consideration in the high-density downtown area. This area will have the most pressure on it as the region grows, increasing the cost of parking. This, in turn, will make the employers and workers in these areas the prime candidates for RideShare's services.
- Over the long-term, the impact of increased fuel costs on residents of the region will increase interest in and demand for TDM alternatives.
  - A growing, older population is expected, one that will be much healthier and more mobile than today's seniors. This will result in an increase in nonwork-related VMT. In addition, trip support for continuous access to healthcare providers and/or coordinating human services and patient delivery will increase in importance and demand.
- The increase in telework and subsequent demand trends among employers and workers will require RideShare to develop and deliver greater telework-related expertise and portfolio of telework services.
- Bike and walking growth in popularity offers additional potential for RideShare. The region already boasts significant bicycling opportunities along the greenway network. Additional bike lanes and growing popularity of bicycling will increase the biking option as a viable commute mode.
- Rising gas prices and enhanced employer awareness of environmental issues/sustainability and appreciation of the business benefits of TDM (such

as retention, recruitment, and productivity enhancements) have raised employers' interest in employee transportation programs.

- Growing ethnic population segments (Asians, Latino, etc.) will create greater demand for TDM support services customized for employment and activity centers. This will impact RideShare in terms of planning and in preparing multilingual marketing materials.
- The TJPDC staff believes there is demand for additional park-and-ride lots. This opportunity comes with the challenge of how to fund and maintain them in a budget crisis climate. This TDM Plan must address park-and-ride lot opportunity.
- Potential for a Regional Transit Authority presents a big opportunity for RideShare. A Regional Transit Authority and expanded transit services (possible Express Bus, Bus Rapid Transit, Streetcars, or expanded rail) advance the basic premise of moving people, not cars. A rising tide will lift all the boats in the harbor. As transit infrastructure improves, so, too, will ridesharing overall as a community cause.

Threats

- The lack of a shared community vision – no clear consensus on where the TJPDC region is headed – makes it challenging to align RideShare with the strategic imperatives of the region. While both the Thomas Jefferson Partnership for Economic Development and the Jefferson Area Board on Aging (JABA) have their own separate community-oriented vision plans, there is no one unifying crystal clear vision that community leaders across all of the TJPDC jurisdictions agree on – what they want the region to be. The default position is simply a great place to live, work, learn, and play for people of all ages. This means that RideShare should work to support the region's unprecedented high quality of life.
- 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 financial distress 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. Most are satisfied with their commute. 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 after all of the other mandatory activities (such as ridematching, special events, grant reporting, etc.) have been completed. Thus, at a time of rising awareness and interest among employers, RideShare's effectiveness and impact may be gated by the fact its services are extremely customized and labor-intensive.

4.2 RIDESHARE'S MISSION

RideShare's current mission statement focuses RideShare on working to reduce traffic congestion and increase mobility throughout Central Virginia and the Central Shenandoah Valley.

- **RideShare's mission statement:**

  To enhance the quality of life and mobility of people in the Thomas Jefferson Planning District by increasing the availability and use of transportation options that help reduce traffic congestion, through private-public partnerships, employer and community outreach, and individualized service.

  While reduced traffic congestion and increased mobility is RideShare's stated outcome, the TJPDC region, unlike some of Virginia's other markets, has little preexisting commuter demand for alternatives to the SOV commute. Traffic congestion is not a major concern and the average work commute time and distance traveled is relatively short. Time savings are simply not needed to make a stressful or long commute better. Short commutes also minimize the cost savings that ridesharing affords. In addition, there's adequate parking and minimal parking cost in the areas' highest density employment centers. To put it bluntly, the TJPDC region offers one of the best market conditions for SOV commuting in the Commonwealth. And, it shows. The region enjoys one of the highest SOV mode split in the State – 86 percent of the commuters commute alone to work.

  So what is RideShare's reason d'être? Is it simply to serve the relatively small segment of long-distance commuters from the outer edges of the TJPDC (and the CSPDC) as it is doing now? Is it to provide local businesses an inexpensive way to look green? The answer centers around the community's long-term vision for itself and the major transcendent trend that threatens the quality of life as residents and employers know it today.

Community's Long-Term Vision

While there is no clear consensus on where the TJPDC region is headed, community leaders across all of the TJPDC's jurisdictions agree they want the region to maintain the unprecedented quality of life enjoyed by residents – *an exceptional place to live, work, and play for people of all ages*. And this designation is

not self proclaimed. Over the years, the TJPDC's region has received numerous accolades from a wide range of credible, third-party sources. This exalted position has been affirmed many times by leading media publications recognizing the area for its many outstanding qualities as listed below in Table 4.1.

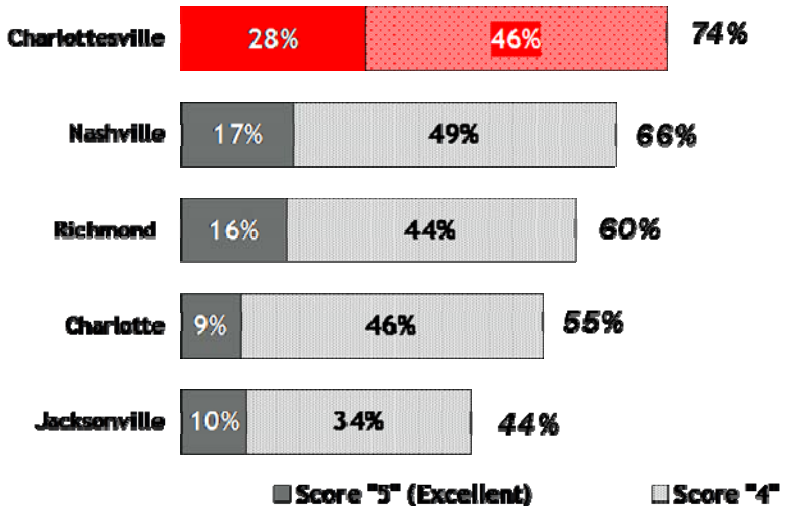
Table 4.1 TJPDC's Accolades

- The "Best Place to Live in the United States" by Cities Ranked and Rated
- One of the "Best Places to Live" and the No. 1 "Small City in the South" by Money Magazine
- One of America's "Dream Towns" by Outside Magazine
- One of the 10 "Best Places to Start a Business" by Point of View Magazine
- One of the 10 "Best Places to Live" by A&E Channel Magazine
- One of the 10 "Best Places to Raise a Family" by Readers Digest
- The No. 2 "Healthiest Place to Live" by Kiplinger Personal Finance Magazine
- The No. 1 "Retirement County for Golfers" by Golf Digest
- The "Best Tennis Town in America" by Tennis Magazine

Source: Thomas Jefferson Partnership for Economic Development Web site. www.tjped.com

The region's quality of life is, in fact, second to none. This is born out in community planning studies conducted over the past three years by the Southeastern Institute of Research. TJPDC's residents rated their quality of life higher than residents of other localities using the same survey question and methodology. This relative self-reported advantage is depicted in Figure 4.1.

Figure 4.1 Quality of Life Scores in Different Jurisdictions



Source: SIR Studies.

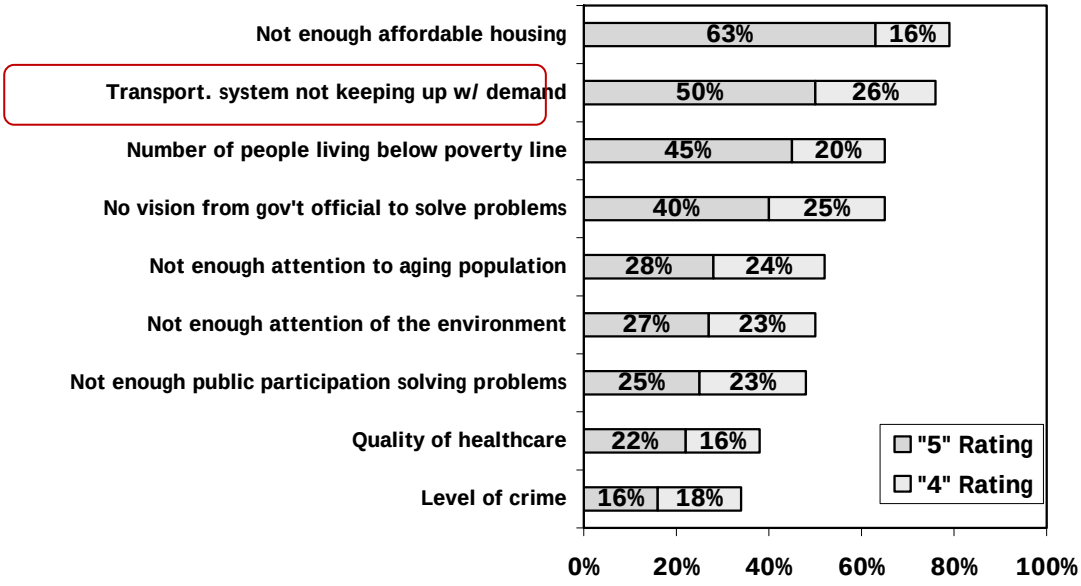
Question: Overall, how would you rate the quality of life in (your region)? By "quality of life," we mean "the general well-being of people 65 years old or older" taking into consideration such things as their quality of personal safety, access to healthcare, housing, recreation and entertainment opportunities, and the ability to easily get to and from these activities.

Among the region's civic, community, and business leaders, there is now a growing appreciation that the region's unprecedented quality of life is the key to the area's long-term economic prosperity – a preferred choice for the most talented 21st century worker who can literally chose to work anywhere and everywhere.

The task now, and for the foreseeable future, is to ensure that the region's quality of life is sustained. This requires careful protection and nurturing of the components that make up quality of life: access to healthcare, education, safety and security, a trained adaptable workforce, entertainment, mobility to get around easily, affordable housing, etc.

When it comes to mobility, the region already may be facing a significant challenge. In a regional survey among TJPDC residents conducted by the Southeastern Institute of Research, the "*transportation system not keeping up with demand*" was rated as one of the top concerns residents have about living in the Charlottesville region. See Figure 4.2.

Figure 4.2 Regional Issues



Source: 2007 Regional Survey conducted by SIR.

Question: Below is a list of issues that face many regions. Please tell us to what extent this is a concern to you about living in the Charlottesville region. Please use a scale of 1 through 5 for your answer, where "1" means you have "no concern at all" and "5" means "you are very concerned" about this issue while living in this region.

Transcendent Trend That Threatens Quality of Life

There is no debate. The TJPDC region is slated to grow in terms of both resident population and jobs. Both of these factors will generate more daily vehicle trips and vehicle-miles traveled (VMT). According to multiple sources, VMT is projected to increase from 20 percent to 40 percent over the next 20 years in regions the size of TJPDC's service area.

As 99 percent of the vehicle lane miles across the region already are on the ground, the supply of roads will no longer be able to keep pace with demand. The consequence is increased congestion and reduced access and mobility. One way to mitigate this impact is through transportation demand management (TDM) – managing the demand for the region's fixed transportation infrastructure.

Mobility and access can be maintained to a great degree if the region's inhabitants focus the transportation system on moving people, not cars. This includes evolving to a new transportation paradigm where the system is based

on budgeting for a certain number of trips/VMT on any given day. To reach this point, the conversations surrounding the region's transportation system must shift from road projects to the need for a more seamless, multimodal network. As the region grows and adds trips/VMT, residents must engage in better trip chaining and multiple mode use to shift the modal mix (current Modal Mix: 86 percent SOV/14 percent rideshare) as the resident and employee population grows.

RideShare's Reason d'être

So what is RideShare's reason d'être? Given the forces shaping the region's future – increasing resident and employment population growth with limited new lane miles being added, RideShare's mission centers on helping the region's transportation system provide mobility and access to the residents of the region to maintain their quality of life.

4.3 RIDESHARE'S PROGRAM STRATEGY

This Long-Range TDM Plan will help RideShare achieve its mission and vision. The Plan is based on 10 key strategic actions:

- **RideShare will advance its position as the region's mobility expert, the organization that promotes and delivers custom designed mobility trip/travel solutions through an array of options (not just ridesharing) –** Make RideShare the "go to" community resource for personal trip planning and TDM information and advocacy. In the short term, continue to focus on work commuters. Over time, serve all regional residents. This subtle positioning shift revolves around packaging and institutional resource focus.

  The first step, packaging, starts with concentrating resources and marketing efforts around building the CommuterInformation.com brand and resource center, rather than RideShareinfo.org. This TDM Web site and fledgling brand is more in line with the mobility positioning than RideShare and RideShareinfo.org. CommuterInformation.com, as currently stated on the Web site, "provides everything you need to know about getting around the greater Charlottesville area." It is, de facto, the region's virtual mobility information center. With a little time and thought, this on-line resource can become a user-friendly, self-help on-line resource center that showcases all mobility options. This TDM Plan will help make CommuterInformation.com live up to its promise as currently articulated on the Web site:

  > *CommuterInformation.com works to enhance the quality of life and mobility of people in the Thomas Jefferson Planning District by promoting the use of alternatives to single-occupant vehicles to reduce traffic congestion through private-public partnerships, community outreach, and individualized service.*

  RideShare's current ridematching and employer program will be positioned and marketed as services under the *CommuterInformation.com* brand or even a

new name that will support a long-term shift from work trips to all trips. Over time, this work commuter mobility resource center will evolve into more of a mobility information resource center for all residents (all travel trips – work trips plus noncommute trips). A marketing tagline will reinforce this positioning: *"Travel Information from A to Z to Get You from A to B."*

As an inspirational example of this long-term shift to a trip planning resource, visit the Bay area's 511.com mobility resource center – www.511.org. They are the national standard in this execution.

It is understood that this new mobility positioning does not preclude RideShare from promoting specific rideshare support services such as ridematching and Guaranteed Ride Home services to long-distance commuters on the edges of the TJPDC region and in the CSPDC or RideShare's employer-based TDM programs. Ridesharing (ridematching and GRH service) will just be one part of the overall service. It will be just as important as directing and disseminating transit information.

As the region's mobility agency, RideShare will work with all appropriate partners to develop new transportation-related mobility services. This could include enhanced bike/walk programs and mobility services for the expected doubling of the region's seniors.

- **Shift RideShare's operations from high touch to high-tech customized mobility planning –** RideShare's Long-Range TDM Plan will dramatically increase the number of people served by RideShare, moving from a few hundred into the thousands. RideShare's current practice of providing highly customized mobility solutions for interested parties is extremely labor-intensive. Through this use of technology (see www.511.org), the organization will shift its service delivery practice. Today's telephone and hand-matching service will shift to web-based state-of-the-art ridematching and trip planning. The professional time spent with a few hundred people will be spent keeping the on-line information services updated and growing, as well as orchestrating innovative on-line marketing to drive even more people to RideShare's mobility options. This includes time working closely with RideShare's partners to ensure all of the mobility options are included and showcased on the Web site, as well as easy to use and find examples of how people live their lives using alternatives to SOV. In addition, this organizational focus includes time working with technology partners to secure low-cost services such as Google Maps, VDOT's 511 tie-in, etc.

  It is understood that this shift from high touch to high-tech represents a cultural change for RideShare as an organization. Nonetheless, it is one of the most critical imperatives for the organization if it is to remain relevant and meaningful in the 21st century and deliver performance (outcomes in terms of VMT reduced) on a level that deserves increased funding from public and, potentially, private organizations.

- **Create greater program leverage and impact through a closer marketing partnership with UVA's TDM Program –** The University of Virginia operates a world-class TDM program. This presents tremendous opportunities for RideShare. UVA currently relies on RideShare for ride matching and the Guaranteed Ride Home Program. Additional partnership opportunities should be explored to leverage both programs' budget resources and build greater awareness of TDM across the region. The best example is offering UVA the opportunity move up to a 21st century ridematching software such as Zimride or NuRide. A quarter of RideShare's current database is going to work at UVA. Once launched, a social network ridematching system could attract thousands, building a more robust critical mass that dramatically improves ride matches and, ultimately, carpool formation.

  An immediate move to a 21st century ridematching software such as Zimride or NuRide also will avoid the potential risk of a large corporate player preempting RideShare in its home market with a more advanced ridematching system.

  RideShare will contract with one of the major new on-line social network-type of ridematching software available today (NuRide, Zimride, etc.). This move also will set up the next imperative – aggressively build the ridematching database.

- **Build RideShare's ridematching database that truly reflects the activity of ridesharing in the region and builds free word of mouth referral Network -** Currently, RideShare's records do not reflect the level of activity of ridesharing across the region. This TDM Plan calls for RideShare to immediately and aggressively build the ridematching and GRH database registrants through a number of aggressive tactics: park-and-ride lot windshield stuffers and posters, e-mail campaign to exiting registrants to ask them to refer a friend, and partnership with UVA. The GRH database should be positioned as an opt-out service.

  Once these databases are increased, RideShare will connect registrants via social media (Facebook, Twitter, etc.) to turn this ridematch and guaranteed ride home database into a "member community" – active apostles of TDM mobility partners. This surrogate sales force will then be given the tools (messages and e-mails to forward) to help spread the word and recruit more applicants.

- **Measure and report TDM-related impacts such as VMT and air quality emissions reduced –** Advancing mobility options will be easier if RideShare can document the impact of mode choice from both an individual and corporate perspective. This will require training and use of state-of-the-art technologies such as DRPT's new Green House Gas Footprint Calculator and innovative ridematching software like NuRide that incorporate outcome

measurements. Once measured, outcomes will be package and disseminated through the media and TDM advocacy groups.

- **Continue to market to long-distance commuters using guerilla-marketing tactics that qualify the customer and showcase the primary benefit – save money –** No question, RideShare's current market at this moment is made up of long-distance commuters. It is imperative to maximize RideShare's effectiveness in locating and serving them.

  Out-of-market commuters often think the local rideshare service is focused on local, short distance ridesharing, a service that is not helpful to them as long-distance commuter. This misperception will be avoided by purposely advancing ridematching services in a manner that directly speaks to long-distance commuters headed to Charlottesville (and other employment centers) by using tag lines that explain the service focus and major benefit. An example for a marketing message for the outer edges of the TJPDC:

  Helping Area Residents Save $1,600 on Their Daily Commute to Charlottesville and Back.

  Money savings is part of this message as it is the number one benefit of ridesharing for all long-distance commuters. For long-distance commuters, the benefit of saving money trumps all other benefits, as money savings can be significant. Weekly expenditures for gas alone for commutes of 70 to 150 miles round trip can range from $50 to $100 per week …$200 to $400 per month. Add parking ($100 to $150/month) and related car maintenance, and the costs rises exponentially. Ridesharing can cut this cost in half or by two-thirds, depending on the number of ridesharers in a van or car. Given this high price to pay for SOV commuting, RideShare's marketing communications in distant feeder markets will hyper-focus on the core consumer benefit it can deliver – help long-distance commuters save $1,600 dollars on their commute. This message will appear in all communication materials.

  A final version of the tagline series will be used on signage, and all marketing materials. It will help gain the attention of RideShare's primary audiences – the long-distance commuters – by saying this service is for you!

  To reach these potential customers, RideShare will continue to utilize, low-cost, highly creative guerilla-marketing efforts to attract customers. The lack of available financial resources severely limits RideShare's use of traditional mass media to build awareness and attract customers. The only option is low-cost, highly creative guerilla-marketing efforts. This includes creating RideShare's own "free media channels" through community bulletin boards, places of worship, and alliances with businesses that serve a large part of the local population.

- **Engage strategic partners to effectively reach and serve the business market –** Given RideShare's existing and anticipated future financial resources, or lack thereof, there is simply no way the organization can launch and sustain a professional-level business-to-business marketing campaign. RideShare currently employs cold calling and work site drop-in visits to introduce services to employers. Program staff has particularly targeted the areas' largest employers and employers that are located in geographic areas with some employment density. While this targeting may be efficient, this approach is too labor-intensive, especially given RideShare's limited staff resources. In addition, RideShare staff report that most partners want to simply hand out rideshare information, few want to aggressively encourage and reward their employee's commute behavior.

  Given RideShare's limited financial resources, the organization will move to a more sustainable, professional-level business-to-business marketing strategy that leverages a growing corporate trend and the availability of an innovative Green House Gas (GHG) Calculator, a new marketing tool created by DRPT and VDOT.

  A growing number of employers not only want to be green, they want to become certified or endorsed by a reputable third party. No matter what is motivating these organizations, whether a genuine concern for the environment and sustainability, cost savings, employee recruitment and retention, or simply image assistance, many are looking for third-party assistance. In some communities, local Chambers of Commerce and other business associations are meeting this demand and making money in the process.

  The Roanoke Regional Chamber is a great example of this. They teamed up with Cool Green Biz and launched an initiative in partnership with Roanoke Valley Cool Cities Coalition.

  http://www.roanokechamber.org/issues_actions/CoolGreenBiz.html

  Roanoke RideSolutions is becoming part of this effort. This presents a similar opportunity for RideShare.

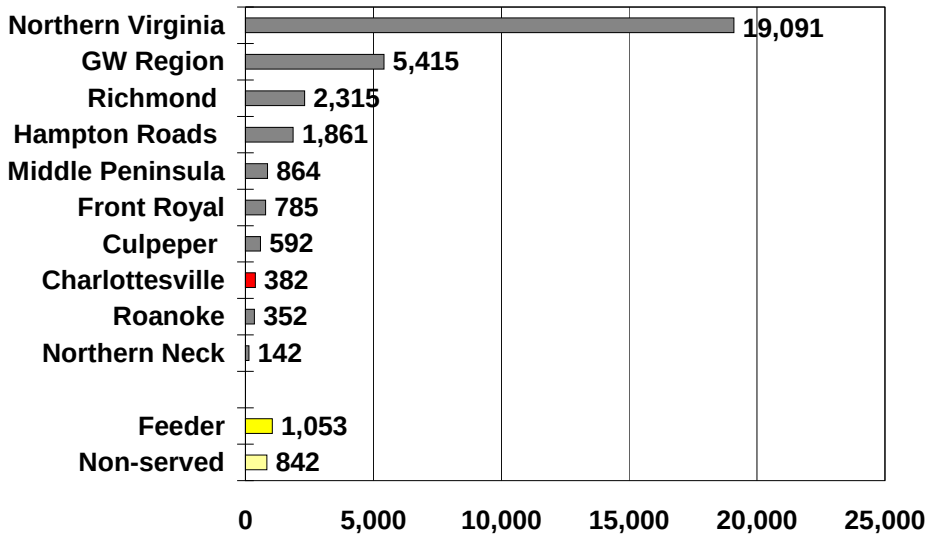
  In early 2010, DRPT will provide RideShare with a GHG Calculator that can assess a company's GHG footprint based on employees' commutes. As transportation accounts for up to 40 percent of the Green House Gas (GHG) emissions, mode choice and mode use can play a huge role in the health of a local environment. RideShare, in partnership with the local Chamber and/or Thomas Jefferson Economic Development Partnership, can put a meaningful package together. From a resource leverage standpoint, RideShare will let the selected program partner take the lead in identifying and calling on prospects. This approach will afford RideShare the opportunity to work with businesses who are truly interested in employee commutes and who may be more motivated to truly support a TDM program.

- **Build TDM advocacy support group(s) –** Moving the community's mindset away from single-occupant vehicle travel towards multimodal alternatives will take more than RideShare's lone voice. To realize the promise of TDM, the conservation surrounding TDM as a viable alternative to supply side solutions (building more roads) must become more mainstream. To this end, RideShare will build on the idea behind the Commuter Information Team – like minds that partner to advance a common interest.

  For RideShare, the first step involves collaborating with local organizations that support alternatives to drive alone commuting such as carpooling, biking and telework. This could include ACCT (Alliance for Community Choice in Transportation) and the City of Charlottesville and Albemarle County's new LEAP initiative. Appropriate "green or sustainability" groups could be included as well. The second step involves working with the informed leaders of these organizations and crafting an action plan that fuels conversation and inspires a new way of thinking – *a transportation system that is designed to move people rather than cars.*

- **Find ways to offer to additional park-and-ride lots –** As the mobility expert, RideShare will monitor and work to ensure the latest support infrastructure is in place such as park-and-ride lots. As depicted in Figure 4.3, the TJPDC region has one of the lowest ratios of park-and-ride spaces to commuters in the Commonwealth.

Figure 4.3 Number of Commuter Park-and-Ride Spaces in the Commonwealth



Source: VDOT, 2006.

As part of RideShare's Long-Term TDM Plan, RideShare will organize a comprehensive plan to build or lease additional park-and-ride lots. This plan will include an inventory of exiting formal and informal lots, an ROI study to

demonstrate the value of informal lots, and exploration into a blank indemnification insurance policy for owners of private lots who make them available for ridesharers.

- **Plan for and, ultimately, secure additional and diverse funding sources for RideShare –** RideShare's reliance on DRPT grants as a dominant source of funding could present a problem in the future if that funding stream were reduced or eliminated. This TDM Plan calls for RideShare to research opportunities and plan for new and varied sources of funding that could be used for operating purposes and/or for special projects. This includes working with TJPDC staff to develop a contingency plan, in the event that the DRPT funding drops substantially. In addition, RideShare will work with stakeholders to formulate a long-term plan for identifying new and diverse funding sources. This could include contributions from employer clients and nongovernmental grant sources.

The seamless implementation of these 10 core strategy components as the foundation of RideShare's Long-Range TDM Plan will enable RideShare to effectively serve more customers, and, in so doing, have a greater impact on the region in terms of reduced VMT and lower the impact of emissions, helping to make the region the best place to live, work, and play in America.

4.4 GOALS, OBJECTIVES, AND STRATEGIES

The remainder of this document presents concrete plans – goals, objectives, strategies, and related implementation program elements of the RideShare Long-Range TDM Plan.

4.4.1 Coordination with Other Plans and Programs

It is the intent of RideShare and the TJPDC to incorporate this Long-Range TDM Plan into other regional transportation plans and documents. This intent, however, will take time to orchestrate. To this end, RideShare will present this document to numerous audiences and solicit feedback. All thoughtful advice and suggestions will be incorporated. Over time, an ongoing feedback process will ensure the seamless integration of this work into the transportation planning for the region.

Please note this will take time, as RideShare does not have a formal transportation planning function in-house. While the organization works closely with TJPDC's Planning Department staff on regional transportation issues, RideShare's staff resources total 1.5 FTE. RideShare's Program Manager will use involvement in regional transportation planning organizations such as the MPO Technical Committee to share drafts of this document. In addition, the Program Manager will look for ways to directly and indirectly share this Plan with stakeholders and community groups, such as County Boards of Supervisors, local Chambers of Commerce and Local nonprofit groups. This effort will

strengthen important relationships and advance RideShare's Long-Range TDM Plan into the community conversation surrounding the future of region.

4.4.2 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

Following the process described above, five major overarching goals for this Long-Term Transportation Plan have been formulated. They include:

- **Goal 1: TDM Will Become One of the Major Pillars of the Region's 21st Century Transportation System –** RideShare envisions TDM will play an increasingly important role in the region's transportation system. Ultimately, TDM will be recognized by the community as the integral "software" that makes the region's safe and efficient multimodal transportation system work. TDM will be viewed as the sensible solution that maintains mobility and access, and, in doing so, makes a significant contribution to the quality of life enjoyed by residents and businesses that call the region home.
- **Goal 2: RideShare Will Become the Region's Mobility Expert and Resource Center –** This goal relates to RideShare becoming the "Go To" community resource for TDM information and personal trip planning. In the short term, RideShare will continue to focus on work commuters and ridesharing as it plans to expand services and reach to serve the mobility needs of all travelers through more automated trip planning services.
- **Goal 3: RideShare Will Serve an Expanded Customer Base to Ensure TDM Has Even Greater Impact on the Community –** RideShare will dramatically expand the number of its primary customers – employers and their employees. Over time, RideShare will move beyond this employer and employee-based work trips focus and ultimately provide services relevant to everyone living in the region. In this dramatic expansion, however, RideShare will recognize and address, through strategic partnerships, the mobility needs of niche markets and support the delivery of human services.
- **Goal 4: RideShare Will Deliver Customized Mobility Planning Through High-Tech Service Delivery –** This goal is directly related to the organization's ability to harness the power and promise of the latest trip planning technology and to support strategic partners, such as UVA and the region's transit services, to provide timely and accurate information to facilitate personal trip planning.
- **Goal 5: RideShare Delivers Unassailable Results in Reducing VMT, Helping To Improve Air Quality, and Maintaining Mobility and Access –** This goal is all about results – generating a remarkable and visible return on investment that warrants the community's and RideShare's stakeholders' continued investment in TDM, in general, and RideShare, in particular.

Specific objectives and strategies that RideShare will pursue in order to achieve these five overarching goals are detailed below. These are organized under three planning horizons: short-, medium-, and long-term. The corresponding timeframe and specific years for each period are listed in Table 4.2.

Table 4.2 Planning Efforts Across Three Planning Horizons

Term	Timeframe	Years
Short-Term	The next 6 years	2010-2015
Medium-Term	7-15 years	2016-2025
Long-Term	16-25 years	2025-2035

Source: RideShare.

Over the short term, RideShare will invest in a shift from highly customized, labor intensive service to a 21st century technology-based self-service provider that can serve thousands, not hundreds of people. Personal, custom-designed services will be reserved for the greatest points of leverage – working with large employers who can shifts hundreds of commuters at a time to non-drive alone modes or eliminate trips altogether.

In the medium term (7 to 15 years), RideShare will continue to provide a solid base of services to area work commuters and employers. The program also will build upon existing services and partnerships to build the foundations for new, nonwork-related travel planning services. Medium-term programs will move beyond serving the needs of commuters and employers and work-related trips to serving all residents in trip and travel planning.

More substantial changes to the Charlottesville's region will take place in the long-term timeframe (16 to 25 years). As RideShare's service area continues to grow in population and employment, the services required and desired by all of RideShare's core customer groups will change as well. Over the long-term, the key to RideShare's sustained growth and relevancy will be directly related to the organization's ability to leverage technology and strategic stakeholders' influence. For example, 2o years from now, RideShare may be a cornerstone of the Region's booming travel and tourism market. Visitors may simply touch their *iPhones* and call up on demand computer-aided, real-time, trip planning directions and actual mobility support and assistance.

In keeping with this evolutionary track, Table 4.3 outlines specific objectives and strategies that RideShare will pursue in order to achieve its five overarching goals.

Table 4.3 RideShare's TDM Goals, Objectives, and Strategies

1. Goal: TDM Will Become One of the Major Pillars of the Region's 21st Century Transportation System

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

Short-Term Strategies (1 to 6 years):

1.1.1. Build a TDM coalition of enlightened citizens, companies, and organizations that support and advance TDM.

1.1.2. Create a comprehensive TDM Advocacy Education Program that works across a range of target audiences, including high school and college students, business leaders/employers, community leaders, residents, retirees, etc. Empower the TDM coalition to drive this program.

1.1.3. Actively pursue opportunities in the community to provide TDM educational briefings through public speaking. Create "The Power and Promise of TDM" presentation that RideShare's staff and designated TDM spokespeople can share with stakeholder groups. The presentation will include:

- Evidence that shows the linkage between TDM and mobility/access to materials, workers, customers, and services that support business vitality and quality of life.
- 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.
- Examples of TDM-related best practices at work in the TJPDC region.
- The future trends that will reshape the TJPDC region – growing resident and employment populations, and the promise of TDM to preserve mobility and access and support quality of life.
- The benefit of TDM in reducing the region's Green House Gas (GHG) emissions.
- Strong call to action – "join the cause" – to invite people to usher in a new approach to regional transportation planning and travel behavior.

1.1.4. Create executive summaries of RideShare's Long-Term TDM Plan as a leave behind that complements this presentation.

1.1.5. Turn RideShare's on-line ridematching database into a growing social network of TDM advocates. Continuously drive people to register to stay connected and support the move to a new multimodal approach for the region's transportation system. Recruit TDM advocates and message ambassadors from this growing database.

Medium- and Long-Term Strategies (7 to 25 years):

1.1.6. Continue to identify and recruit respected TDM advocates and message ambassadors.

1.1.7. Work with TDM coalition partners to showcase TDM's regional success. Make the case that the region is becoming a national model on TDM-inspired sustainability. Generate national media to validate this claim.

1.1.8. 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.

1.2. Objective 2: Continue to build TDM into the region's formal transportation planning process.

Short-Term Strategies (1 to 6 years):

1.2.1. Work with TJPDC's transportation planners and staff to refine and strengthen this initial Long-Range TDM Plan. This includes recognizing the need for and identifying the process to study-related issues such as the need for more park-and-ride lots and alternative funding sources for RideShare.

1.2.2. Work through TJPDC staff and the MPO to make this TDM Plan and future plan updates part of the region's Long-Range Transportation Plan – the TDM Chapter.

Medium-Term Strategies (7 to 15 years):

1.2.3. Work with the Commuter Information Team, UVA's TDM team, and TDM coalition partners to create an on-line TDM knowledge and insights information resource center. Inventory all studies, white papers, research reports as a community resource center.

1.2.4. Continue to work with the Commuter Information Team and UVA's TDM leadership to more closely coordinate and integrate all regional TDM planning efforts.

Long-Term Strategy (16 to 25 years):

1.2.5. Update the Long-Range TDM Plan as appropriate for funding stakeholders and the MPO's regional transportation planning process.

2. Goal: RideShare Will Become the Region's Mobility Expert and Trip Planning Resource Center.

2.1. Objective 1: Turn RideShare into THE region's mobility expert and resource center.

Short-Term Strategies (1 to 6 years):

2.1.1. Continue to focus on large employers and their long-distance commuters as RideShare's short-term primary audience.

2.1.2. Over the short term, transition RideShare's primary service from employee ridematching to more of a multimodal information and automated trip planning self-service resource center. Build up and promote the Commuter Information Team's Web site – www.CommuterInformation.com – as the new multimodal trip planning resource center. Use this venue to advance seamlessly the full array of the region's TDM options (including transit).

2.1.3. As the service goes live for current employer/employee market, reposition the RideShare name from an institutional name to a service line name that falls under the new overarching service brand – Commuter Information (or similar name that connotes multimodal options, not just carpooling).

Medium-Term Strategies (7 to 15 years):

2.1.4. Continue to invest in and showcase www.CommuterInformation.com and the organization's position as a mobility expert that makes all alternative modes more understood, more accessible, and more utilized.

2.1.5. Continue to automate, as much as possible, personal trip planning as a self-service function that connects a dramatically larger and growing force of users to all transportation options.

Long-Term Strategy (16 to 25 years):

2.1.6. Through experience, customer research, and TDM Knowledge and Insights information resource center, constantly improve the customer experience when it comes to personal trip planning and use of alternate modes to SOV travel.

3. Goal: RideShare Will Serve an Expanded Customer Base to Ensure TDM Has Even Greater Impact on the Community.

3.1. Objective 1: Expand RideShare's primary customer base of employers – increase the number of RideShare's business partners.

Short-Term Strategies (1 to 6 years):

3.1.1. Continue to provide local companies with telework policy support and work with employers to track participation in such policies.

3.1.2. Become more relevant and meaningful to local companies by developing expertise in assessing corporate environmental footprints related to transportation. Incorporate DRPT's/DATA's new GHG Footprint Calculator into RideShare's employer outreach practice.

3.1.3. Document the transportation-related reduction in corporate GHG footprints and related bottom line benefits (retention, recruitment, productivity gains, etc.) realized by participating companies.

3.1.4. Merchandise the bottom line and air quality benefits realized by business partners to the media and coalition partners.

Medium-Term Strategies (7 to 15 years):

3.1.5. Further develop in-house expertise on GHG footprint assessments and optimal transportation-related actions to lower GHG footprints.

3.1.6. Explore partnership with local Chamber and other TDM coalition partners to implement corporate green certification program. RideShare will focus on GHG footprint assessments related to employees' commute decisions and behavior.

3.1.7. Launch incentive programs tied to carbon footprint awareness and the increasing need for everyone to contribute.

Long-Term Strategy (16 to 25 years):

3.1.8. Evolve RideShare's overall employer outreach program's services in relation to the relative importance of sustainability and green cause.

3.2. Objective 2: Expand RideShare's primary customer base beyond the employer market to serve the mobility needs of all residents across the region.

Short-Term Strategies (1 to 6 years):

3.2.1. Prepare RideShare's on-line work commute trip planning resource – www.CommuterInformation.com. – for transition to mass market service. Work with the Commuter Information Team to ensure information sharing and technology seamlessly works to support computer automated trip planning support.

- In year 5-6, launch RideShare's on-line, self-service trip planning resources for the mass market. Turn www.CommuterInformation.com. into a community-wide resource center that is relevant to all local trip planning.

Medium-Term Strategy (7 to 15 years):

3.2.2. Aggressively promote this trip planning resource service to the entire community – work and nonwork trips.

3.2.3. Work with TDM coalition partners and local media portals to make this trip planning service ubiquitous – available at transit stops, on homepages of partners, in corporate lobbies, etc.

Long-Term Strategy (16 to 25 years):

3.2.4. Continue to incorporate latest technology to make trip planning services relevant and meaningful to ensure this service is part of everyday life.

3.3. Objective 3: As RideShare expands its service market, ensure special niche market needs are recognized and addressed appropriately.

Short-Term Strategy (1 to 6 years):

3.3.1. Work with the Commuter Information Team to develop long-term plans to support regional human services program needs and expanding niche markets, including ethnic neighborhoods, areas with nonexistent transit services, and seniors. Through this planning process, identify future community needs and the most appropriate teammate roles and responsibilities in serving the underserved today and the future.

Medium-Term Strategy (7 to 15 years):

3.3.2. Work with partners help implement targeted plans to support regional human services program needs and serve expanding niche markets.

Long-Term Strategy (16 to 25 years):

3.3.3. Identify and explore new opportunities through annual planning process

4. Goal: Deliver Customized Mobility Planning through High-Tech and High Touch Service Delivery

4.1. Objective 1: Launch and support an innovative on-line, multimodal trip planning resource center.

Short-Term Strategies (1 to 6 years):

4.1.1. Work with Commuter Information Team to make www.CommuterInformation.com an innovative "high-tech" multimodal trip planning resource center. Organize the Web site to serve as a self-help resource center to help commuters get from point A to B. The design goal will be to meet the customer's information needs and then to "up-sell" them on options they might not have considered and the associated benefits.

4.1.2. For more personalized "high touch" trip planning support, site users will be provided a 1-800 service number.

4.1.3. Upgrade RideShare's ridematching software with the latest social network applications (U.S.Zimride, NuRide, etc.). A social network ridematching service also will more efficiently and effectively connect the region's growing number of TDM advocates and ambassadors.

4.1.4. Build critical mass or registrants on the new database to produce a greater number of more viable matches. Aggressively encourage all existing ridesharers to register on the database for Guaranteed Ride Home service via park-and-ride lot promotions, e-mail campaigns, RideShare corporate partner events, etc. With new software in place, work with UVA to encourage their employees to register for potential matches and the Guaranteed Ride Home Service.

4.1.5. Over the short term, continue to make this on-line resource center as complete, automated, and helpful as possible.

Medium-Term Strategy (7 to 15 years):

4.1.6. Fully automate on-line trip planning at www.CommuterInformation.com. Work with partners to ensure all options are integrated into the on-line trip planning service (e.g., transit schedules). Ultimately, include real-time applications.

	Long-Term Strategy (16 to 25 years):
	4.1.7. Incorporate state-of-the-art technology as it becomes available.
5.	Goal 5: Measure and Report RideShare's Impact in Reducing VMT, Helping to Improve Air Quality, and Maintaining the Region's Mobility and Access.
	5.1. Objective 1: Continually monitor and assess the performance impact and customer satisfaction of RideShare's specific programs and services.
	Short-Term Strategy (1 to 6 years):
	5.1.1. Build upon RideShare's base-level performance evaluation activities. Design and implement a more robust performance evaluation program.
	Medium-Term Strategy (7 to 15 years):
	5.1.2. Include all of RideShare's customer touchpoints and mobility services in RideShare's evaluation program.
	Long-Term Strategy (16 to 25 years):
	5.1.3. Analyze, compare, and report TDM outcomes and return on investment to other transportation system investments.
	5.2. Objective 2: Periodically report the performance, customer satisfaction, and overall outcome of RideShare's program and specific services.
	Short-Term Strategies (1-6 years):
	5.2.1. Report performance scores to TDM coalition members and stakeholders.
	5.2.2. Aggressively share information through presentations and reports with all interested parties.
	5.2.3. Update "Making an Impact" PowerPoint presentation and related documents with RideShare's most up-to-date performance scores.
	Medium- and Long-Term Strategies (7-25 years):
	5.2.4. Create and maintain an on-line performance reporting dashboard.
	5.2.5. Continuously provide TDM coalition members and stakeholders with RideShare's TDM impact and performance scores for inclusion in third-party reports.

Source: RideShare.

4.4.4 Potential Partnerships

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) –** DRPT will continue to be an important partner and major funding source for RideShare.
- **Telework!VA –** As telework grows in RideShare's service area, Telework!VA will be an important partner.

- **TJPDC, MPO, and Member Jurisdictions –** As funding partners, it will be critical to maintain great relationships with all of the region's transportation network and 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 third-party organizations focused on TDM advocacy and green/ sustainability movement such as the new LEAP initiative and ACCT.

4.5 PROGRAM MONITORING AND EVALUATION

4.5.1 Overview of Past Evaluation

Program evaluation is a function that is often shortchanged by TDM agencies, due, in part, to the lack of sufficient funding to conduct the research and data collection required for truly comprehensive evaluations. This is the case with RideShare.

Over the years, funds have not been available for in-depth, comprehensive program assessment across all of RideShare's program service areas and consumer touchpoints. Despite this challenge, RideShare has historically monitored, through observation, follow-up surveys, and telephone calls, three key base measures: 1) calls/e-mails into the organization; 2) ridematching requests and match hits; and 3) the number car and vanpools formed.

4.5.2 Current Performance Monitoring

RideShare's current performance monitoring program has institutionalized the tracking of these three key base measures, as well as added ways to monitor the overall awareness of the program, assess the effectiveness of specific marketing activities that attract program participants, and collect information on customers' needs and program suggestions. This includes the following:

- **Ridematching Program Participation –** On a monthly basis, RideShare tracks participation in ridematching and GRH service through post-matching follow-up surveys designed to assess program performance across key performance indicators. These measures are listed below in Table 4.4. Resulting data are compiled in summary format and periodically shared with TJPDC and DRPT. An example of these periodic performance information reports is depicted in Table 2.9.
- **Marketing Effectiveness –** RideShare uses short on-line feedback surveys as part of the ridematching/GRH registration process. The on-line registration form asks registrants how they heard about RideShare. In addition, RideShare tracks and plots weekly advertising and promotional activities to

weekly registrations to assess cause and effect. While this type of analysis cannot accurately account for all regional factors, it does provide a low-cost way to study the impact of various advertising and promotional activities.

In addition, awareness of RideShare's brand name and advertising efforts are now periodically tracked by the Virginia State of the Commute Survey.

- **Program Refinement –** Periodically, RideShare solicits direct feedback from ridematching and GRH participants through targeted surveys regarding program features and benefits, and suggested areas for improvement. This information is used to improve RideShare's ridematching services and information offered.

Table 4.4 Current Performance Measures

Commuter Customers
• Total calls
• Total unique visitors to RideShare Web site
• Total database match requests
• Total database matches achieved
• Total car/vanpools formed
• Total GRH registrants
• Total GRH trips used
Employer Customers
• Total employer clients
Overall Program Impact
• VMT calculated based on carpools/vanpools formed

Source: RideShare.

RideShare currently reports overall program outcome or impact in terms of reduction in vehicle miles traveled (VMT). However, this one reported impact measure is, at best, underreporting impact. Currently, VMT reduced is being calculated based on only one dimension of the program – *carpool/vanpools formed based solely on a RideShare-generated match.*

Through post match surveys, RideShare captures self-reported number of car or vanpools formed and the related commute trip lengths. From this, VMT reduced are calculated and reported.

This current approach to overall measurement system is underreporting. First, as stated earlier, not everyone in a ridematch database reports to a TDM agency when they form a car/vanpool. Second, what are unaccounted for are other changes in commute behaviors based on exposure to RideShare's marketing messages and various points of contact. Based on SIR's and LDA Consultant's comprehensive assessments of other larger TDM agency programs, a great deal

of commute behavioral change in a market – switching to alternatives to drive alone – takes place without going through a formal match system. Commuters are exposed to TDM messages via Web sites, ads, mailers, work sites, etc. and as a result, adopt a non-SOV mode. No doubt, this is happening in the TJPDC region.

4.5.3 Future Evaluation Criteria

VMT as an output-oriented performance measure serves as a starting point for developing RideShare's future performance measures. Pending additional funding, RideShare future evaluation measures will include: awareness and attitudes, participation/use of services, satisfaction, and overall impact.

Future evaluation of overall impact will take into account as many points of customer contact as possible across RideShare's program. And, in addition to reporting VMT reduced, air quality impacts avoided will be calculated as well.

A complete list of specific evaluation measures that RideShare hopes to track, on a regular and ongoing basis in the future, are detailed below in Table 4.5.

Table 4.5 Future Evaluation Criteria

Awareness and Attitudes
• Awareness of options
• Awareness of RideShare and its services
• Ratings of transportation options and RideShare services on specific attributes
• Factors influencing mode choice
• Consideration of alternative modes
Participation/Use of Services
• Sources of information
• Inquiries
• Contact with RideShare
• Usage of specific services
• Frequency of use
• Length of time using
• Barriers to trial
• Consideration of future use
• Current services
• New programs

Satisfaction
• Overall satisfaction ratings for transportation system and support
• Overall satisfaction ratings for RideShare
• Reasons behind ratings
• Areas for improvement
• Unmet needs
Overall Impact
• Mode split
• Shifts to non SOV modes motivated by use of services – trial and continued
• Perceived benefits of mode change – personal, business, societal
• SOV trips eliminated – cars taken off road
• VMT reduction
• Environmental consequences

Source: RideShare.

4.5.4 Process for Monitoring and Evaluation

This section details RideShare's *Strategy and Performance Evaluation Program*. This monitoring and evaluation program is a three-phase process that builds on anticipated resources and performance assessment assistance from DRPT that is in the early stages of development.

The objectives of RideShare's *Strategy and Performance Evaluation Program* are three-fold: 1) assess performance of RideShare's programs/services; 2) provide input for RideShare's overall services and program development and ongoing refinement (to do this, identify optimal prospects for individual programs/services, identify areas for improvement and finally, identify any unmet needs and program/service development opportunities); and 3) document impacts of RideShare's programs and services.

The RideShare's *Strategy and Performance Evaluation Program* will be designed and implemented for all of RideShare's key service audiences: 1) general public/residents; 2) RideShare's program participants – ridematching, GRH (*emergency guaranteed ride home*), etc.; 3) employer prospects; 4) employer program participants; 5) RideShare's Web site visitors; and 6) individuals requesting information/assistance.

The initial plans for implementation call for an iterative three-phased approach over a short, mid, and long-term. The degree each phase can be executed as designed will be based, in large part, to available funding and strategic partnerships.

Details of each anticipated phase follow.

- **Short-Term Phase –** It is not anticipated that RideShare will have the budget available in 2010 to significantly change or rather expand program monitoring and evaluation. However, the opportunity to test drive one of the latest ridematching software packages such as NuRide or Zimride, at no cost, may present a way to measure, with a much greater degree of accuracy and reliability, the impact of RideShare's program on behavior change. The latest ridematching software packages track specific performance outcomes measures that are important to RideShare. This includes reduced car trips, VMT reduced, tons of emissions saved, gallons of gas saved, and money saved by ridesharers.

- **Mid-Term Phase –** In addition to one of the new ridematching software systems, RideShare will work with other TDM agencies in Virginia to formulate low-cost, but highly efficient performance assessment surveys that can be administered by RideShare's staff. While these surveys will be low budget initiatives, they will assess awareness and behavior change using acceptable research protocols and measurement practices.

- **Long-Term Phase –** Assuming funding is available; a comprehensive *Strategy and Performance Evaluation Program* will be structured and launched. This will include research across all of RideShare's individual programs/services and customer touchpoints. This work will profile existing users and identify optimal prospects for individual services; identify any unmet needs and program/service development opportunities; create in-depth user/target profiles (demographical and psycho-graphical); and identify barriers and benefits.

  Collected data will then be used to calculate specific service impacts (specific RideShare program like Telework!VA, employer outreach, ridematching, etc.) and overall agency. Pending available resources, the *Performance Evaluation Program* will build and support an on-line "Dashboard" reporting system for internal and public review of RideShare's ongoing performance and demonstrated impacts. The last step will involve the construction of an on-line *Strategy and Performance Evaluation* database for RideShare – an easy venue to share research reports and program rationale with the RideShare's general public, constituents, and stakeholders.

The three phases RideShare's *Strategy and Performance Evaluation Program* should be viewed as building blocks. Prioritization of evaluation performance measures will be driven by budget resources and the need for strategy input and program refinement – *how to make limited funding work as hard as possible.*

5.0 Financial Plan

5.1 CURRENT BUDGET AND FINANCIAL RESOURCES

As detailed in Table 5.1, RideShare's current FY 2009-2010 budget is $171,500.

Table 5.1 RideShare FY 2010 Operating Budget

Expenses	Amount
Administration	$140,000
Marketing and Promotion	$25,000
Travel and Training	$5,000
Subsidies	$1,500
Consultant Services	$0
Capital Expenses	$0
Total Budget	$171,500

Source: Certification of Ridesharing/TDM Program Expenses and Revenues Report.

A large majority of RideShare's funding comes from a DRPT grant and a local 20 percent match by the TJPDC (see Table 5.2).

Table 5.2 RideShare Sources of Funds

State Ridesharing TDM Assistance	$130,340
Local match from TJPDC	$34,300
Retainage Amount	$6,860
Total Funding	$171,500

Source: RideShare.

5.2 FUTURE FINANCIAL RESOURCES

Two alternative future funding scenarios are presented – constrained and unconstrained.

The constrained scenario assumes constant, but level funding from DRPT and the local TJPDC match (no increases) with no other funding sources. This level funding will allow RideShare to continue its current programs. Level funding will not enable RideShare to enhance or begin new programs and will not accommodate increases in staff salary and benefits.

The unconstrained scenario considers funding requirements needed to support the program enhancements identified in the implementation plan for the short-term planning horizon – one to six years. This includes hiring additional staff, enhancing existing services and initiating new programs if additional funding is secured (e.g., increase in DRPT grants, increase in the local match, and/or new funding sources, etc.)

5.2.1 Short-term

Table 5.3 shows RideShare's expenses by functional area over the next one to six years given a constrained funding scenario – constant, but level DRPT funding and local match with no new funding sources added.

Constrained Scenario

Table 5.3 Constrained Short-Term Program Expenses In Thousands Dollars

Program or Service Enhancement	Year 1 FY 2011	Year 2 FY 2012	Year 3 FY 2013	Year 4 FY 2014	Year 5 FY 2015	Year 6 FY 2016
Program Staff/Administration (FTE)	$143 (1.5)	$143 (1.5)	$143 (1.5)	$143 (1.5)	$143 (1.5)	$143 (1.5)
Marketing	$27	$27	$27	$27	$27	$27
Operations	$2	$2	$2	$2	$2	$2
Total	$172	$172	$172	$172	$172	$172

Source: RideShare.

Under this constrained funding scenario, RideShare will try to leverage existing resources by working closer with strategic business partners like the University of Virginia's TDM Program, local transportation service providers and RideShare's corporate business partners. Under this constrained scenario, however, no new staff positions or new programs can be initiated.

Unconstrained Scenario

Error! Not a valid bookmark self-reference. shows the services that would be expanded and programs that would be added to RideShare's baseline program over the short-term timeframe (one to six years), if additional grants and funding became available. 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 5.4 Unconstrained Short-Term Program Plan and Expenses In Thousands Dollars

Program or Service Enhancement	Year 1 FY 2011	Year 2 FY 2012	Year 3 FY 2013	Year 4 FY 2014	Year 5 FY 2015	Year 6 FY 2016
Program Staff/Administration (FTE)	$180 (2.0)	$190 (2.0)	$283 (3.0)	$297 (3.0)	$312 (3.0)	$328 (3.0)
Marketing	$50	$75	$75	$100	$125	$125
Operations	$5	$50	$20	$20	$25	$30
Total	$235	$315	$378	$417	$462	$483

Source: RideShare.

Under this short-term unconstrained scenario, RideShare would invest in ridematching technology, upgrade www.commuterinformation.com, increase the program's overall marketing efforts, and add FTE staff.

It is anticipated that an additional .5 FTE would be needed in year one and another FTE in year three to accommodate a growing number of employer partners and to prepare RideShare for an expanded focus beyond work trips. To help facilitate the transition to trip planning services, RideShare would also fund the development, testing, and execution of online trip planning services. The prototype service would be tested with core employer/employee customers and, ultimately, launched as a mass market service.

5.2.2 Medium- and Long-Term Funding Scenarios

Under the constrained funding scenario, funding for RideShare would remain relatively flat over the 7 to 25 year period. Programming would remain relatively stagnant.

Under an unconstrained scenario, RideShare's services would continue to be expanded. The organization's primary focus would center on enhancing the online trip planning service and related customer experience. It is anticipated that through demonstrated success over this 19 year period, RideShare would see its overall annual operating budget triple. The absolute size of this increase, however, would not be extraordinary given the low year six base of $483,000, the long-term perspective, the possibility of alternative funding sources, and the impact the organization on the community.

Future Funding Sources

Both the retrained and unrestrained budgets at any level of growth represent significant increases in RideShare's financial resources. Where could these resources come from?

The answer comes from study options now and then working towards the optimal sources over time. And, this is precisely what one of Long-Term TDM Plan strategy components calls for – planning for alternative funding and/or expanded funding.

As noted earlier in this section, RideShare will convene and lead a planning process with the assistance of the TJPDC and include members of the entire Commuter Information Team and appropriate stakeholders. This study group will explore possible alternative funding sources. By way of examples, potential sources could include:

- **Expanded Local Match –** Explore expanding the local match beyond 20 percent.
- **Fees from Employer Services –** Expand employer services to include program elements such as GHG Footprint Assessments and Certification. This service could merit revenue producing service fees.
- **Corporate Sponsorships –** The potential of dramatically building RideShare's ridematching Web site into a social network could open up sponsorship and advertising – revenue opportunities.

Again, these are just examples. The designated study team will formally explore this topic. This process will culminate in a recommended plan that will be incorporated into future updates of this overall document – RideShare's Long-Range TDM Plan.

6.0 Summary

The Planning Process

It is worth reemphasizing that the small staff size and modest funding of the RideShare program has made any kind of planning effort difficult. Since the program's inception, this Long-Range Transportation Demand Management Plan represents the first-ever attempt at a comprehensive review of the program, its role in the region, and vision for growth. The direction and focus this plan provides will be critical in helping the program improve its performance, service delivery, awareness in the community, and, most importantly, its impact.

At the same time, RideShare's small staff size and modest funding have allowed – one might say "forced" – RideShare to be nimble and innovative in finding new avenues for promotion and innovative partnerships.

This plan, and subsequent version of it, will continue to refine and balance the need for a strong long-term vision, as well as provide the flexibility for the program to take advantage of new opportunities as they arise.

As RideShare looks to the future, it will stay "on mission" and look for ways to help the region shift away from a transportation system designed around Single Occupancy Vehicle (SOV) travel to one that is more balanced and sustainable over the long-term. To that end, it is our hope that this TDM Plan will stimulate conversations and subsequent intellectual and financial capital investment around more efficient ways of moving people such as transit, carpools, and vanpools and even alternatives to traditional modes such as teleworking, compressed work weeks, walking and bicycling.

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, RideShare is poised to make a significant impact on the Charlottesville region for years to come.