

Transportation Demand Management Plan

FY 2016–2021



RIDEFINDERS IS
A DIVISION OF GRTC TRANSIT SYSTEM

Prepared by:
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Date approved by the GRTC Transit System Board of Directors: _____

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Glossary of Terms

The following terms are used frequently throughout this document. To improve readability, they are abbreviated in the text. The meanings of these abbreviations are provided below in alphabetical order.

CLRP	Constrained Long-Range Transportation Plan
CMAQ	Congestion Mitigation and Air Quality Improvement Program
CTAC	Citizen Transportation Advisory Committee
DRPT	Department of Rail and Public Transportation
EPA	Environmental Protection Agency
ERH, GRH	Emergency Ride Home, Guaranteed Ride Home
ETC	Employee Transportation Coordinator
GRTC	Greater Richmond Transit Company
MPO	Metropolitan Planning Organization
MSA	Metropolitan Statistical Area
MWCOG	Metropolitan Washington Council of Governments
PDC	Planning District Commission
RAB	RideFinders Advisory Board
RAMPO	Richmond Area Metropolitan Planning Organization
RFP, RFQ	Request for Proposals, Request for Quotes
RRPDC	Richmond Regional Planning District Commission
RSTP	Regional Surface Transportation Program
SOV	Single-Occupant Vehicle
STIP	Statewide Transportation Improvement Plan
STIR	Sustainable Transportation Initiative Of Richmond
SYIP	Six-Year Improvement Program
TAC	Technical Advisory Committee
TDM	Transportation Demand Management
TEIF	Transportation Efficiency Improvement Funds
TMA	Transportation Management Association
TNC	Transportation Network Company
VDEQ	Virginia Department of Environment Quality
VDOT	Virginia Department of Transportation
VMT	Vehicle Miles Traveled

Chapter 1. Overview of the Transportation Demand Management Program

1.1 HISTORY

RideFinders, a division of GRTC Transit System, is a 501(c)(3) nonprofit organization that began as a pilot program in June 10, 1980, through the action of the Richmond MPO. RideFinders was established in response to the oil crisis in the 1970s and has grown from a simple ridematching service to a full-service TDM organization. RideFinders became incorporated in November 1981, and, after many years of promoting GRTC Transit System service, became affiliated with the local transit company in July 1998. RideFinders is a regional program with a commitment to improving the region's air quality, reducing traffic congestion, and promoting economic development and sustainability through the use of smart transportation methods. The organization celebrated its thirtieth anniversary on December 9, 2011, with an open house. After operating for eleven years at 1111 East Main Street in downtown Richmond, RideFinders relocated in October 2011 to the Ironfronts building at 1013 East Main Street.

RideFinders' mission is to move more people in fewer vehicles by providing the following services and products to area commuters and businesses: carpool matching; vanpool formation and maintenance services; park-and-ride lot information; transit and road information; transit media sales; employee commute surveys; density plots; transportation fairs; company relocation services; site analysis; telework consulting; the ERH, Downtown Commuter Guide, and Commuter Bonus Bucks programs; and sales of commuter-related products, including E-ZPass transponders. RideFinders also participates in the regional transportation planning process with representation in the Long-Range Transportation Plan, the Interagency Consultation Group, Tri-Cities MPO, CTAC, voting membership in TAC, and non-voting membership in the MPO. Through these efforts and partnerships, RideFinders supports and promotes environmental stewardship, social responsibility, and economic development. Education and awareness are key components in effecting behavioral change.

In addition, RideFinders works with local governments, chambers of commerce, mass transit advocates, and employers to address their specific alternative transportation concerns. The agency also utilizes its office as a site for additional access to the public for viewing documents for the Long-Range Transportation Plan, and posts notices for public hearings. RideFinders is aligned with STIR, the VDOT Park and Ride Study Group, the Partnership for Smarter Growth, the Chesapeake Chapter of the Association for Commuter Transportation, the Retail Merchants Association, the Society for Human Resource Management, the Public Relations Society of America, and the VDOT Central Region ITS Work Group. RideFinders also participates in the VTrans Annual Forum and the Transportation Work Group for the 2015 UCI World Championship races, and attends CRC presentations and surveys.

RideFinders' historic milestones include:

- 1981 – RideFinders was founded as an independent entity as a result of the gas crisis in the 1970s. COMPOOL, the South's first nonprofit ridesharing program, was co-sponsored by the MPO and the Greater Richmond Chamber of Commerce.
- 1983 – COMPOOL used the first-ever computerized system to arrange commuter carpools and vanpools.

- 1985 – COMPOOL changed its name to RideFinders and partnered with the Central Richmond Association to establish the country's first downtown parking and commuter information service.
- 1987 – RideFinders implemented the use of vans, mini-buses, and subscription bus service to Kings Dominion. This was part of the Landmark Capital Area Training Consortium Vanpool program, a workforce transportation service for people in need.
- 1990 – The Transportation Allowance program was developed to coordinate Richmond region employers' commuter fringe benefits. The GRH program allowed ridesharing commuters a way to get home by taxi if they needed to leave work early or stay late; RideFinders reimbursed most of the cost. The first Employers TMA was developed.
- 1991 –GRTC Transit System to implement started the Transit Fare Subsidy Program with assistance from RideFinders.
- 1994 – The Commuter Store opened on East Main Street in Richmond.
- 1994 – RideFinders teamed up with the Greater Richmond Chamber of Commerce and the Retail Merchants Association of Greater Richmond to form the Ozone Advisory Program.
- 1998 – The ETC Network was implemented to enable interested citizens to arrange alternative transportation for their coworkers through RideFinders in businesses all over the region.
- 1998 – GRTC Transit System assumed management of the RideFinders organization, integrating the total transit system in the Greater Richmond region.
- 1999 – RideFinders launched the Commonwealth Commuter Choice program that provides vanpool vouchers and transit tickets to state employees.
- 2001 – RideFinders launched a ground-level ozone campaign. The "Get Aware of Your Air" initiative teaches the dangers of ground-level ozone to a new generation.
- 2002 – RideFinders launched a summer bike promotion.
- 2008 – RideFinders shifted focus to more employer outreach. To date, 300 employers have signed up as partners and there are over 10,000 registered clients.
- 2009 – NuRide, an employee rewards incentive program, was launched. Almost 400 employers are now signed up as partners.
- 2010 – RideFinders hosts the Clean Air Leadership Reception, Green Carpet Event and the Richmond Telework Event to showcase its partnerships in the business community and create awareness among decision-makers. Over forty-five companies participate in the Telework!VA program.
- 2011 – RideFinders' celebrated its thirtieth anniversary, moved to a new location, and launched its Long-Range TDM Plan.
- 2012 – RideFinders began accepting credit cards for purchases.
- 2013 – RideFinders expanded its product line by partnering with VDOT and RMA to sell E-ZPass transponders, becoming the only vendor with onsite registration capabilities for the product.

2013 – RideFinders produced a region-wide Public Service Announcement partnership with DEQ.

2013 – RideFinders partnered with Richmond 2015 to create Charter 2015, a program that recognizes Richmond employers who encourage their employees to consider biking as a commute option, and who make their business site more bicycle-friendly to their employees and visitors.

2014 – RideFinders launched On the Move, their mobile application, and GreenRide, an interactive ridematching system. RideFinders also participated in Ozone Advance Program.

2015 – RideFinders updated the On the Move application to include more traveler information and visuals, and began targeted outreach to hotels to have transit information and transit fare media available for guest purchases.

1.2 GOVERNANCE

RideFinders is a division of the GRTC Transit System and is officially governed by the GRTC Board of Directors. RideFinders' executive director attends the GRTC and RideFinders board meetings and presents monthly program and financial reports to the GRTC board. These reports include quantitative output measures of success (new registrations, employer clients, vanpools, emergency ride home program data, etc.) and major activities of the preceding month.

Officially, the GRTC board has the final say on important RideFinders concerns, including the budget and the marketing plan, and must approve major service changes and financial commitments that are greater than \$50,000. The board assists with charting strategic direction for the agency and has shown interest in RideFinders' activities, but exercises little influence on tactical day-to-day operations. In this sense, within the parameters defined for the agency by GRTC, RideFinders maintains a substantially independent operation, albeit one with a close and integrated relationship to GRTC.

The GRTC Transit System Board of Directors consists of six members: three appointed by the city council of Richmond and three by the Chesterfield County Board of Supervisors. The term of office is one year. The GRTC Board of Directors is as follows:

George Braxton, Board President and Chairman (City of Richmond)

James M. Johnson, Board Secretary and Treasurer (City of Richmond)

David W. Mathews, Director (Chesterfield County)

Daniel K. Smith, Board Vice Chairman (Chesterfield County)

Reginald Gordon, Director (City of Richmond)

Gary Armstrong, Director (Chesterfield County)

GRTC provides RideFinders with substantial operational and marketing support. RideFinders' accounting and human resources are provided by GRTC in its role as the parent organization. GRTC staff provide these services much in the manner of outside consultants or vendors, with RideFinders staff having frequent and extensive coordination with GRTC employees on the substantive aspects of these functions. RFPs and RFQs are coordinated through GRTC's established procurement process. GRTC also handles monthly accounting and general ledger entries, monthly and annual financial reporting functions, accounts receivable, and payroll. GRTC provides these services to RideFinders at no direct

cost. This differs from the previous structure, when GRTC assessed RideFinders a monthly “administrative fee.”

GRTC’s marketing department staff also supports RideFinders with advertising, public awareness, and education initiatives based on objectives and goals defined by RideFinders and available funds.

GRTC creates and produces much of RideFinders’ marketing materials in house. GRTC also arranges for television and radio media buys as a part of GRTC’s purchases for larger transit promotions. For television and radio ads, GRTC typically uses the production capabilities of the media outlets, which produce ads using a script and creative concepts crafted in collaboration with RideFinders.

RideFinders also maintains an independent advisory board, RAB, which is currently comprised of members from various stakeholder organizations. The RAB, which meets quarterly to discuss RideFinders’ progress, serves as a forum to introduce and discuss stakeholders’ views. The board continues to provide overall technical review of the regional program elements in this work program. RideFinders’ management also seeks advice from this group about the direction of future work. RAB members are very involved and helpful to RideFinders and often request information about specific topics or suggest ideas for research or new programs. Current members as of June 30, 2015 include:

Mr. Ian Millikan, Chair, Chesterfield County

Mr. Todd Eure, Vice Chair, Henrico County

Mr. Ken Lantz, Richmond Regional Planning District Commission

Ms. Victoria Badger, City of Richmond

Mr. Daniel Salkovitz, Virginia Department of Environmental Quality

Mr. Chris Nicholas, Crater Planning District Commission

Mr. Chris Arabia, Virginia Department of Rail and Public Transportation

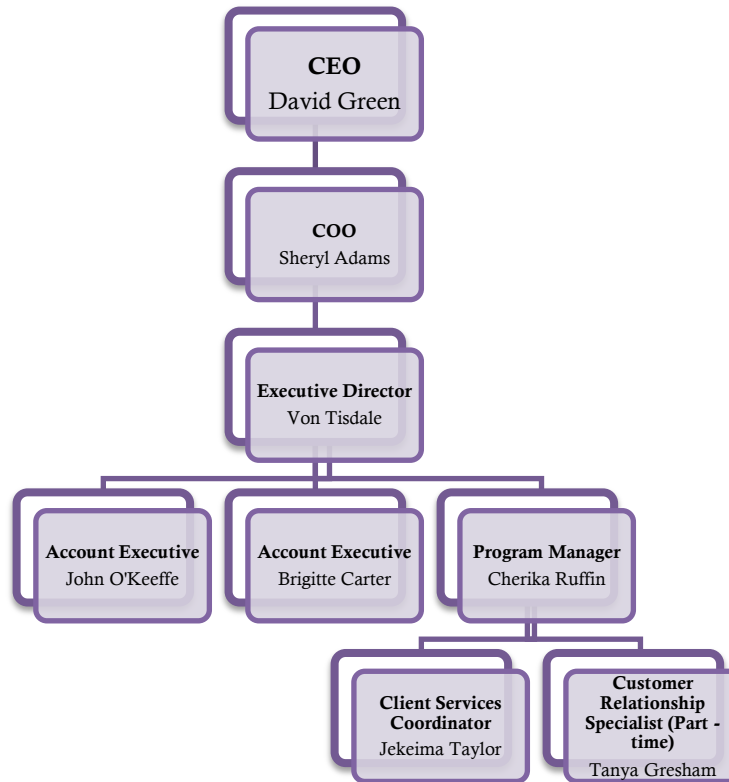
Ms. Stephanie Phillips, Greater Richmond Chamber of Commerce

The RAB is governed by the Articles of Incorporation and Bylaws.

RideFinders also participates in the regional transportation planning process with representation in the Long-Range Transportation Plan, the Interagency Consultation Group, Tri-Cities MPO, CTAC, voting membership in TAC, and non-voting membership in the TPO. RideFinders staff provides monthly reports to RRPDC staff, and as requested by the TPO. Beginning FY14, RideFinders will also provide the tri-cities with reports on services provided to tri-cities commuters and businesses as requested.

1.3 ORGANIZATIONAL STRUCTURE AND STAFFING

RideFinders typically has a staffing level allocation for six full-time leased employees. RideFinders’ organizational chart below shows the staff positions and reporting arrangements.



The organizational structure requires a number of skill sets. The agency needs staff members who can help coordinate the rides; staff who are able to conduct outreach to form direct partnerships with merchants, vendors, and employers; and staff who can provide leadership, management, strategic planning and direction, and operational guidance. Ultimately, the organization seeks to benefit the public through a robust program that is adequately staffed to meet current and future population growth.

The executive director and program manager attend the transit and TDM workshops sponsored by Virginia DRPT. GRTC's and RideFinders' governing boards meet on a regular monthly basis, and staff meetings for all directors of GRTC are also held on a monthly basis at GRTC headquarters. Staff attends webinars, seminars, conferences, and classes relating to transportation, grants management, and best practices as available through the PDC, the Virginia Transit Association, the Association for Commuter Transportation, and the VCU Nonprofit Corporation. Additionally, RideFinders staff hold biweekly meetings to discuss operational matters, relevant transportation topics, and in-house operations, policies, and work plans.

The executive director is responsible for the grants application and drawdown process; OLGA data entry; review and approval of the financial statements provided by the GRTC finance department; and maintenance and retrieval of files for annual external audit and the three-year audit directed by DRPT for grant compliance. Quarterly meetings are held with the finance department, though communication between both departments occurs on an almost daily basis. The executive director has trained the program manager in all of these very important processes.

RideFinders Staffing: Positions and Job Descriptions

Executive Director – Von Tisdale

Develops and formulates policies, plans, and programs to meet given objectives. Directs the staff in the implementation of the operation of TDM ridesharing programs for central Virginia.

Essential duties and responsibilities include the following. Other duties may be assigned.

- Direct a continuing program of market research and evaluation to determine optimum suitability to serve customers and to identify and exploit opportunities for improved service of RideFinders by expanding or adapting techniques.
- Direct the development and implementation of lively programs of advertising, promotion, and publicity to include marketing and sales, media relations, and program presentations.
- Direct the development of computer-based ridematching programs assuring efficient and timely service and cost-effective computer utilization.
- Direct the necessary administrative action to assure future funding.
- Develop, implement, and manage employer outreach program consistent with objectives.
- Oversee program development, implementation, and evaluation.
- Direct appropriate activities to ensure sustainability through sound fiscal management, internal control, grants management and compliance, and 501(c)(3) audit.
- Serve as secretary of the RAB and hold responsibility for relationship management of the board.
- Participate in the transportation planning process through participation in the MPO committee memberships and other transportation-related entities deemed relevant.
- Provide direction for the use of legal counsel and audit services for administering federal and state contracts, meeting reporting requirements, and other activities and services necessary and appropriate for staffing RideFinders.
- Serve as liaison for Capital Region Taxi Advisory Board (ended December 30, 2015).
- Serve on the advisory boards of STIR and the Partnership for Smarter Growth.
- Oversee Richmond Rides operations at the Main Street location (ended June 2015).

Program Manager – Cherika Ruffin

- Create and track all education and awareness-building budget expenditures, including, but not limited to: purchase orders, invoice copies, communications plans, etc., using excel spreadsheets.
- Manage operations of the commuter store, including: daily deposit reconciliation, window display, and internal organizational procedure for staff.
- Collaborate with the executive director to promote and coordinate TDM outreach efforts.
- Provide direct oversight of Client services coordinator and customer relationship specialist.
- Assist executive director with administrative duties, including: budgeting, work plan development, internal controls development and monitoring, and preparation of timesheets in executive director's absence.
- Assist in developing strategies to promote Commuter Choice program, GRTC Swipecard program, clean air program, telework initiative, and additional programs and services, including sponsorship and membership opportunities.

- Spearhead the development and publication of print collateral, news releases, fact sheets, presentations, print ads, and banners for corporate events, employer-based promotions, and special events.
- Provide grants management assistance to the director.
- Attend and record minutes at the RAB meetings.
- Develop all award submissions, including supporting documentation.
- Update RideFinders website and social media components.
- Assist executive director with transportation planning responsibilities, as demonstrated by serving as CTAC representative and TAC and MPO alternate.
- Manage procurement compliance to meet DBE organizational goals.
- Serve as liaison for Capital Region Taxi Advisory Board.

Two Account Executives – Brigitte Carter and John O’Keeffe

Under the direction of the executive director, the account executives are responsible for selling smart transportation choices to citizens and businesses and developing partnerships with the business community.

Essential duties and responsibilities include the following. Other duties may be assigned.

- Enthusiastically promote and market TDM programs.
- Prepare and successfully execute detailed sales plans for customers.
- Compare and analyze customer data to reveal opportunities and weaknesses.
- Book client appointments, organize proposals, and conduct demonstrations and presentations pertaining to RideFinders programs.
- Solicit and assist businesses in conducting employee surveys, density plots, and transportation fairs, as well as in implementing their employee transportation programs.
- Facilitate carpool and vanpool formations.
- Represent RideFinders at transit promotions and events.
- Find, progress, and secure partnerships with high-profile new customers.
- Provide seamless interaction and transactions for individual employers by maintaining client satisfaction throughout the sales cycle and post-sale.
- Forecast on a biweekly basis to allow complete visibility of opportunities and secured appointments by developing and managing sales pipeline.
- Develop, coordinate, and manage business coalitions for mass transit opportunities based on corridors in the central Virginia region.
- Coordinate involvement of senior executives to secure largest and most strategic relationships.
- Manage assigned Commuter Choice clients and vanpool vendors.
- Provide written reports as requested by the executive director.

Client Services Coordinator - Jekeima Taylor

Assists with the daily operations of RideFinders program by coordinating efforts with RideFinders team under the direction of the executive director.

Essential duties and responsibilities include the following. Other duties may be assigned.

Primary:

- Maintain RideFinders' ERH program by coordinating arrangements with service providers and reviewing usage, invoicing, and contract compliance.
- Support retail store operations as needed, including retail store merchandise and transit fare media sales and reports on commuter store transactions.
- Provide immediate backup for front desk operations in absence of office assistant.
- Process ridematching registrations, conduct follow-up phone calls for personalized assistance in carpool formations, and provide tracking log.
- Maintain the ridematching system (data purges, system upgrades, malfunction resolution, client updates, quality control, and recommendations for information technology).
- Conduct monthly client satisfaction surveys and present detailed analysis to director with recommendations.
- Maintain organizational data and activity reports as required by DRPT.
- Execute long-term strategies for client communications.
- Develop and implement quality control standards.
- Provide GIS-based client data reports to staff as requested.
- Coordinate maintenance and repair of small office equipment.
- Support account executive outreach efforts through the following: prepare collateral for events and coordinate density plot mapping, catering needs, location mapping, and survey development utilizing SurveyMonkey.
- Maintain ETC database.
- Attend and staff outreach events as needed.
- Support program manager in daily deposit reconciliations.
- Assist in delivery of Commuter Choice orders.

Secondary:

- Open and distribute mail to staff.
- Order office supplies for team members.
- Assist with special events and mailings.
- Change daily air quality forecasts during ozone season.
- Secure temporary personnel under direction of executive director.
- Maintain emergency evacuation kit.

Customer Relationship Specialist (part-time) – Tanya Gresham

Provide administrative assistance and customer service in the daily operations of the RideFinders office and Commuter Store.

Essential duties and responsibilities include the following. Other duties may be assigned.

- Oversee sales of merchandise and transit media.
- Provide customer service to walk-in, website, and telephone clients.
- Process and follow-up on ridematching and ERH applications.
- Mail monthly update letter to applicants in the database.
- Open and distribute mail to the staff.
- Promptly retrieve and respond to organizational voicemail.
- Change air quality forecasts during ozone season.
- Maintain files as appropriate.

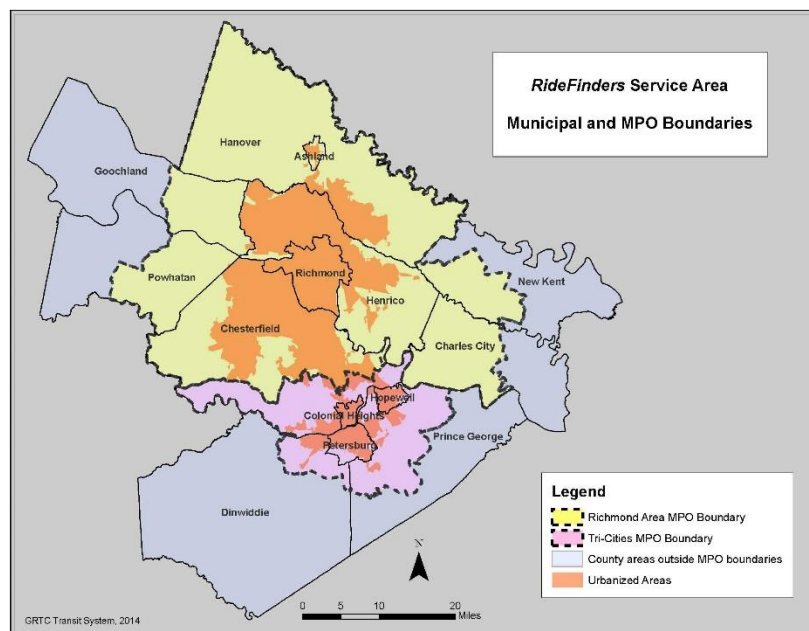
- Maintain emergency evacuation kit on a monthly basis.
- Assist in mailings and preparation for outreach events as needed.
- Track and replace sales inventory, including postage stamps, fare media, and designated products.
- Handle malfunctioning Go Cards as appropriate.
- Process and deliver Commuter Choice orders.
- Track and report Commuter Store traffic and operational activities.
- Maintain retail store appearance.
- Handle address corrections of returned mail.
- Assist customers with training on Kiosks.
- Attend specific outreach events.
- Make follow-up phone calls to all registrants for modal shifts and assistance.

All staff attend seminars, meetings, webinars, webcasts, workshops, and professional development training related to transportation issues and workforce development as provided by, but not limited to, the Association for Commuter Transportation International Conference, DRPT, the Urban Land Institute, STIR, and the Nonprofit Learning Point Center.

1.4 TDM SERVICE AREA

Service Area

RideFinders serves seven counties and five towns or cities with a combined area of approximately 5,181 square miles and a population of just under one million people. The service area includes: the city of Richmond, the city of Hopewell, the city of Petersburg, Charles City County, the town of Ashland, the city of Colonial Heights, Chesterfield County, Goochland County, Hanover County, Henrico County, New Kent County, and Powhatan County.



Population and Employment Demographics

The Richmond MSA population was approximately 1.2 million people as of 2010. The population is projected to grow to over 1.4 million people by 2020—an increase of 12.8%. As of April 2015, over 620,000 civilians in the Richmond MSA are currently employed, with an unemployment rate of 4.8%.

Population				Percent Change	
Area	2000	2010	2020 (p)	2000/10	2010/20
Chesterfield	259,903	316,236	372,532	21.7%	17.8%
Hanover	86,320	99,863	124,097	15.7%	24.3%
Henrico	262,300	306,935	339,703	17.0%	10.7%
Richmond city	197,790	204,214	187,066	3.2%	-8.4%
Greater Richmond	806,313	927,248	1,023,398	15.0%	10.4%
Richmond MSA	1,096,957	1,258,251	1,419,784	14.7%	12.8%
Virginia	7,078,474	8,001,024	8,917,396	13.0%	11.5%

Source: grpva.com

	Richmond MSA	Virginia	USA
Civilian Labor Force	653,446	4,259,282	157,072,000
Employed	622,060	4,065,427	148,523,000
Unemployed	31,386	193,855	8,549,000
Unemployment Rate (%)	4.8	4.6	5.4

Source: Virginia Employment Commission, April 2015, Not Seasonally Adjusted

As of June 2015, there are over 35,000 employers in the Richmond MSA. Employer size is categorized below.

Employers by Size of Establishment

	Richmond MSA	Virginia
0 to 4 employees	19,875	140,637
5 to 9 employees	5,591	37,094
10 to 19 employees	4,365	27,568
20 to 49 employees	3,257	20,073
50 to 99 employees	1,085	7,102
100 to 249 employees	654	3,702
250 to 499 employees	183	1,070
500 to 999 employees	66	353
1000 and over employees	39	240
	35,115	237,839

Employment by Size of Establishment

	Richmond MSA	Virginia
0 to 4 employees	31,051	213,941
5 to 9 employees	37,138	246,381
10 to 19 employees	59,373	373,844
20 to 49 employees	99,594	608,513
50 to 99 employees	74,386	484,004
100 to 249 employees	97,285	551,586
250 to 499 employees	63,330	368,948
500 to 999 employees	43,284	237,899
1000 and over employees	92,890	574,642
	598,331	3,659,758

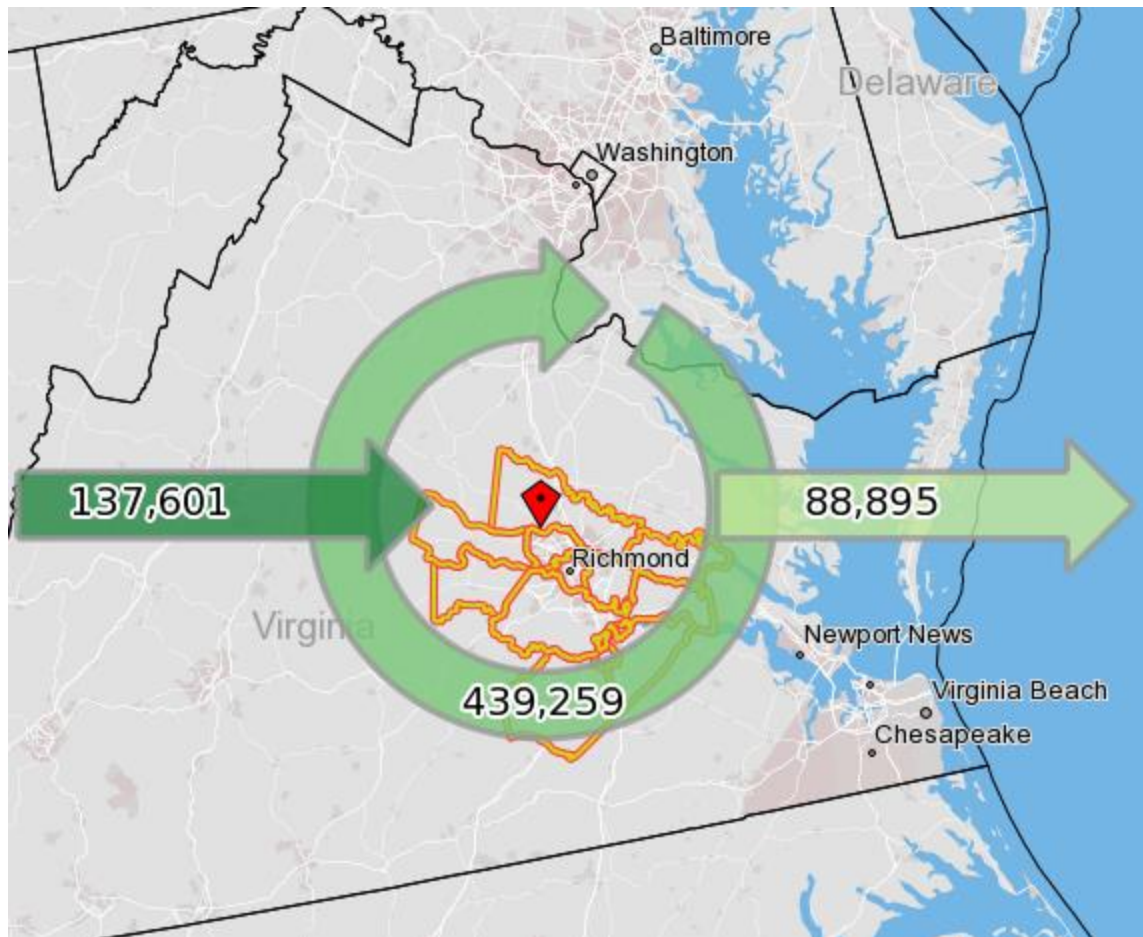
Note: Asterisks (***) indicate non-disclosable data.

'Zero; no employment' typically represents new startup firms or sole-proprietorships.

Source: Virginia Employment Commission,
Quarterly Census of Employment and Wages (QCEW), 3rd Quarter (July, August, September) 2014.

Travel Patterns of Residents and Workers

As of 2012, 76.1% of employees in the RideFinders' Greater Richmond service area lived and worked in the Greater Richmond area; 16.8% were living in the Greater Richmond area but worked elsewhere; and 23.9% were employed in the Greater Richmond area but were living outside of the RideFinders' service area.



Inflow/Outflow Job Counts (All Jobs)		
	2012	
	Count	Share
Employed in the Selection Area	576,860	100.0%
Employed in the Selection Area but Living Outside	137,601	23.9%
Employed and Living in the Selection Area	439,259	76.1%
Living in the Selection Area	528,154	100.0%
Living in the Selection Area but Employed Outside	88,895	16.8%
Living and Employed in the Selection Area	439,259	83.2%

Top 10 Places Residents are Commuting To

Area	Workers
Fairfax County, VA	12,986
Virginia Beach city, VA	5,856
Norfolk city, VA	4,606
Newport News city, VA	3,896
Chesapeake city, VA	3,639
Prince William County, VA	3,450
Spotsylvania County, VA	3,424
James City County, VA	3,077
Arlington County, VA	3,034
Loudoun County, VA	2,941

Top 10 Places Workers are Commuting From

Area	Workers
Fairfax County, VA	8,411
Virginia Beach city, VA	6,871
Prince William County, VA	6,036
Loudoun County, VA	4,436
Newport News city, VA	4,042
Norfolk city, VA	3,812
Chesapeake city, VA	3,648
Suffolk city, VA	3,585
Spotsylvania County, VA	3,074
Hampton city, VA	3,062

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2011.

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 and commuter bus services.

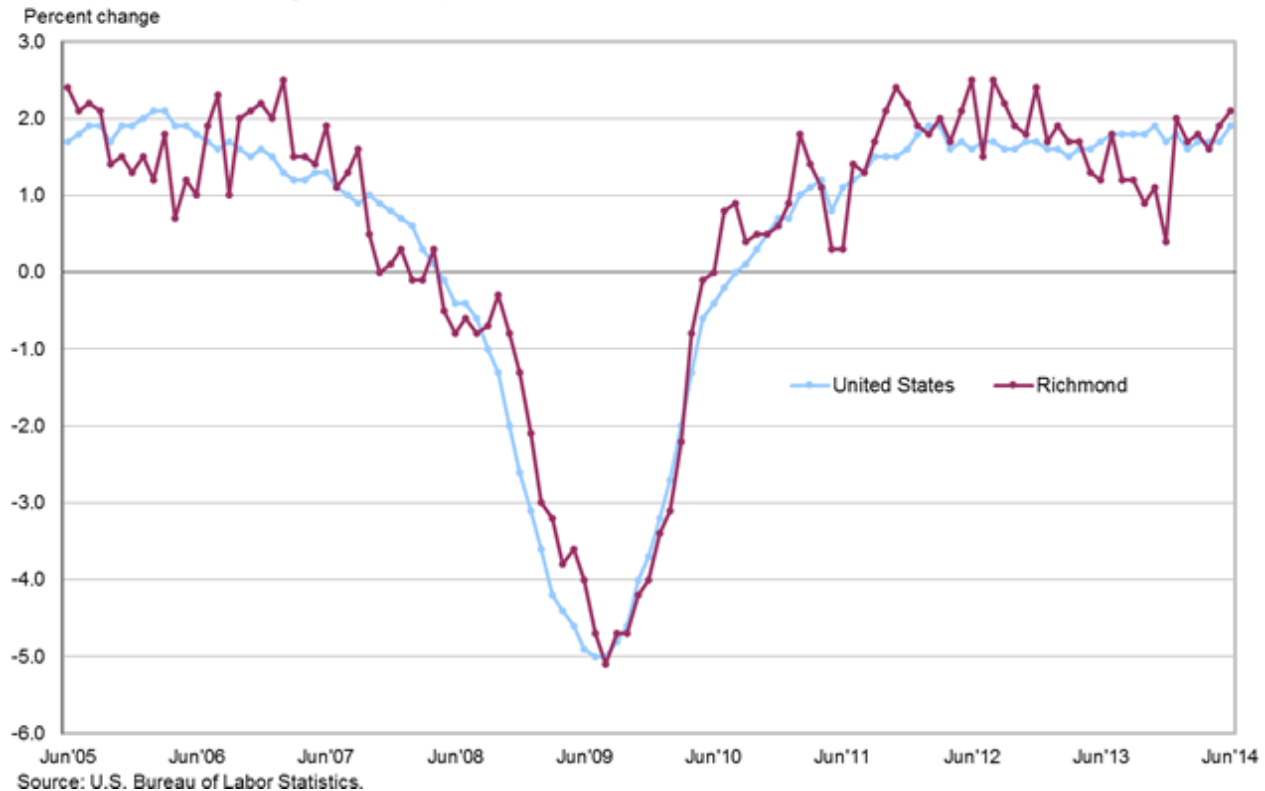
RideFinders' area residents have a very moderate average commute distance and time among any group in Virginia. Both of these measures will likely increase in the future, as population and VMT in the region continue to rise at a significant rate, creating congestion.

The typical Richmond region commute is relatively modest in both time (average 24.5 minutes) and distance traveled (average 12 miles), as reported by Kiplinger in 2011. Not surprisingly, Richmond was named "One of the 10 best cities for commuters" by both *Forbes* in 2008 and Kiplinger in 2011.

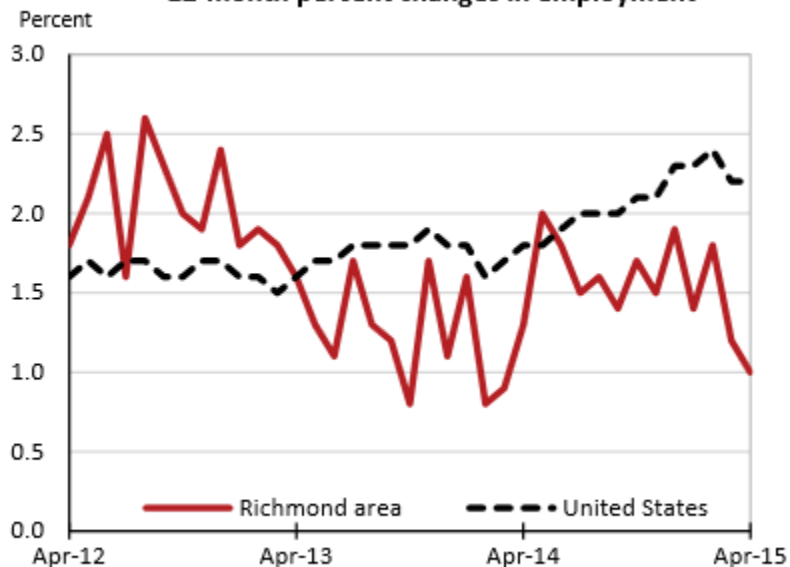
Annual Population and Workforce Turnover

Total nonfarm employment for the Richmond MSA went up 2.1% over 2014, while the national job count rose 1.9% during the same period. The one-year change in employment from 2014 to 2015 was 1%, lower than the national average of 2.2% during the same period.

Chart 1. Total nonfarm employment, over-the-year percent change in the United States and Richmond metropolitan area, June 2005-June 2014



12-month percent changes in employment

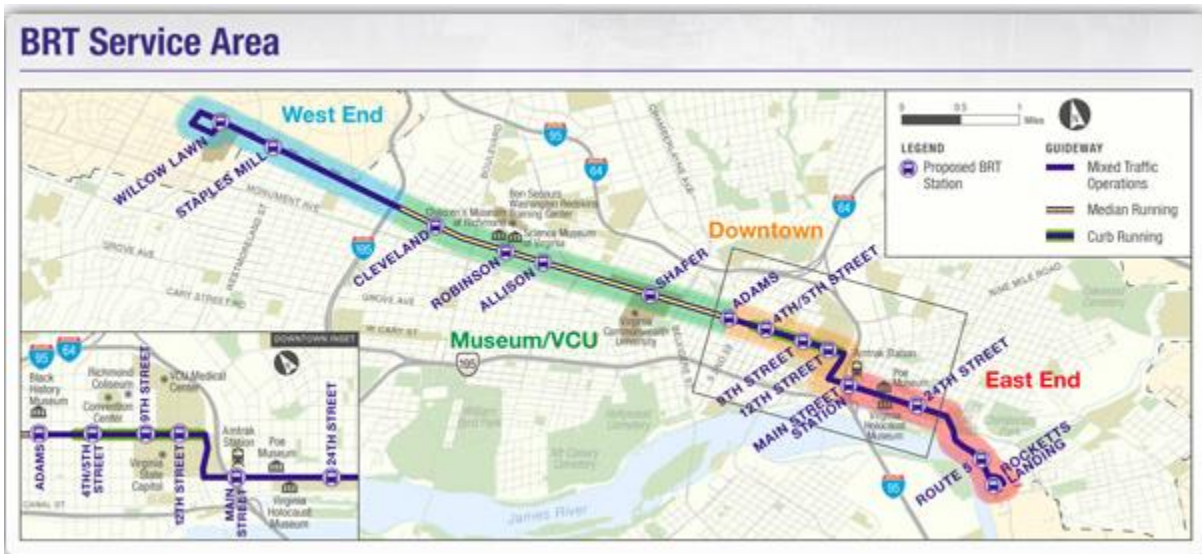


Source: U.S. BLS, Current Employment Statistics.

Current and Future Transit Services

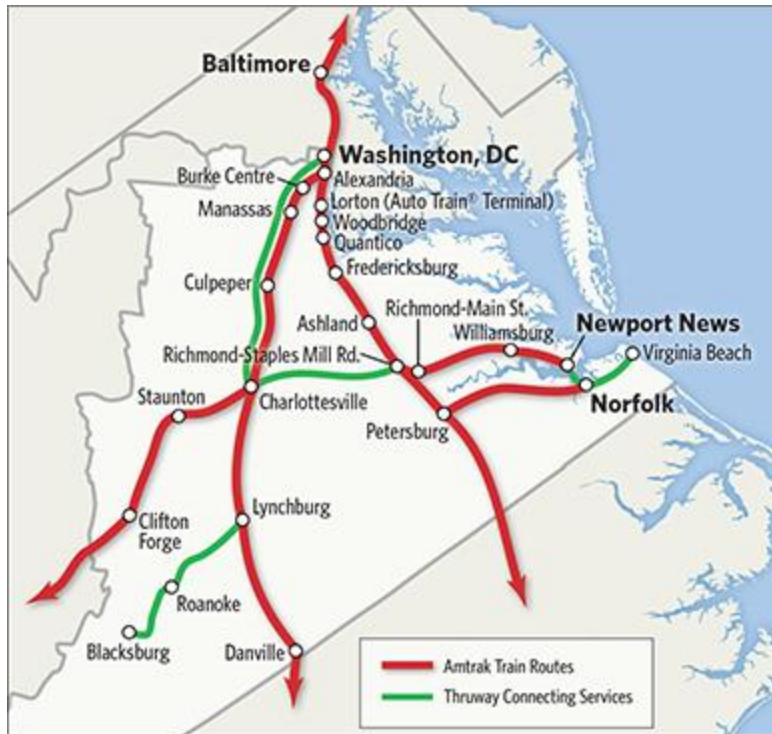
GRTC provides transportation services to the Richmond, Virginia, area and parts of Chesterfield and Henrico counties. These include thirty-eight fixed bus routes, nine express bus service routes, and seventy-three specialized service vehicles, such as CARE (curb-to-curb para-transit services) and C-VAN (transportation assistance VIEW participants).

GRTC Pulse, a bus rapid transit service, is projected to begin operations in Q4 of 2017.



Source: GRTC

Amtrak operates four passenger rail stations with limited interstate service in downtown Richmond, Henrico County, Petersburg, and Ashland.



Source: Amtrak.com

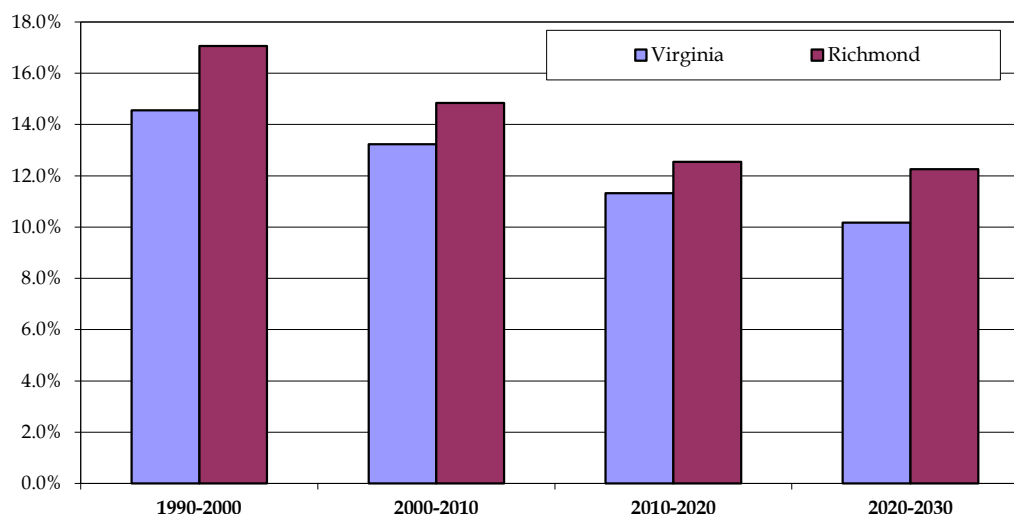
Petersburg Area Transit provides local bus transportation with twelve local routes to approximately 57,000 passengers a month, as well as offering connections to GRTC and Greyhound.

1.5 PROJECTED DEMOGRAPHICS AND POPULATION CHANGES:

The Richmond region is a growth market. The U.S. Census projects that the Richmond region will add 250,000 new residents to the area by 2030, bringing the total regional population to more than 1,250,000 residents.

Metro Richmond's regional population is projected to grow at the same rate as the population growth rate for the state as a whole during the 2010–2030 period. This is also shown in Figure 1.1.

Figure 1.1 Projected Population Growth in Richmond and Virginia



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

Table 1.2 shows that the projected employment in the region will grow by a quarter of a million workers from 2006 to 2016.

Table 1.1 Projected Employment Level

	Estimated 2006	Estimated 2016	Change	% Change	Annual Growth
Total Employment*	1,237,233	1,500,526	263,293	21.3%	1.9%

Source: Virginia Employment Commission

1.6 PARTNERSHIPS

Greater Richmond Transit Company

RideFinders receives substantial assistance from GRTC's financial department for accounting services, relieving RideFinders' staff of most of the typical accounting tasks. GRTC provides the service in the manner of an outside contractor, but RideFinders does not pay any fees for the service. From a financial perspective, RideFinders operates as a cost center for GRTC. GRTC established independent accounts in GRTC's main accounting system for all RideFinders' expense and income categories, including separate accounts for each grant category. The accounting system also documents the FY budget allocated for each account.

RideFinders partners with GRTC's marketing department for the Clean Air Campaign. The Clean Air Campaign builds awareness and educates the public through a variety of venues, including direct mailers to households and employers; radio, television, website, newspaper, social media, and phone book advertisements and banner ads; keyword search engine sponsorships; bus advertisements; and special

event advertising. RideFinders staff may also participate in promotions at employer sites and special events.

Virginia Department of Environmental Quality

RideFinders partners annually with the VDEQ to update the air quality brochure and collateral material with the latest information from the EPA, as well as to serve as an information dissemination channel for the daily air quality forecasts during the ozone season. The brochures and posters educate the public about ozone, including its sources and its impact on health, the environment, and the economy. The brochure also details the different levels of air quality and provides tips entitled “15 Green Steps to Cleaner Air!” In FY14, RideFinders partnered with VDEQ to produce a public service announcement.

Virginia Department of Rail and Public Transportation

DRPT is one of RideFinders’ funding sources and a partner in service delivery. RideFinders looks to DRPT to support, guide, and promote TDM at the state and regional levels.

Richmond Regional Planning District Commission, Richmond Area Metropolitan (Transportation) Planning Organization, and Crater Planning District Commission

RideFinders operates within the geographic area of the RRPDC and the CPDC. Transportation-related planning for the PDCs is performed through the corresponding area MPO, RAMPO. RAMPO is the conduit for CMAQ funding that is directed to RideFinders. In addition, RAMPO serves as the mechanism for all of the local governmental jurisdictions to monitor RideFinders’ activities.

RideFinders works closely with RAMPO to ensure that TDM is included in the region’s long-term transportation plan. In August 2008, RAMPO finalized the 2031 Long-Range Transportation Plan. Goal 5.0 of the 2031 plan ties directly to RideFinders’ services:

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

The 2031 Long-Range Transportation Plan dedicates a chapter (Chapter 7) to TDM and prominently features RideFinders. This section documents a regional role for RideFinders in the delivery of services directed toward commuters and services delivered through employers and worksites.

RideRichmond

RideFinders partners with RideRichmond (<http://www.riderichmond.net>) on biking activities, including mentoring programs and safety spoke cards, and with the city of Richmond on Bike to Work Day activities. In FY15, RideFinders partnered with the Science Museum and RideRichmond to host bike safety and maintenance clinics. In FY16 and FY17, RideFinders will continue to develop bike partnerships with local cycling organizations to encourage increased bicycle usage and safety while also distributing the “How to Ride” brochure for multimodal trips using GRTC buses.

Regional Transportation Planning

RideFinders participates in the regional transportation planning process with representation in the Long-Range Transportation Plan, the Interagency Consultation Group, Tri-Cities MPO, CTAC, voting membership in TAC, and non-voting membership in the MPO.

Local Jurisdictions and Governments

RideFinders currently serves seven counties and five independent towns and cities that make up the Richmond area. Each of these jurisdictions is independent of one another; they all have their own governments. Through their membership on the regional MPO, each jurisdiction has direct influence on RideFinders' funding.

RideFinders works with local governments, chambers of commerce, mass transit advocates, and employers to address their specific alternative transportation concerns. The agency also utilizes its office as a site for additional access to the public for viewing documents for the Long-Range Transportation Plan, and posts notices for public hearings. RideFinders is aligned with STIR, the VDOT Park and Ride Study Group, the Partnership for Smarter Growth, the Chesapeake Chapter of the Association for Commuter Transportation, the Retail Merchants Association, the Society for Human Resource Management, the Public Relations Society of America, and the VDOT Central Region ITS Work Group. RideFinders also participates in the VTrans Annual Forum and the Transportation Work Group for the 2015 UCI World Championship races, and attends CRC presentations and surveys.

RideFinders' Employer Clients

RideFinders currently has over 500 direct working "partner" relationships with employers across the Richmond region, including governmental agencies in downtown Richmond. These employers receive TDM support services directly from RideFinders.

Third-Party Affiliations

RideFinders has productive alliances with numerous organizations, including the American Lung Association, the Society for Human Resources Management, the Virginia Transit Association, the Partnership for Smarter Growth, the Innsbrook Foundation, the Southport Business Association, and numerous local chambers of commerce and business councils, including those for Richmond, Hopewell–Prince George, Petersburg, and Powhatan. RideFinders is affiliated with these groups to expand its visibility and credibility in the community. In addition, these groups also introduce RideFinders to potential clients for RideFinders' employer-based transportation programs.

1.7 PUBLIC OUTREACH / PARTICIPATION

Program Planning Outreach

Currently, RideFinders does not have a technical TDM planning function or staff resources. The agency works closely with GRTC's planning department staff on regional transit issues and is engaged in other regional issues through involvement in several organizations, including RAMPO. RideFinders is a non-voting member of RAMPO and participates in the Tri-Cities MPO and TACs. While the agency was actively involved in the 2008 update of RAMPO's regional 2031 Long-Range Transportation Plan and was a major contributor to the TDM chapter (a new section that was just added in the 2008 update), RideFinders did so with limited in-house TDM planning resources. The future expectation is that RideFinders will add in-house TDM planning expertise.

Service Expansion Outreach

RideFinders will continue to explore the development of closer business outreach partnerships with the region's chambers of commerce, real estate developers, local chapter of the Society of Human Resource Management, business councils, economic development organizations, and other business organizations to assist with prospect identification, introductions, service expansion, and relationship cultivation. This will expand RideFinders' capacity to service more of the region's employers and their workforces.

Grant Application and Award Outreach

RideFinders' reliance on CMAQ, DRPT, grants, and local matches for funding could present a problem in the future if these funding streams are reduced or eliminated. RideFinders will collaborate with RAMPO and other stakeholders to research opportunities for new sources of funding that could be used for operating purposes or for special projects. This includes working with RAMPO staff to develop a funding contingency plan, and seeking out both governmental and non-governmental grant sources.

RideFinders also applies for grants from DRPT based on its programmatic needs and specific planned projects. Additionally, RideFinders is the recipient of grants from the TEIF and state CMAQ to specifically promote and administer the highly successful regional Telework!VA program.

- The unconstrained budget represents a significant increase in RideFinders' financial resources that will have to come from multiple new revenue streams. To this end, RideFinders will engage technical assistance to take advantage of additional resources to address unmet transportation needs among the region's increasingly culturally and ethnically diverse populations. Examples of the kinds of potential funding sources that may be explored during this planning process include:
- In addition to CMAQ, explore other federal funding programs to see if any such programs could be used to fund aspects of the RideFinders program (e.g., the EPA Performance Partnership Grant and the EPA Smart Growth Program Grant).
- In addition to the state's TEIF program, explore other state funding programs to see if any such programs could be used to fund aspects of the RideFinders program (e.g., the State and Tribal Assistance Grants and federal climate change programs.)
- Work with counties and cities in the RideFinders service area to obtain funds for a specific program or service and to partner on applicable federal funding programs.
- Seek out grant opportunities specific to nonprofit entities for specific "green" projects.
- RideFinders will also work with its Advisory Board to explore funding opportunities recently presented by RRPDC Staff and RAB member Ken Lantz in the research initiative recommended by FHWA Representative Ivan Rucker

Public Meeting / Hearing Process

A future objective of increasing outreach and public participation in the region's transportation plans is to serve as a host site for public hearings and documents for public viewing and comments. Future objectives include:

- Increase public involvement through the MPO, its partners, and its constituent localities by increasing the level and quality of public involvement in transportation plans and projects.
- Deliver on-air messages via NPR radio and public broadcasting television stations utilizing TDM advocates.
- Deliver educational briefings through public speaking and community events.

- Hold public symposiums with business partners showcasing the relative roles and impacts of RideFinders' programs.
- Partnering with GRTC CEO in seeking out and soliciting civic organizations, businesses and forums for presenting "Transit As A Solution"

Chapter 2. Existing TDM Services and Staffing

2.1 RIDEMATCHING

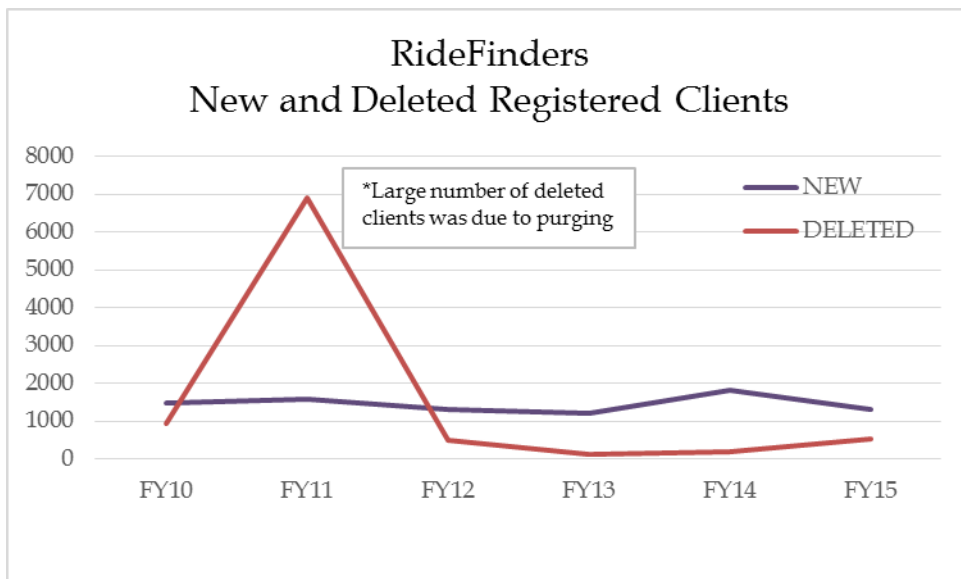
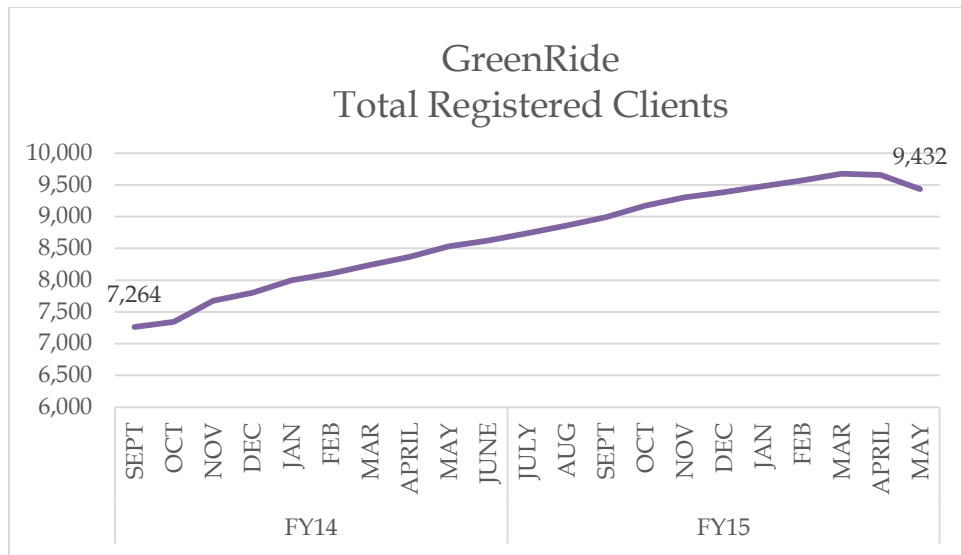
Ridematching is the core of RideFinders' services. This service is administered through a database program that matches commuters who want to carpool or vanpool with other commuters with similar origins, destinations, routes, and travel-time-of-day preferences.

This database contains records of commuters who have applied for a RideFinders 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. This database is also used to register commuters in the region who use non-SOV modes (transit, biking, walking, carpooling, and vanpooling) and who have registered for RideFinders' ERH service.

The web-based ridematching service offers lists of potential carpool or vanpool partners who a commuter can contact to try to rideshare—that is, to join or form a new carpool or vanpool. The majority of ridematch applications are submitted by commuters who want to find a partner for an ongoing ridesharing arrangement, but RideFinders also offers matching for university students.

Commuters can submit a ridematching application by telephone, mail, fax, online, or in person at transportation fairs or other worksite or community transportation events. GreenRide, an interactive web-based ridematching system, was launched in 2014, but until the new system became fully operational, all registration applications were input by hand into the ridematching database. As of June 2015, 6,697 carpoolers and 9,432 total clients are registered in the GreenRide system. On average, 1,420 registered clients are added on per year, and 340 clients are deleted due to inactivity in the system.

RideFinders undertakes a purge process to keep registration contact information current. Each registrant receives an annual renewal letter around the anniversary of their original registration date; this letter asks whether the registrant wishes to remain in the database, and, if so, to verify or update their contact information. Registrants are also purged from the database if the contact information on file is found to be no longer valid.



Technology

In fall 2012, RideFinders solicited proposals for an updated ridematching software system. The existing ArcGIS-based ridematching system required an extensive amount of user manipulation and had become obsolete compared to prevalent, more advanced technological standards. RideFinders received and reviewed the following proposals for first-year implementation of basic programs: RideAmigos, \$250,000; RideShark, \$98,000; and GreenRide, \$58,750. RideFinders subsequently selected GreenRide. Prior to implementing GreenRide, RideFinders had been utilizing NuRide’s rewards program as a supplementary service to encourage and promote ridesharing in the region. RideFinders used media outlets such as the *Richmond Free Press* and the *Richmond Times-Dispatch*, social media such as Facebook, YouTube, ridefinders.com, flyers, broadcast emails to the region’s employers, and broadcast emails to the existing ridematching system registrants to introduce the new system to employers and commuters.

The initial kickoff meeting was held in March 2013. Database purges, exportation, client notification, staff training, and coordination with the vendor occurred over the next several months, with full execution beginning in August 2013.

Ridematching Process

Potential commuters register for free at www.ridefinders.com and begin their ridesharing search by creating a commuter profile to find carpool matches, vanpool matches, and smart commute options. Profile pages show rideshare matches, potential savings, air quality forecasts, commute logging options, and a link to register with the ERH program. The “My Matches” pages allow commuters to choose between match options, with maps and mileage information provided for each potential match, and will help compose an email message to the chosen matches to help set up carpooling or vanpooling arrangements. GreenRide tracks commutes and converts them into cost savings and emissions reductions to show participants how individual efforts make a difference. Employers can create a specific sub-site for their employees that includes a message for clients to see when searching for carpool matches.

GreenRide is easy to use for commuters, provides instant ridematching results, is simple to manage by administrators, keeps pace with evolving technologies, and maximizes user participation.

2.2 VANPOOL ASSISTANCE

Vanpool Formation and Maintenance

Support and formation of vanpools is another important RideFinders service. RideFinders does not own or operate any vans. The vanpool vehicles, routine vehicle maintenance and repairs, insurance, fare collection, and all other aspects of daily vanpool operations are provided by third-party leasing agencies. However, RideFinders provides assistance to form new vanpools and supports the continued operation of existing vanpools. RideFinders assists groups of commuters in establishing a new vanpool group and completing the steps needed to obtain a vanpool vehicle through a third-party vanpool leasing provider. The current vendors are vRide (formally VPSI), K&K Connections, Ride EZ, and Enterprise.

Employer support and financial benefits to start or maintain vanpools (vanpool vouchers) provide the strongest motivation for vanpool formation. However, to assist commuters with a formation task that can be time-consuming (identifying willing riders and drivers), RideFinders facilitates “lunch and learn” sessions and transportation fairs so that groups of registrants with compatible routes who have expressed interest in vanpooling can become acquainted with each other. RideFinders also arranges for the vanpool vendors to present their services to potential vanpool groups. Because many of the commuters who are potential vanpool riders live outside of the Richmond area, RideFinders also works with TDM agencies in neighboring regions to assist with home-end vanpool formation.

Potential vanpool commuters can use www.ridefinders.com to start or join a vanpool. Commuters can register online or call RideFinders to start a vanpool. To join an existing vanpool, they can also view a current listing of vanpools that includes the contact information of vanpool coordinators.

VanStart and VanSave

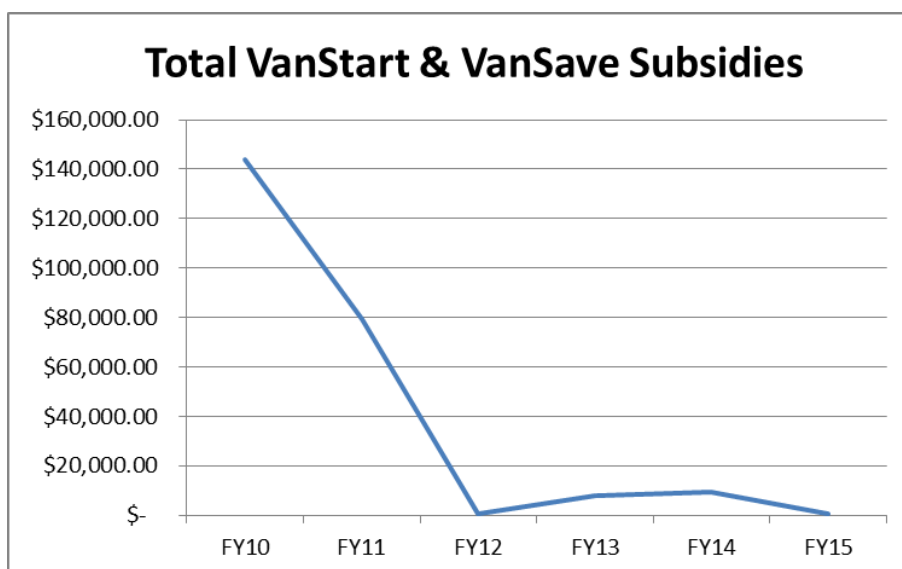
The RideFinders VanStart program for new vanpools is designed to provide financial support for new vanpool formations. The program temporarily subsidizes empty seats during the critical start-up phase

of new vanpools and is open to all new vanpools requesting assistance from RideFinders. The VanStart formation incentive is offered for a three-month period when a vanpool begins and allows the new vanpool groups to begin as if they already have a full complement of riders.

RideFinders' VanSave program for existing vanpools is designed to assist established vanpools that are experiencing an unexpected loss of passengers. An eligible vanpool group may apply for assistance a maximum of once every twelve months per van. The VanSave incentive is offered for up to four months to vans that are at risk of dissolving due to reduced ridership.

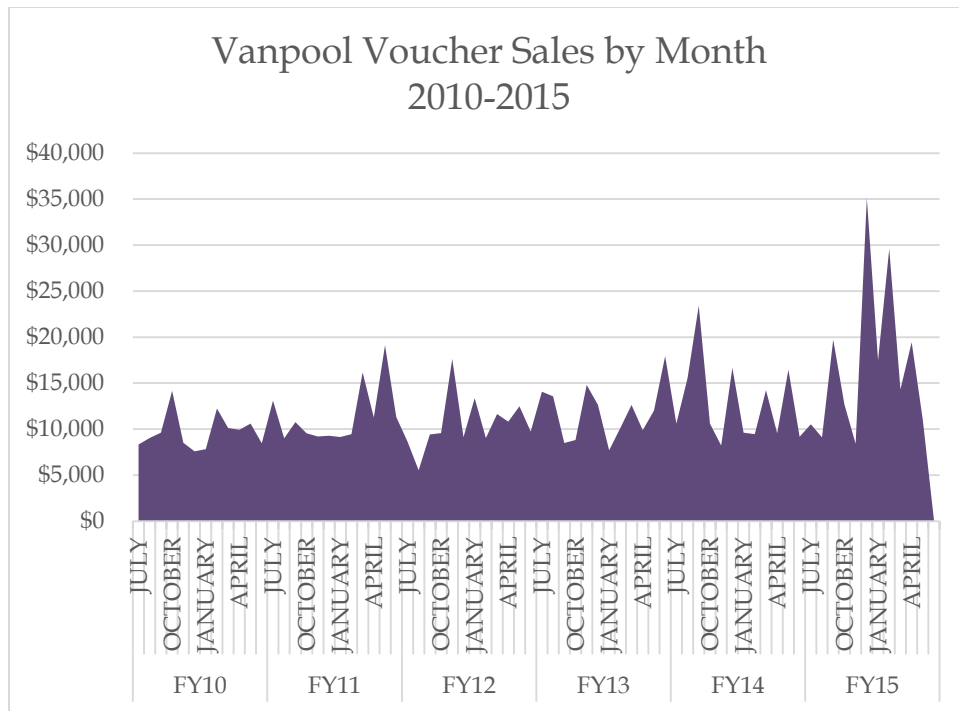
Financial

Total VanStart and VanSave subsidies have fluctuated over the years due to revised requirement guidelines in 2012, followed by decreased funding and recruitment efforts in subsequent years.

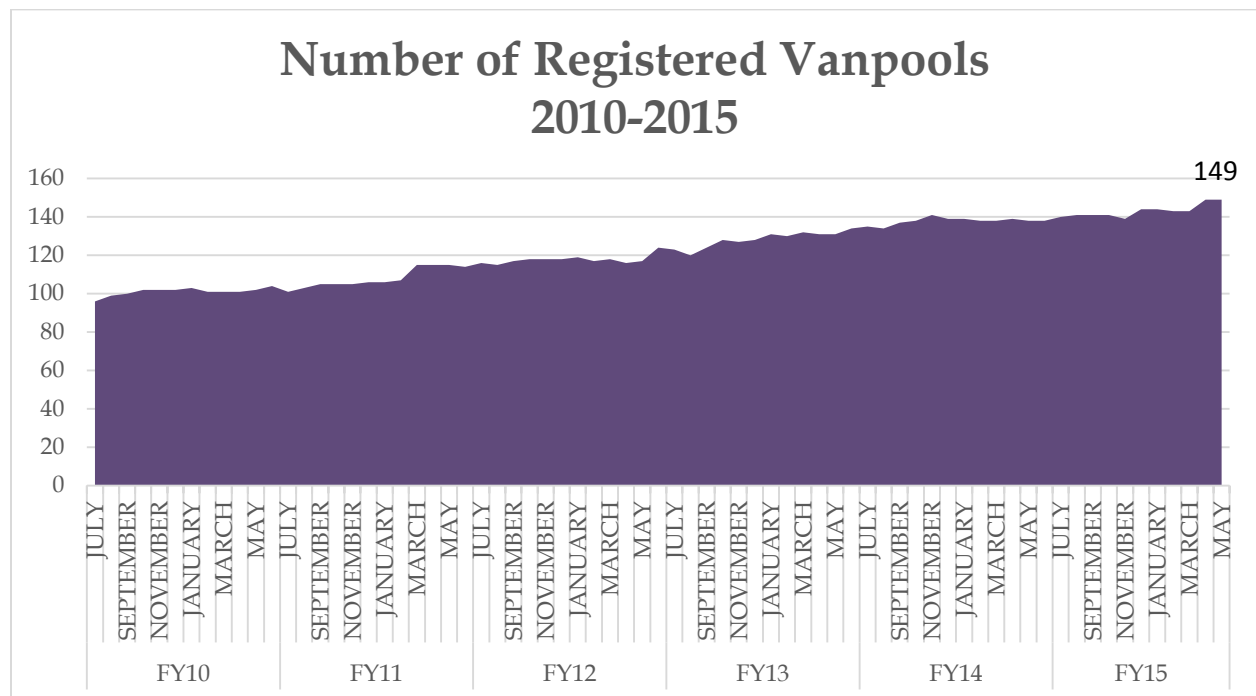


FISCAL YEAR	TOTAL VANSTART AND VANSERVE SUBSIDIES
FY10	\$ 143,823.24
FY11	\$ 79,209.94
FY12	\$ 375.00
FY13	\$ 7,735.91
FY14	\$ 9,340.03
FY15	\$ 600.00
Total	\$ 241,084.12

In FY12, RF revised the requirement guidelines to VanStart and VanSave subsidy program due to funding issues.



RideFinders reported substantial growth in vanpooling in recent years. In 2003, RideFinders supported 30 vans in the region; in December 2008, RideFinders supported 83 vanpools; and as of June 2015, RideFinders supports 149 vanpools, with most destined for worksites in the Richmond area and over 60 traveling to the northern Virginia area. Each vanpool has between seven and fifteen members. Registered vanpools continue to be on an upward trend, as depicted below.



2.3 RESIDENTIAL OUTREACH

Historically, RideFinders has focused marketing efforts on area residents who commute to work—consumer marketing. In 2009, RideFinders started to shift its focus and resources to expand awareness of RideFinders among employers—business-to-business marketing. While most outreach is currently being focused on employers and not residential areas, the following section highlights RideFinders’ commuter marketing efforts.

Program awareness is critical for consumer-based marketing efforts. People have to be aware of and familiar with a service or product before they try it. While awareness of a TDM agency does not necessarily translate to use of its services, the absence of awareness clearly would result in non-use. Further, mode choice research has demonstrated that travelers are most willing to consider new travel modes when they are making personal changes, such as starting a new job or moving to a new residence, which could affect their typical travel needs and patterns. Thus, maintaining a high level of awareness among members of the traveling community makes it more likely that commuters and other travelers will seek out TDM agency services when they are naturally establishing a new travel pattern and are more likely to consider choosing non-SOV modes.

RideFinders has used a consistent and well-coordinated marketing campaign called “Team RideFinders.” A key objective of this campaign has been to create a cohesive and ongoing brand identity for RideFinders and to expand commuters’ awareness of non-SOV modes, including biking, walking, and teleworking, in addition to the carpool, vanpool, and transit modes that are most often associated with RideFinders. Team RideFinders’ logo and air quality hero characters, such as Bike Boy, are consistently included in all materials.

RideFinders disseminates information to Richmond-area travelers by several methods. One method is distribution of printed information, including brochures and pamphlets that explain the opportunities for and benefits of using non-SOV modes and describe RideFinders’ service offerings. RideFinders has prepared a media kit and individual brochures related to air quality, telework, bus, the ERH program, and vanpooling. The agency distributes these materials through direct mail, take-one displays, and bulk distribution to employers who pass the materials on to their employees. Staff also distribute materials to commuters through RideFinders’ worksite transportation fairs and local community and university outreach events.

Another measure of effectiveness is the activity generated by the marketing campaign—the degree to which prospects are driven to RideFinders’ website for more information. The internet continues to be an increasingly important tool for TDM information dissemination—the “go-to” source for information. The website provides basic information about carpooling and the ERH program, as well as links to transportation organizations such as GRTC, DRPT, the Richmond Area Bicycle Association, and VDOT.

2.4 EMPLOYER OUTREACH

RideFinders focuses its services on two primary customer groups: commuters and employers. Its employer outreach program provides a range of services to major employers in the service area to encourage them to implement TDM services at their worksites. This outreach offers RideFinders an opportunity to reach commuters through worksite-based promotions. Employers can offer many of the services provided by RideFinders as benefits to their employees, especially as a transit subsidy or other form of incentive, such as preferential parking for carpools or vanpools.

Employer resources and services include:

- Establishing an ETC network. ETCs are dedicated transportation champions in the workplace, serving as liaison between the employer and RideFinders. RideFinders offers free training and recognition opportunities for the volunteer ETC. ETCs assist their fellow employees by:
 - Distributing RideFinders brochures and posting flyers.
 - Emailing Ozone Action Days alerts provided by RideFinders. ETCs are at the heart of RideFinders' efforts to help Richmond stay out of the red during Air Quality Action Days.
 - Encouraging ridesharing and commuter programs.
- Providing transit, ridematching, special promotion, incentive, and volunteer opportunity information for distribution to employees.
- Offering RideFinders' Downtown Commuter Guide that lists parking facilities in the downtown Richmond area.
- Organizing and hosting transportation fairs at employer worksites.
- Disseminating vanpool listings and vanpool vendor contact information and promotional collateral.
- Offering trial transit passes and on-site transit media sales.
- Conducting online ridematching registration drives at employee benefits fairs and orientations.
- Providing telework and swipe card consultation.
- Establishing commuter programs and setting up ridesharing incentives.
- Customizing employee transportation program development.
- Establishing custom-tailored Commuter Choice programs.
- Implementing TDM strategies during company relocations, including conducting employee surveys, producing density plot maps to identify vanpool and carpool formation opportunities, and developing employee trip reduction programs.
- Promoting changes in work patterns (e.g., compressed workweek, alternate workweek, teleworking) to reduce peak demand.

RideFinders also uses a range of methods and resources to identify and target potential new employer clients. The regional "Top 50 Employers" is a major source for potential high-impact clients, as is the "CEO Roundtable" to which the GRTC CEO belongs. Other methods for attracting clients include: participation in the local chambers of commerce and local business and trade associations; referrals from regional business magazines and publications; and event sponsorships and exhibits at local business expos and community events. Account executives note that rising gas prices and enhanced employer awareness of environmental issues have raised employers' interest in employee transportation. Additionally, employers appear to be recognizing a business benefit, such as productivity enhancements and greater employee morale resulting from the employers' involvement in RideFinders' services.

2.5 TELEWORK

Teleworking reduces the need for commute trips by enabling employees to work from home one or more days a week. RideFinders provides area employers with technical support to begin telework programs. RideFinders will continue outreach efforts to local businesses through utilization of DRPT's Telework!VA program and website. RideFinders' outreach activities inform business leaders of the benefits associated with telework programs and provide them with the resources and knowledge required to implement and run successful telework programs.

RideFinders also provides information about compressed and alternative work schedules to area employers. Compressed work schedules typically allow employees to work 40 hours in four days or 80 hours in nine days, allowing these employees to reduce the number of days they must commute to their worksite. Compressed work schedules also allow more opportunities for travelers to avoid peak congestion weekend travel times. Alternative daily work schedules allow employees to start and end their work days at nontraditional times, possibly avoiding peak travel times. Similar to RideFinders' efforts to encourage teleworking, outreach efforts to local businesses should be expanded through the use of marketing campaigns and direct contact. Outreach activities should inform business leaders of the benefits associated with compressed and alternative work schedules and provide them with the resources and knowledge needed to implement and run successful programs.

2.6 MARKETING AND PROMOTION

A key objective of the Team RideFinders campaign has been to create a cohesive and ongoing brand identity for RideFinders, and to expand commuters' awareness of non-SOV modes, including biking, walking, and teleworking, in addition to the carpool, vanpool, and transit modes that are most often associated with RideFinders.

RideFinders uses a variety of methods to deliver this message—to make commuters aware of the agency's available support and services. These include radio and television advertising, pre-movie theater placements, direct mail and email campaigns, displays at worksite and community events, distribution of informational brochures, press releases and media and news stories, and a wrapped mobile unit.

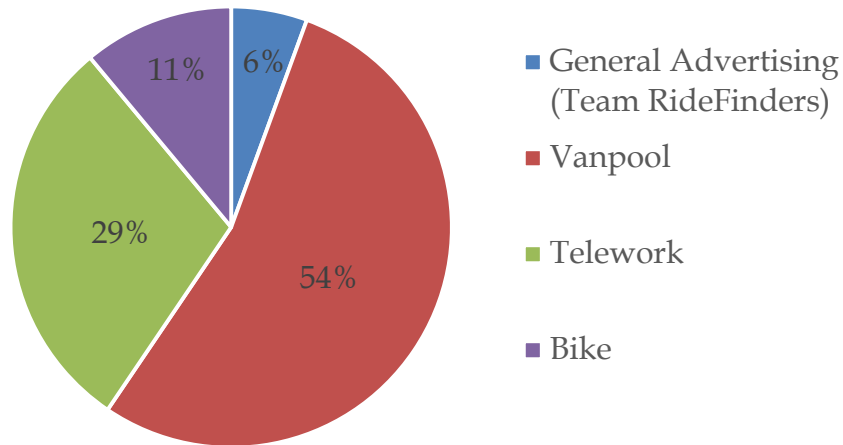
RideFinders has run short-term promotions, including the "Match the Code and Win" promotion co-sponsored by Chick-fil-A restaurants, and "Beat the Traffic," which aired daily in radio and television ads in conjunction with routine traffic reports. RideFinders even created a school play, "The Air We Share," in partnership with Theatre IV, a national theatrical touring company. This production encourages students and their families to incorporate small changes such as carpooling, riding the bus, bicycling, and walking to generate positive environmental impacts. The performance was held at more than sixty area schools.

In the fall, RideFinders and GRTC often co-sponsor Try Transit Week. RideFinders has also teamed with other partner organizations on promotions such as corporate games, the Innsbrook Go Green Expo, and the Hopewell Golf Tournament.

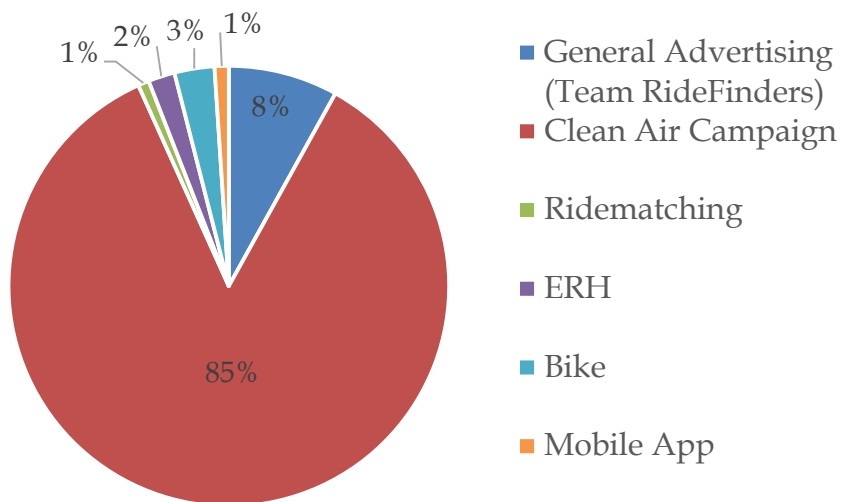
Commuters registered with RideFinders receive information about upcoming RideFinders' events, transit schedule changes, and other transportation service announcements that might be of interest.

Marketing efforts vary widely depending on secured funding. For example, in FY15, grants were awarded focusing on vanpooling and teleworking, and therefore more effort was concentrated in those areas, although all programs are continuously marketed and promoted. In FY14, more money was designated for the Clean Air Campaign, and therefore more marketing and advertising dollars were spent in that effort.

FY15 Marketing Expenditures



FY14 Marketing Expenses



Recent marketing and promotion examples are broken down by category below.

- General RideFinders (includes a combination of ridematching, vanpooling, telework, ERH, biking, and Commuter Store)
 - Team RideFinders campaign—media kits and individual brochures related to air quality, telework, bus, ERH, and vanpooling
 - Verizon directory advertisements
 - Redskins Training Camp Silver sponsorship
 - Chesterfield Towne Center sponsorship

- Television advertisements (e.g., Clean Air Campaign)
- Newspaper advertisements (*Richmond Times-Dispatch* and *Richmond Free Press*)
- Pre-movie advertisements at Regal Cinemas
- Website banner advertisements and postings
- Social media, such as Facebook and Twitter (including rider recruitment)
- Employer and community events
- Full-page ads in local magazines and newspapers for On the Move mobile app
- Vanpooling
 - “Fall in Love with Vanpooling” campaign: encourages commuters to stop driving alone and fall in love with vanpooling by joining Vanity Vanpool (a Team RideFinders hero) and other vanpoolers
 - Notifications sent to database and ETC network
- Ridematching and GreenRide
 - “Introducing Rideshare Registration” (GreenRide) newspaper advertisements and handouts:

INTRODUCING REAL-TIME CARPOOL RIDEMATCHING!

JOIN A RIDEFINDERS CARPOOL TODAY!
 RIDEFINDERS.COM
 804-643-RIDE (7433)

Benefits of Carpooling:

- **Economical.** Save money on commuting expenses including gas, tolls, and parking.
- **Eco-friendly.** Improve air quality by reducing vehicle emissions. Each person in your carpool takes another car off the road.
- **Flexible.** Carpool every day or three days a week. Choose the option that works best for you.
- **Convenient.** The Emergency Ride Home program provides a safety net in the event of an emergency or having to work late for registered commuters who carpool at least three days a week.

Real-Time Carpool Ridematching
 RideFinders offers real-time carpool ridematching with interested commuters in your area that share similar work locations and hours. Our new ridematching system allows you to log and track your commute trips, keep your profile updated in real time, and earn incentives all at the click of a button! It's free, fast, easy, and convenient!

How Does It Work?
 Simply register online at www.ridefinders.com or by calling us at 804-643-RIDE. Registration is free! When you register, you will create a commuter profile to find carpool matches. RideFinders offers you anonymity until you decide to make your contacts formal. You can use your work address, or if you prefer more anonymity, register using a private e-mail service such as Yahoo or Hotmail.
 (Continued on opposite side.)

COMMANDER CARPOOL

How Does It Work? (Continued from Opposite Side)

- Create a password-protected account.
- Enter and manage your carpool preferences.
- Get instant matches with other commuters who want to form or join carpools.
- Send instant e-mail messages to your matches.
- Access your account at any time to update your profile or search for more matches.

What Happens Next?
 After registering, you will be matched instantly. When a carpool match is located, the only information that is shown about you is your first name and the general area where you live. You receive a list of matches (first name only) for you and then you can pick who to contact (via email) to make further arrangements such as who will drive, when and where to meet, and how often to carpool. Your address is not given to the match at any time. It is just required for the system to locate where you are coming from.

If you don't find a carpooling buddy immediately, don't give up. More commuters are joining RideFinders every day.

Driving Arrangements Depend On The Individual Carpool

- **Share the driving/riding.** In some cases, carpools take turns doing the driving in his/her own car.
- **Driver only.** Some carpools have one main driver and the others are only passengers.
- **Rider only.** Specify that you can only be a passenger.

What If There's An Emergency And I Need To Leave Early Before My Carpool?
What If My Boss Asks Me To Work Late, Without Notice?
 RideFinders Emergency Ride Home (ERH) program makes sure you get to the places you need to in an emergency and get you home if you unexpectedly need to work late. Register at www.ridefinders.com or call us 804-643-RIDE (7433)!

COMMANDER CARPOOL

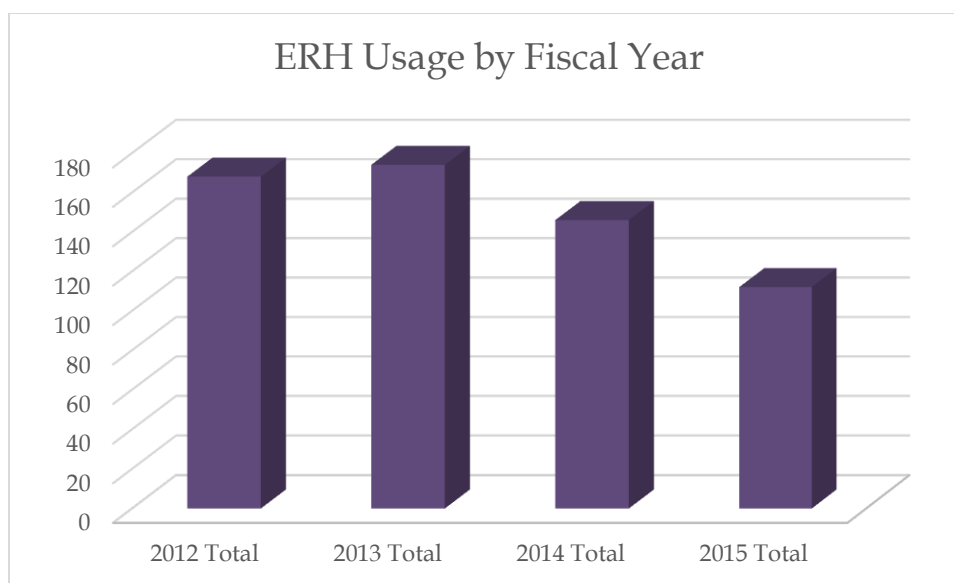
ridefinders.com

- Biking
 - Bike safety seminar and clinic at the Science Museum
 - 1,800 laminated “Cyclists’ Rights and Responsibilities” handouts
 - Bike Smart Richmond co-sponsorship
- Telework
 - Tax credit advertisements in newspapers
 - Telework fact sheet handouts
 - Telework promotional items and bottled waters

2.7 EMERGENCY RIDE HOME PROGRAM

ERH is a “ride insurance” service provided to registered users who use a non-SOV modes (transit, carpool, vanpool) at least three times per week for commuting. In past years, each eligible user received an annual \$250 trip allowance for rides. That was modified in part to allow four (4) free rides per year due to the enrollment and eligibility status of many long-distance commuters, particularly those in the vanpool program.

The ERH program is administered by the client services coordinator and the office specialist, who are responsible for registering users, approving rides, and analyzing program use and satisfaction. As of 2015, 783 commuters are currently enrolled in the program.



Commuters who participate in ERH are registered in the same database process described in the ridematching section. As with the ridematching service, RideFinders sends each ERH registrant an annual update request to assess their desire to remain in the program and to update contact information. This program has a 98% retention rate. The program parameters were updated in 2011 to increase the number of free ERH rides and to clarify the registration and validation process.

The updated ERH program offers participants four free ERH rides per calendar year without a \$5 co-pay or a maximum allowance. Eligibility requirements were not changed. Annual registration is required. Upon enrollment, each participant receives a confirmation letter. ERH requests are received Monday through Friday during RideFinders hours of operation. After-hours usage is restricted and subject to next-day verification and review for approval, which is not automatic, by RideFinders. RideFinders utilizes a non-transferable voucher system in conjunction with a feedback survey to monitor usage and customer satisfaction.

2.8 BIKESHARING

As noted in the soon to be amended and restated bylaws of RideFinders, the purposes of RideFinders include to:

“Foster a total community effort to participate in all possible types of ridesharing and transportation demand management (TDM) strategies, including, but not limited to, carpools, vanpools, bus pools, traditional transit, teleworking, bicycle and pedestrian, and bus rapid transit.”

Years ago, RideFinders developed a Bicycling and Walking Encouragement Program to seek ways to build on the region’s bicycle plan. This program explored the creation of a bikesharing and renting systems that could serve high-density areas such as downtown Richmond and the urban campus of Virginia Commonwealth University. RideFinders also monitored the work of Arlington County Transportation Partners as they launched their ambitious bikesharing program.

Historically, RideFinders provided some support for pedestrian and bicycle commuters, including partnerships with several local advocacy groups such as BikeWalkVA and the Richmond Area Bicycle Association. More recently, RideFinders has not been actively involved in promoting bikesharing in the region. Similarly, RideFinders did not partner with the city of Richmond in developing and executing the Bicycle Master Plan, or with the May 15, 2015, RFP (#W150023599) that this city issued for a public bicycle sharing system.

Nevertheless, RideFinders recognizes bicycling and bikesharing as important TDM strategies for the region and remains open to working with regional stakeholders, including the city of Richmond and the RRPDC, in support of non-motorized travel alternatives. RideFinders believes bikesharing services complement the growing network of bikeways in the community and provide the region with additional transportation choices. Bikesharing enables residents and visitors to choose bicycling as a mode of travel for short trips throughout much of the city, or as a first-last mile solution when used in conjunction with other travel modes.

2.9 CARSHARING

None.

2.10 COMMUTER STORES

Operations

RideFinders’ Commuter Store is located in the historic Ironfronts building at 1013 East Main Street in Richmond. The store is a street-level, ADA-accessible operation in the heart of the city’s financial business district. The Commuter Store provides local jurisdictions, ETCs, state and federal agencies, and walk-in clientele with a centralized location for commuting information. As part of the overall program, RideFinders staff provides the following services:

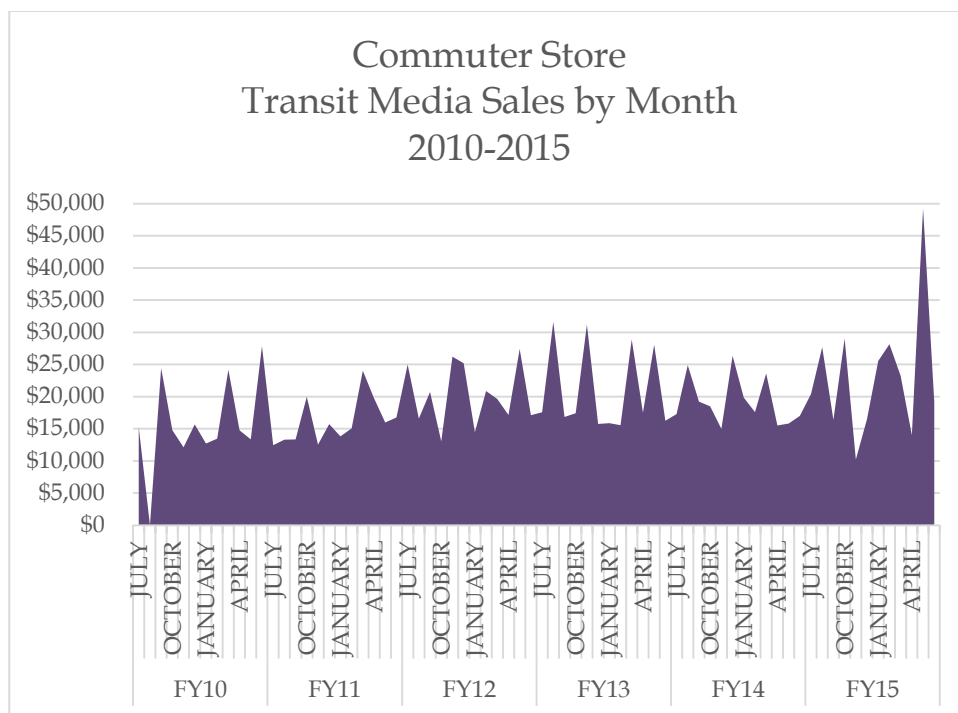
- Ridematching coordination, training, and technical assistance to local agencies.
- Transportation information services to the general public, including self-serve kiosks for trip planning, ERH registrations, transit schedules, service and route change announcements, web links to other websites, documents for public review and comment, and public hearings.
- Maintenance of the regional commuter database system hardware and software programming.
- Transit fare media sales, E-ZPass transponders, and commuter-related items such as umbrellas, postage stamps, travel mugs, and tote bags.
- Up-to-date air quality information and alerts.

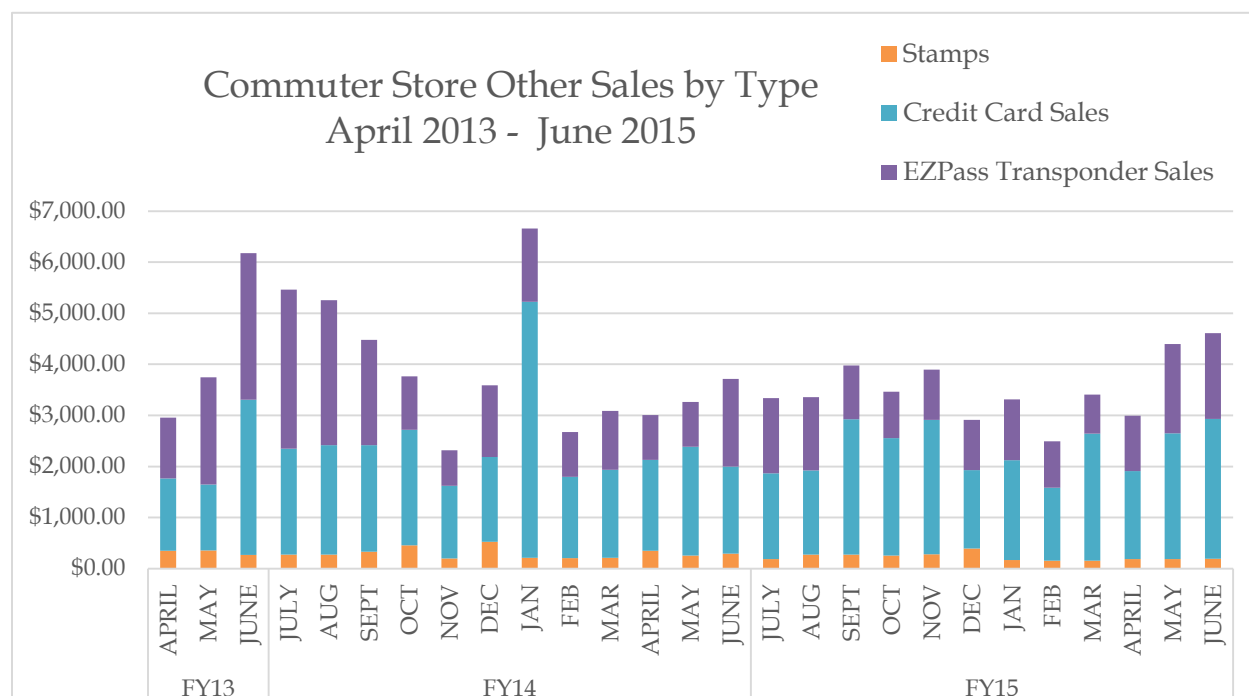
- ADA-compliant self-help kiosks for trip planning, viewing of transportation related documents, and links to other websites (i.e., VDOT, city of Richmond, VDEQ, GRTC, RRPDC).

Sales and Customer Transactions

Activity reports are provided on a monthly basis to RideFinders’ governing board, Virginia DRPT, and RRPDC, as well as on a quarterly basis to the RAB (and as requested by interested parties).

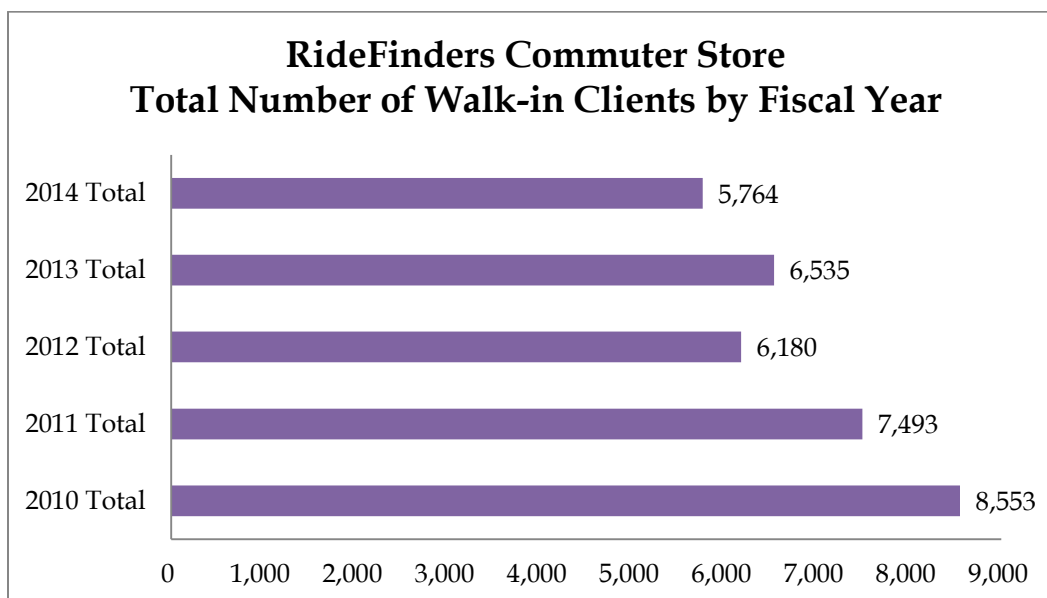
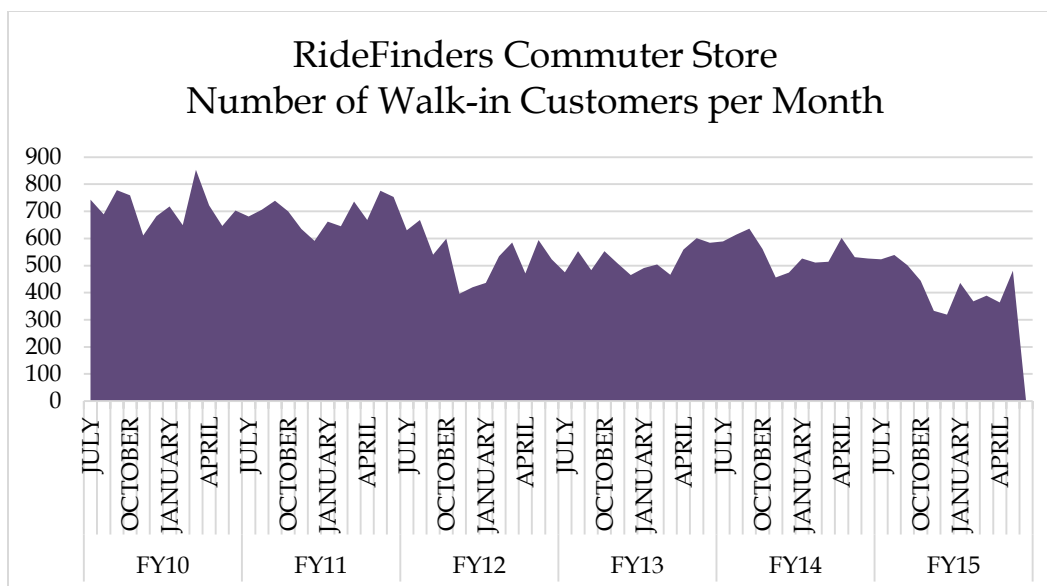
RideFinders sells GRTC transit fare media through its storefront in downtown Richmond as a service to transit riders. As shown below, sales have fluctuated from month to month, perhaps because transit passengers have multiple other opportunities to purchase fare media. Current growth projections are 3–5% growth over the next five years.





FISCAL YEAR	TOTAL COMMUTER STORE SALES
FY10	\$ 319,031.50
FY11	\$ 335,848.80
FY12	\$ 364,132.60
FY13	\$ 406,358.30
FY14	\$ 406,534.70
FY15	\$ 499,251.20

The Commuter Store records the number of walk-in customers each month. From 2010 to 2015, the number of walk-in customers has fluctuated greatly, ranging from 853 in March 2010 to 319 in December 2015. Typically, winter months see fewer customers than in warmer weather. The graphs below depict the monthly and annual customer transition trends for the Commuter Store.



2.11 SCHOOL POOL

A School Pool program brings together students, their families, and faculty and staff who wish to form carpools to and from their schools. School Pool programs promote convenient alternatives for parents who cannot drive their children daily, reduces traffic congestion around the school's pick-up and drop-off areas, teaches children about environmental stewardship, and saves time and money.

RideFinders does not actively promote School Pool carpooling and ridesharing in central Virginia at this time. However, stakeholders see value in RideFinders expanding its services beyond ridematching and rideshare support to non-traditional services, including school travel. In the future, RideFinders, cooperating and collaborating with a local school, will direct a targeted School Pool launch.

RideFinders Outreach staff has identified several schools to partner with for green programs, Earth Day, and potential PTA presentations. For FY16, they are tasked with establishing and building a relationship with 1 school from each jurisdiction served by RideFinders.

2.12 OTHER SERVICES

2.12.1 Bike and Pedestrian Promotion

As part of RideFinders' mission, the organization's push to reduce SOV commuting involves biking or walking as an alternate mode. To this end, RideFinders has an organized program calling on Richmond's business community to embrace and support employer-based commute option programs. RideFinders has always included biking and walking as options in their portfolio of travel alternatives, but the agency will now increase its marketing of these options. Specifically, RideFinders will recruit businesses and large governmental agencies to promote "bike to work" activities, and will put in place programs to support this practice. For the most part, RideFinders will call on the senior-most corporate human resource officials at Richmond companies.

2.12.2 Charter 2015

Richmond 2015 (the organizer of the 2015 UCI Road World Championships) and RideFinders partnered together to launch Charter 2015, a free program that recognizes employers who encourage their employees to consider biking as a commute option, as well as make their business site more bicycle friendly to their employees and visitors.

Beginning with a ten-point assessment, companies can determine where they currently stand in becoming a bicycle-friendly business. The assessment uses several different measures, including evaluations of bike-related facilities, biking education programs, and how the company encourages employees to bike. RideFinders team members can help companies achieve their goal by providing educational and organizational materials, advice, and encouragement. Even if a company doesn't qualify as a Charter 2015 member, assistance from the RideFinders team puts membership easily within reach.

The employer benefits of participation in Charter 2015 include:

- Potential reduction in healthcare costs.
- Decrease in employee absenteeism and turnover.
- Increased productivity due to avoiding exposure to traffic congestion problems.
- Reduced parking costs.
- Increased employee morale and cohesiveness through group biking efforts.
- A positive public perception created by company endorsement of bicycling as a commuter choice.
- The ability to attract the types of workers that are most sought-after in an innovation economy, made possible by an environment in which biking is a good, comfortable option.
- A share in the excitement leading up to September 2015, when much of the bicycling world will be watching the championship race and forming their impression of Richmond.

Based on their assessment score, Richmond employers are recognized at 2015 Bronze, 2015 Silver, or 2015 Gold levels. Unique benefits are provided for each level.

With the closing of the 2015 UCI Road World Championships, RideFinders intends to continue a modified program to further encourage local businesses to remain bicycle-friendly in FY16 and beyond.

* Note that furtherance of the Charter 2015 initiative was discontinued due to direction from the TPO staff in leadership at that time.

2.12.3 Clean Air Campaign

Education and awareness-building play an essential role in the success of RideFinders' Clean Air Campaign. This initiative must be conducted and researched well. TDM education and awareness-building campaigns aim to encourage both current SOV and non-SOV populations to either start or continue using alternative transportation modes for commuting. Regional TDM education and awareness-building campaigns complement other ongoing RideFinders program services by increasing their overall efficiency and effectiveness.

RideFinders' regional education and awareness-building campaigns aim to create brand name recognition so that consumers easily associate the brand name with the images that they see and hear in print and television advertisements.

Each year, RideFinders partners with the media and area businesses to educate the regional community about the region's air quality. RideFinders sends electronic alerts via broadcast emails, distributes air quality flipcharts and brochures, forges partnerships with employers, and encourages individuals to take a green pledge to help the environment. School systems throughout the region have utilized RideFinders' "Clean Air Heroes" comic books as part of their science curriculum to meet the Standards of Learning criterion.

The Clean Air Campaign builds awareness and educates the public through a variety of venues, including direct mailers to households and employers; radio, television, website, newspaper, social media, and phone book advertisements and banner ads; key word search engine sponsorships; bus advertisements; and special event advertising. RideFinders staff may also participate in promotions at employer sites and special events. RideFinders partners with GRTC's marketing department.

RideFinders partners annually with VDEQ to update the air quality brochure and collateral material with the latest information from the EPA, as well as to serve as an information dissemination channel for the daily air quality forecasts during the ozone season. The brochures and posters educate the public about ozone, including its sources and its impact on health, the environment, and the economy. The brochure also details the different levels of air quality and provides tips entitled "15 Green Steps to Cleaner Air!" In FY14, RideFinders partnered with VDEQ to produce a public service announcement.

Chapter 3. Mission, Goals, and Objectives

3.1 MISSION AND VISION

Mission Statement

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

Vision Statement

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

3.2 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

All of the proposed programs and related initiatives support RideFinders’ overall goal and objectives, as detailed here.

RideFinders’ Overall Goals

Make a demonstrated impact on the Richmond region as the premier place to live, work, and play by ensuring residents and businesses have easy access and enhanced mobility through an array of alternatives to SOV travel. The end goal is to reduce traffic congestion, maintain or improve air quality, and enhance the quality of life in Richmond.

RideFinders’ strategy incorporates initiatives that will enable RideFinders to:

- Continue to provide ridematching, ridesharing, and alternative transportation solution options.
- Continue to make RideFinders a research-based organization, providing empirical data to drive strategic decision-making, assess performance, and report outcomes.
- Continue to develop, package, and share RideFinders’ “impact story,” using empirical data that explains to stakeholders the strategic value and makeup of a multimodal transportation system as one of the pillars of the twenty-first-century community, and RideFinders’ role in impacting and reinforcing that pillar.
- Make RideFinders more relevant and meaningful to businesses across the Richmond region—to both current business clients and new businesses that have not experienced RideFinders’ services to date.

- Improve RideFinders’ marketing outreach tools and product offerings in a manner that increases engagement and enhances RideFinders’ customer experience and usage of RideFinders’ services.
- Identify new long-term funding sources to ensure RideFinders’ sustainability in the face of increasing demands from a growing residential and business base.

GOAL	OBJECTIVE	PERFORMANCE MEASURES
Goal 1: Influence growth in the use of transportation options.	<ul style="list-style-type: none"> • Maintain and improve current mode splits for Richmond, contributing to the region’s overall objective. • Maximize use of transportation options while minimizing SOV travel. • Minimize perceived barriers to using transportation options. • Maximize the use of transportation options for trips generated by new development. 	<ul style="list-style-type: none"> • Mode-split data from surveys • Growth of TDM conditions in site plans • Service enhancements and growth of transit corridors • Environmental impact measures attributed to RideFinders • Emission results demonstrated by MPO and VDOT module established • General Assembly report
Goal 2: Provide quality TDM service to Richmond residents, employees, businesses, and visitors.	<ul style="list-style-type: none"> • Ensure that customers are satisfied with the TDM services and continue to use them. • Provide benefits that can be obtained by persons of all incomes and abilities. • Increase use of TDM-based services by more residents, employees, businesses, and visitors. • Encourage removal of actual barriers to the use of transportation options. 	<ul style="list-style-type: none"> • Customer approval and satisfaction ratings for measured programs • Monthly surveys and results • Program use • If funding residential and non-traditional outreach, number of matches provided per search; target 50% match rate
Goal 3: Encourage a culture in Richmond of increased awareness and appreciation of transportation options and their benefits.	<ul style="list-style-type: none"> • Increase awareness and support of transportation options by residents, employees, businesses, and visitors. • Increase awareness and support of TDM benefits by government agencies, elected officials, and community leaders. 	<ul style="list-style-type: none"> • Number of new and continuing transportation options awareness events • Add fifty new ETCs • Employer-based TDM program awareness annual 70 presentations • Establish three new Commuter Choice programs • Participate in twelve community expos or partnerships

<p>Goal 4: Increase transportation system sustainability through TDM.</p>	<ul style="list-style-type: none"> • Increase utility of the transportation system by providing TDM services. • Support economic development objectives and access to jobs. • Provide TDM services that have a positive effect on the environment. • Encourage behavior that increases use of sustainable modes and the transportation system, including telework. • Encourage innovative technologies that move people in the most energy-efficient and environmentally sustainable way. 	<ul style="list-style-type: none"> • Greenhouse gas and VMT reductions • Increase annual transit sales by 2% • Increase annual vanpool voucher sales by 2% • Increase annual E-ZPass sales by 2% • Increase registered applicants by 5% • Grow carpools by 2% • Grow vanpools by 2%
<p>Goal 5: Obtain additional funding sources.</p>	<ul style="list-style-type: none"> • Research funding sources, utilizing creative resources and available expert input. 	<ul style="list-style-type: none"> • Additional funding received from additional sources jurisdictions, special projects • Identification of ten new revenue sources
<p>Goal 6: Provide transparency and ensure return on TDM investment through program monitoring and evaluation.</p>	<ul style="list-style-type: none"> • Maintain RideFinders’ rigorous and results-oriented research and evaluation program to maximize return on investment and ensure progress toward the region’s transportation performance measures. • Use the results of RideFinders’ research and evaluation program to improve TDM services. • Use the results of the research and evaluation program to promote the benefits of RideFinders services to key stakeholders. 	<ul style="list-style-type: none"> • Progress in attaining this goal will be determined through indirect measures.

Chapter 4. TDM Program Organization and Operations Review

4.1 INTERVIEWS WITH KEY REGIONAL STAKEHOLDERS

Ian Millikan

Ian Millikan is a senior engineer with the Chesterfield County Transportation Department, and serves as chair of the RAB. After eight years with VDOT, Millikan came to work for Chesterfield County in December of 2012 and assumed responsibility for the county's position on the RAB in the spring of 2013. Millikan served as vice chair for one year and has been the RAB chair since. He is a committed advocate for TDM, and commuted to work with GRTC during his tenure at VDOT.

Millikan views community support for TDM in Chesterfield County as highly focused and somewhat episodic. From his perspective, the entire region benefits from a robust transportation infrastructure that mitigates traffic congestion and limits the region's "rush hours" to modest periods of congestion in the mornings and evenings at predictable, specific locations. While central Virginia's relatively limited traffic congestion is an important economic advantage that appeals to employers who are looking to invest in the region, it also tends to focus interest in TDM services to specific segments of the population that use or are impacted by transit or TDM services. For example, Millikan cited RideFinders' important role in helping to situate displaced GRTC express bus riders into carpools or vanpools as an example of the support for TDM in Chesterfield County.

As gas prices fall and rise, demand and support for TDM services tend to ebb and flow. Recalling late 2008 and again in 2013, Millikan noted that rising gas prices increased the level of support for RideFinders' services within Chesterfield County. Millikan feels that awareness of RideFinders is strong within Chesterfield County as a result of marketing campaigns, such as the "Team RideFinders" promotion, bus wraps, and the ongoing outreach efforts of RideFinders staff. "Marketing is their biggest strength," noted Millikan.

A recent leveling off of fuel prices, coupled with a reduction in RideFinders' marketing budget that has resulted in less advertising, has caused promotional efforts to wane during the last six to nine months, according to Millikan. He feels adding staff to bolster their outreach efforts would help RideFinders increase support for TDM in Chesterfield County. Millikan also feels RideFinders needs to emphasize the cost savings and other benefits associated with TDM to better engage prospects.

Millikan acknowledged that to add staff and increase RideFinders' marketing and outreach budgets will require increased and sustainable sources of funding. He views RideFinders' funding limitations as the organization's biggest challenge today. To remedy their current financial constraints, Millikan suggested diversifying their funding sources and developing a sustainable, reliable funding stream. He was candid in assessing the potential to secure additional funding from Chesterfield County, characterizing the county as fiscally conservative.

To increase the amount of funding RideFinders receives from Chesterfield County, Millikan suggested RideFinders prepare empirical evidence of the TDM program's impact within Chesterfield County and couple this information with specific examples of RideFinders' work with new employers in the county, such as Amazon and Tranlin. This positioning—aligning the county's financial support for RideFinders with their ongoing economic development efforts—could help in building a compelling argument for increased funding for RideFinders. To build support, Millikan advised RideFinders to present this

information to the county administrator first, and then, armed with the administrator's blessing, to the Chesterfield County Board of Supervisors.

Looking ahead, Millikan recommends that RideFinders continue to position the organization as the regional TDM service. He also feels aligning RideFinders with the region's economic development organizations that are working to attract new business investment will help them "get in on the ground floor" with these employers. He cited China's Shandong Tranlin Paper Company, which will be establishing a new paper and fertilizer factory in Chesterfield County, as an example, noting the plant is expected to create 2,000 new jobs over the next six years. Reiterating that one of the attractive features of the region is the relative lack of traffic congestion, Millikan emphasized that RideFinders' services can "keep it that way."

Viktoria Badger

Vickey Badger is the program manager of transportation development at the city of Richmond's Department of Economic and Community Development (ECD). Badger has worked for over twenty years spearheading the redevelopment of Main Street Station, as well as managing multimodal transportation initiatives in partnership with GRTC, the Commonwealth of Virginia, and the federal government. Before RideFinders was a division of GRTC, Badger served on the RideFinders Board of Directors, and she has been on the RAB since 1982.

Badger sees a strong level of support for TDM in the Richmond community, as evidenced by the growth in vanpooling in the region, a good commuter storefront presence, and the increased quality and support for the ridesharing mission of RideFinders. She believes that, while the core mission of RideFinders has a huge impact in Richmond, it has an even larger effect in the counties, where public transportation is less available. She recommends a sharper focus on service enhancements along the county transit corridors by partnering with nearby businesses for mass transit opportunities. The increased impact in the counties should lead to increased funding opportunities from the specific counties where more registered clients live and work. Level funding from Richmond city, Chesterfield County, and Henrico County was suggested, along with reaching out to the other surrounding jurisdictions in the Greater Richmond area. Badger believes RideFinders' programs must be promoted fully around the metro region, and not just primarily in the city of Richmond, for its goal and objectives to be effective.

Badger feels the most important aspect of RideFinders' outreach programs is its employer connections, and had some suggestions for further developing those connections in the Richmond area. A strong future connection with the city's ECD would lead to jointly beneficial enhancements to each other's programs. The Richmond region's relative lack of traffic congestion (which is mitigated by RideFinders) is a strategic economic development driver to businesses interested relocating or expanding in the Richmond region. A continuous collaboration between RideFinders and ECD would allow ECD to be more informed about TDM programs to advertise to potential regional employers, and thus increase the opportunities of immediate TDM program adoption by those employers in the future. Badger suggests presentations by RideFinders staff in the ECD monthly staff meetings to start the collaboration between the two groups.

Looking forward, Badger recommends that RideFinders connect with citizen organizations (such as RVA Rapid Transit) to improve commuter outreach. Specifically, Badger discussed a collaboration with Jake Hemboldt, the city's bicycle, pedestrian, and trails coordinator, for increased biking and walking marketing integration between the groups. Badger believes that, while RideFinders should narrow its

program focus to be more efficient and effective, she also sees the provision of biking information and the promotion of bike and walk activities in the Richmond region as a core part of RideFinders' mission.

Badger feels that partnerships with the ECD, regional biking groups and coordinators, and citizen-based transit promotion groups will allow RideFinders an even stronger level of support around the Richmond region. Increasing their already well-established employer outreach through a focus on county development corridors can fill the void of the lack of mass transit options in the surrounding counties. Badger hopes that, in the years to come, RideFinders will continue with their ever-present positive attitude while continuing to make remarkable impacts in the city and entire metro Richmond region.

Joseph Vinsh

Joe Vinsh is the secretary of the Tri-Cities Area MPO. RideFinders participates annually in the regional transportation planning process with the Tri-Cities MPO.

Vinsh feels that the level of support for TDM services in the tri-cities area is fairly low, considering that the Tri-Cities MPO does not receive many specific requests for TDM projects. Many tri-cities area commuters prefer SOV usage in their travels, even though a significant number of commuters travel to the urbanized downtown Richmond area. The MPO has allocated \$35,000 in CMAQ funds during the FY16–FY21 time period for RideFinders. Vinsh feels RideFinders' carpool and vanpool matching services are well-known in the area, and recognizes their efforts with the Ozone Alert program in years past.

Vinsh points to the 2014 opening of a RideFinders branch office (located at 100 West Washington Street in the Petersburg multimodal station) as a recent improvements by RideFinders in the tri-cities area. Recent partnering with the Petersburg Area Transit was well-received, and Vinsh feels it will increase future utilization of RideFinders' services and programs within the area. To Vinsh, the GRTC connection increases name recognition and further cultivates community support for RideFinders and its programs.

Vinsh suggests that RideFinders should continue focusing on its carpooling and vanpooling matching systems as their core mission and further support these programs with emissions reduction numbers. Themes relating to climate change and greenhouse gases should be amplified to complement air quality–related agendas currently being addressed by federal transportation programs.

One of the biggest challenges that Vinsh sees for RideFinders in the future is the declining price of gas. The recent decline and leveling off of fuel prices has produced inertia among commuters to continue SOV usage. Vinsh feels that in order to encourage more participation in carpooling or vanpooling, RideFinders should address this issue not by focusing entirely on cost savings, but by also emphasizing air quality improvements and the other benefits associated with TDM services.

Looking forward, Vinsh believes that RideFinders should expand their employer outreach to include more alternative work schedule promotion. Specifically, Vinsh endorses the further exploration of adding or enhancing work tasks that seek to shift travel demand to non-peak hours. Also, Vinsh suggests the promotion and encouragement of the greater use of passenger rail service for trips to Washington, D.C., during peak highway travel times. Vinsh feels that an increased focus on alternative work schedules from employers and increased rail service to D.C. from the Richmond metropolitan area will perhaps increase the level of funding support RideFinders receives from their jurisdictional partners. Vinsh also noted that the lack of official park-and-ride lots was a specific challenge for the tri-cities area. By focusing its mission on ridematching and increasing its promotion of mass transit through employers, Vinsh sees a greater impact by RideFinders in the tri-cities area in the future.

4.2 PERSPECTIVES ON EXISTING SERVICES

Ridematching

In early 2012, an online survey about RideFinders' ridematching services was completed by 713 individuals who had some ridematching activity in the previous twelve months. About one-third of respondents first heard about ridematching at work. Most were aware of the general features of the program but were less familiar with the specific details. Most said registering for the ridematching program was easy, and few experienced any problems. Respondents felt it was important for RideFinders to offer the ridematching program, but also felt the program had room for improvement.

Respondents liked the idea of ridematching and suggested that a more robust database would improve the overall quality of the ridematching experience and increase the likelihood of being successfully matched into a shared ride arrangement. RideFinders addressed this improvement opportunity with the introduction of the GreenRide interactive ridematching system in 2014. One-third of respondents made changes to their commute behavior after registering for ridematching, and a quarter continued to use alternatives to SOV travel. These changes led to a reduction in VMT of 1.0 million miles per year.

While respondents had experience with RideFinders' programs, only a quarter named RideFinders as the sponsor of the ridematching program. About half of respondents were satisfied with their overall RideFinders experience. Many respondents rated RideFinders' staff highly on most attributes.

With regard to ridesharing incentives, another questionnaire in spring 2012 was completed by 453 individuals who had registered for the NuRide program in the Richmond metropolitan area. NuRide was the RideFinders ridesharing incentive program from 2008 to 2014. As expected, respondents liked earning rewards but also liked NuRide because it encouraged ridesharing and alternative transportation, and they felt they had a positive environmental impact. Suggested improvements for incentives included offering more varied and better quality rewards, using more local businesses for rewards, and making it easier to record trips.

Once again, with the introduction of GreenRide in 2014, many of the improvements suggested by participants were implemented, including the switch to offering better quality and more local rewards. RideFinders will continue to utilize and promote this function of GreenRide, which will in turn increase the number and quality of commute logins into the system (a requirement for rewards).

Vanpool Services

In the fall of 2011, a paper survey about RideFinders' vanpool services was completed by 317 individuals who were currently using a vanpool as either a driver or passenger. The majority of vanpooling respondents were working full-time. Since joining their current vanpool, respondents had reduced their commute vehicle trips by 75%, and many said they would go back to SOV travel if vanpooling was no longer an option. RideFinders' vanpool participants lowered VMT by 14.8 million miles per year.

On average, vanpoolers saved over \$200 a month by vanpooling. Many stated their employers offered them tax-free Commuter Choice benefits for vanpooling. Few employers offered free parking to their employees who vanpool, but many reserved dedicated, "preferential" (typically in close proximity to the worksite's entrance) parking spaces for vanpools.

Unaided awareness of RideFinders' vanpool support was low, but three-quarters were aware when prompted. When asked specifically about RideFinders overall, RideFinders and its staff received positive

ratings, as respondents found them very helpful. Users of RideFinders' services were very likely to tell their friends about RideFinders. There was not as strong an understanding by vanpool riders of the role that RideFinders plays in their commute as there should be, likely because vanpool drivers typically interact with RideFinders more often.

Emergency Ride Home

In early 2012, an online survey about the services of the ERH program was completed by 377 individuals who had some ERH activity in the previous twelve months. On average, respondents had been enrolled in the ERH program for 3.8 years. Most first heard about the program through work (44%). More than one-third of respondents had used the ERH program for an emergency ride, and of those respondents, 72% had used a ride once or twice since signing up for the program. Almost all respondents said the ERH program was important (93%), and many said it provided peace of mind as a backup plan (68%). Overall, many respondents—particularly those who had taken an ERH trip—rated the program highly and said they were likely to recommend it to others. Respondents rated individual aspects of the program, including the registration process and ride wait times, positively. Most were aware that ERH is free and understood the basic rules for usage. Fewer, however, were familiar with the mechanics of the program. Nearly three-quarters of respondents were likely to recommend the ERH program to others.

Commuter Store

From summer 2011 to spring 2012, a survey about the services of the RideFinders Commuter Store was completed by 119 individuals who had visited the Commuter Store within that time. The survey was available online, by telephone, and on paper. Approximately 90% of visitors came to the Commuter Store to purchase GRTC Go Cards or Care tickets, or to get transit schedules. Almost every visitor found what they needed. Over half first became aware of the Commuter Store just by passing by.

About four in ten respondents started or increased their use of alternative modes for commuting since their first visit to the Commuter Store. Three-quarters of "changers" continued the new mode.

Nearly all Commuter Store visitors rated their overall experience as good or very good and were likely to recommend it to others. Over three-quarters of the respondents visited once a month or more often, and, in the future, nearly nine in ten said they were likely to return.

Respondents rated all aspects of the Commuter Store experience very positively. Top responses for the most liked attributes of the Commuter Store were its convenient location, the availability of higher-denomination Go Cards, and the friendly staff.

Respondent suggestions for improvements included accepting debit cards, opening more locations, and having later operating hours. Expansion of payment methods was the most mentioned suggestion for improvement.

About half mentioned RideFinders as the organization that runs the Commuter Store. Approximately 70% would recommend RideFinders as a source related to traveling around the Richmond metro area. Helping Commuter Store visitors make the connection to RideFinders afforded them an opportunity to learn about other ways RideFinders could impact their commute and to promote RideFinders through word of mouth.

The Commuter Store has potential to not only provide tickets but also promote all RideFinders programs to visitors at the downtown Richmond store.

RideFinders Website

In the spring of 2012, an online survey about the RideFinders website was completed by 91 individuals who had responded to a pop-up prompt on RideFinders.com.

Respondents visited the RideFinders website in search of a variety of different information (including learning about RideFinders, transportation options, and to register), yet few visited it frequently. A fifth of respondents registered for ERH, and a fifth used the cost calculator.

Three-quarters found what they were looking for on the website. Six in ten respondents were satisfied with the RideFinders website, and almost half of respondents were very likely to recommend the website to others.

Respondents rated RideFinders.com better than other informational websites they've seen. Respondents have received or used a number of other commuter assistance services offered by RideFinders (including bus route information and vanpool route listings), and 15% were registered for ERH at the time of the website visit.

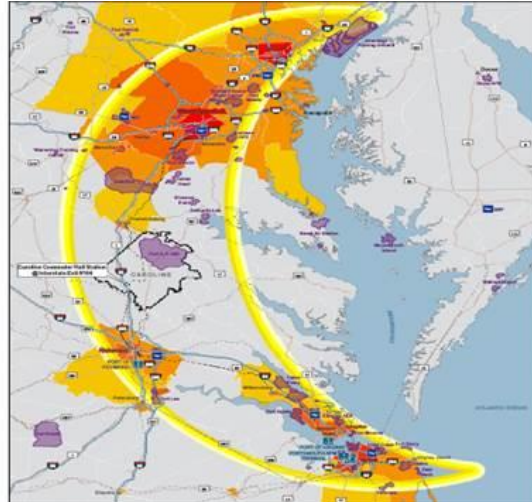
Additional recommendations for future website changes included adding interactive features, such as message boards; better representing communities outside the city of Richmond; and adding a mobile app. RideFinders' On the Move mobile app was introduced in 2014.

4.3 TRENDS IN CUSTOMERS SERVED, RIDEMATCHING REQUESTS, EMERGENCY RIDE HOME REGISTRANTS, AND COMMUTER STORE REVENUES

Customers and Customers Served

By 2030, Virginia's total population will approach 10 million people. The majority of this growth will take place in the I-95 and I-64 corridor known as the "Golden Crescent." This population corridor stretches from Northern Virginia down Interstate 95 to Richmond and then east on Interstate 64 to Hampton Roads. As success begets success, demographers project most population gains and business expansion will settle in this area. From a long-term perspective, this population crescent will begin to fill in within fifteen years, with the potential of becoming a major megalopolis.

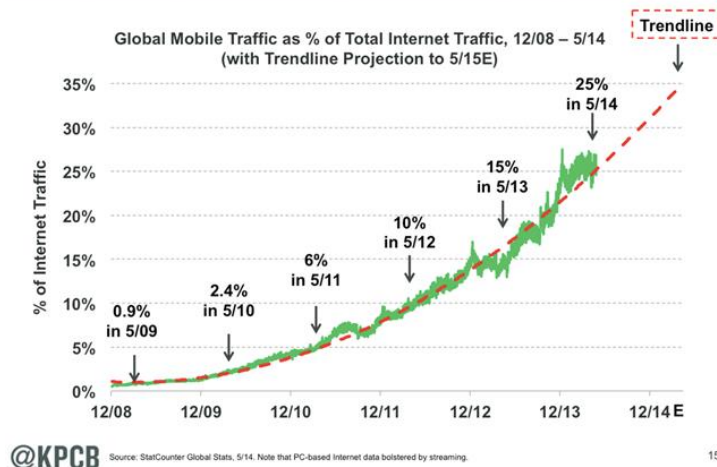
What does growth in the Golden Crescent mean for RideFinders? Simply put, expansion. In the future, most of the jurisdictions in the RideFinders market area will expand. Counties along the northern and eastern edges of the Golden Crescent will start to see economic connections and work commutes headed to Richmond's activity centers, as well as emerging activity centers in nearby markets like Fredericksburg and Williamsburg. Ultimately, RideFinders may need satellite offices in addition to the one they recently opened in Petersburg.



Sources: Environmental Research Systems Institute 2008
Virginia Economic Development Partnership 2009

Today more than ever, consumers are accessing information and using services that are delivered through the internet. Presently, one in four internet visits are on mobile devices; with each passing year, more and more people will be getting information from the internet using smartphones and tablets. Responsive design is currently the industry standard, and the RideFinders mobile app satisfies this requirement for consumers visiting their website on mobile devices.

Mobile Traffic as % of Global Internet Traffic =
Growing >1.5x per Year & Likely to Maintain Trajectory or Accelerate



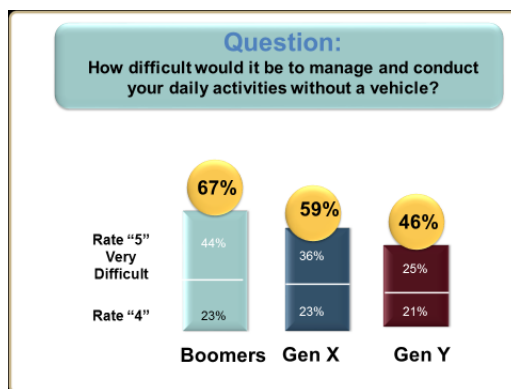
Consumers are also more engaged through social media than ever before. RideFinders is exploiting this trend by tapping into the growing appetite to engage with the region’s businesses and other consumers through Facebook, Twitter, YouTube, Instagram, and other social media tools—indeed, buoyed by their increasing expertise with social media engagements, RideFinders has assumed responsibility for Twitter marketing from GRTC. RideFinders is also exploring using QR, or quick response, code on GRTC buses and in the RideFinders Commuter Store to help make it easier for consumers to use their ridematching system or register to participate in the ERH program.

Our changing workforce is also radically altering the type of customers RideFinders is serving today and will be serving in the very near future. In just ten short years, demographers predict Millennials, the

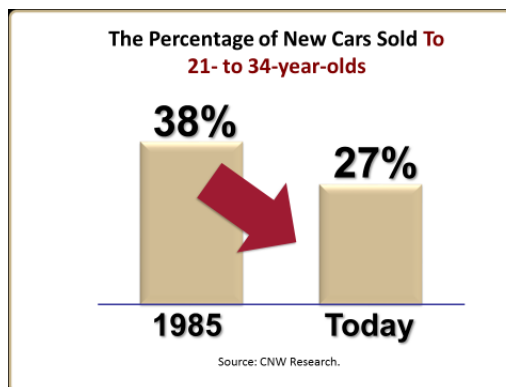
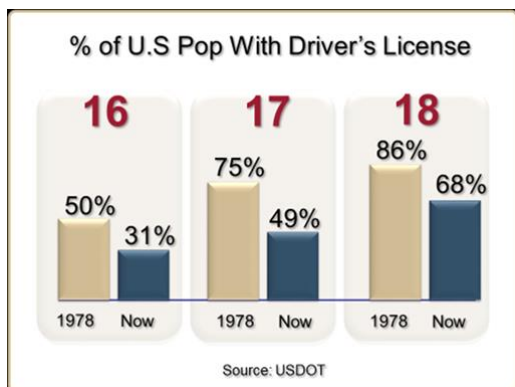
generational cohort born between 1983 and 2001, will comprise about forty-four percent of the nation’s workforce. As more of the nation’s 80 million Millennials enter the workforce, they will bring hyper-connectedness and an affinity for social engagement and shared services with them.

The practice of “collaborative consumption,” in which convenient access to goods and services is more important than ownership of them, has created a new sharing economy that Millennials are embracing. According to Frost & Sullivan, the sharing economy—think Airbnb and Zip Car—is expected to be a \$100 billion segment of the market by 2016.

Millennials are also much less car-centric than previous generations. When asked about their ability to “manage and conduct” their daily activities without a car, fewer than half (46%) of the Millennials surveyed indicated it would be difficult or very difficult.



Statistics from the U.S. Department of Transportation support this assertion. As car manufacturers and Virginia’s Department of Motor Vehicles can attest, young people are waiting longer than ever to get a driver’s license and buying fewer cars than in years past.



Millennials represent a rapidly growing and highly receptive potential audience for RideFinders’ services. Millennials are more likely than older generations to have changed their work schedules and mobility patterns. They are also more likely to increase alternative mode use in the next six months. Whereas the average worker today stays at his or her job for 4.4 years, Millennials are likely to change jobs every 2.7 years, offering RideFinders frequent opportunities to target these hyper-connected, social, much less car-centric, job-changing young professionals!

For TDM programs such as RideFinders, these and other trends have aligned to create a nearly perfect storm to stimulate program growth. As a growing legion of potential customers with a demonstrated

affinity for the very services that RideFinders promotes join the workforce, RideFinders will need to have staff resources ready and align their services to capitalize on these positive trends. Indeed, RideFinders has already started the process of targeting Millennials by working with the Greater Richmond Chamber to participate in the chamber’s young professional-focused events, as well as with real estate developers that own or manage lofts and apartment complexes in the area that cater to Millennials.

Ridematching Requests














The internet has revolutionized the ridematching process. Today’s web-based ridematching systems leverage the internet’s power to make the process faster, easier, and more likely to yield viable matches than ever before. Being able to provide nearly instantaneous ridematching results also improves customer engagement. Today, state-of-the-art ridematching systems also use incentives to encourage program participation. Incentives, long employed in the airline industry’s loyalty programs, not only encourage prospective customers to register with a TDM program but also boost repeated use of the ridematching system, or system “stickiness.” NuRide pioneered the trend with their “Get Rewards for Greener Trips” loyalty program. However, a lack of focus on some other ridematching system features, coupled with concerns that many of the rewards NuRide offered lacked local appeal or relevance, may have diminished the impact of this new tactic.

Now many web-based ridematching system providers offer impressive and highly customizable incentives and “challenges” capabilities. For example, employers can create incentives like discounted or free parking just for their employees to help them meet specific trip reduction or alternative mode use goals. RideFinders has been working with their current ridematching system provider, GreenRide, to develop attractive and locally relevant incentive programs that will resonate with current and potential customers. Of course, the appeal of incentives programs are also constrained by their real or perceived value. TDM programs such as GoTriangle have funding for dedicated staff to solicit in-kind rewards program donations from area merchants as well as direct funding of certain rewards campaigns.

Another evolving trend with today’s state-of-the-art, web-based ridematching systems is to offer enterprise-wide (from region-wide to statewide) implementation capabilities that allow multiple ridesharing organizations to use their own branding and operate customized sub-sites within the same platform. Integrating the ridematching services of adjoining TDM programs into a single system eliminates information silos that cannot share data—in this case, feasible ridematching opportunities—from one sub-site to the other. Indeed, this is the situation for many of Virginia’s TDM programs today, with different programs operating different ridematching systems that do not communicate with one another. Because commuters do not always understand the jurisdictional boundaries of Virginia’s TDM programs, travelers from Hampton to Richmond who are registered in TRAFFIX’s NuRide system may miss out on a perfectly viable shared ride opportunity because they neglected to examine RideFinders’ GreenRide system as well.

Some ridematching system providers allow TDM programs to run their service through one umbrella program and license. This strategy maximizes not only value, but also ridematching opportunities that are lost if different, inadvertently competing systems are used. Even if RideFinders and its stakeholders do not currently envision transitioning to a ridematching system with enterprise-wide capability, an enterprise-wide-capable system should be considered to maximize the long-term return on investment in a future ridematching system. A good example of this strategy can be found in North Carolina, where the Share the Ride NC portal (www.sharetherideNC.org) directs visitors to the specific program serving their work destination but shares the database among all the state’s participating TDM programs.

According to the 2012 census, there are 53.3 million Hispanics in the United States, making up 16% of the total population. By 2060, one in three U.S. residents will be Hispanic. Similar growth of the Hispanic population is taking place in Virginia. As of 2011, the Pew Research Center calculated Virginia’s Hispanic population to be 649,000, or 8% of the state’s total population. According to the U.S. Census, the Hispanic population in the RideFinders service area is expected to grow to 11% of the population by 2040. In the Richmond area, the percentage change in the Latino population from 2000 to 2010 ranges from +199% in Chesterfield County to +152% in the city of Richmond.

	Percentage of the total population that is Latino		Percentage change in Latino population from 2000 to 2010	
	2000	2010		
Roanoke	1%	6%	+280%	
Chesterfield County	2.9	7.2	+199	
Prince William County	9.7	20.0	+198	
Winchester	6.0	15.0	+165	
Henrico County	2.3	4.9	+154	
Richmond	3.0	6.0	+152	
Chesapeake	2.0	4.0	+138	
Harrisonburg	9.0	16.0	+114	
Virginia	4.7	7.9	+92	
Norfolk	4.0	7.0	+81	
Newport News	4.0	8.0	+77	
Hampton	2.8	4.5	+50	
Arlington County	18.6	15.0	-11	

Source: U.S. Census Bureau | The Washington Post October 28, 2013

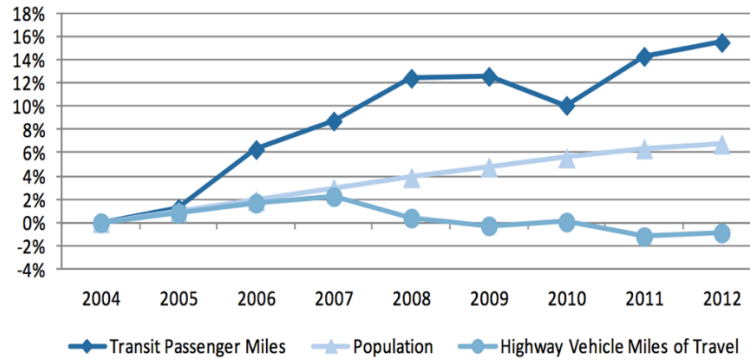
Looking ahead, RideFinders may wish to explore the development of a Spanish-language version of their website to prepare for the increasing diversity that is driving the need for ridematching systems to provide non-English capabilities.

Emergency Ride Home Program Registrants

As described earlier, almost all respondents from a 2012 survey said RideFinders’ ERH program is important (93%), and many said it provided peace of mind as a backup plan (68%). Clearly, this is a critical service that helps RideFinders earn and retain customers. The potential exists for TNCs, such as San Francisco-based Uber, to supplement or even replace traditional taxi or car rental companies as the primary providers of RideFinder’s ERH program. Currently, TNCs, which were first defined by the California Public Utilities Commission in 2013, remain a newly regulated or still unregulated form of transportation in many markets, and concerns remain about adequate regulation and insurance of the service. Monitoring the use of TNCs as ERH program providers elsewhere in the country, as well as the continued growth of RideFinders’ ERH program by its expanding customer base, will help inform the evolution of the ERH service in the future. Of course, with more and more registered carpoolers and vanpoolers enrolling in RideFinders’ current ERH program, funding will need to increase to keep up with demand.

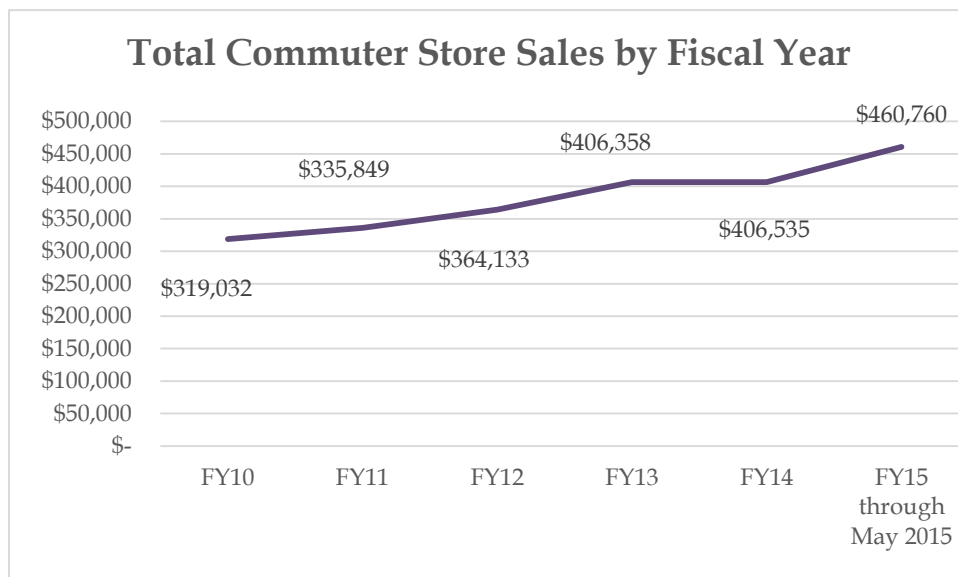
Customers and Revenue at the Commuter Store

According to a national study conducted by the American Passenger Transit Association, transit use throughout the country continues to increase while VMT have declined.



Source: APTA.com

As described earlier, demographic, cultural, and technological trends are converging to help make RideFinders' services more relevant and heavily used than ever before. In the last five years, RideFinders' Commuter Store sales have increased by approximately 45%, with an average of 7% per-year growth.



Coupled with the introduction of credit card sales capability and the launch of the Pulse service (GRTC's bus rapid transit system) in 2017, RideFinders anticipates further increasing sales through their Commuter Store. RideFinders is also planning to launch an online Commuter Store to support GRTC fare media sales in the near future, which should boost revenues.

4.4 EXISTING AND PROPOSED LAND USE

Land Use Planning Opportunities

TDM also focuses on land use planning and infrastructure improvements that better accommodate pedestrians, bicyclists, and transit users. RideFinders will continue to participate in transportation planning and land use opportunities. Opportunities include:

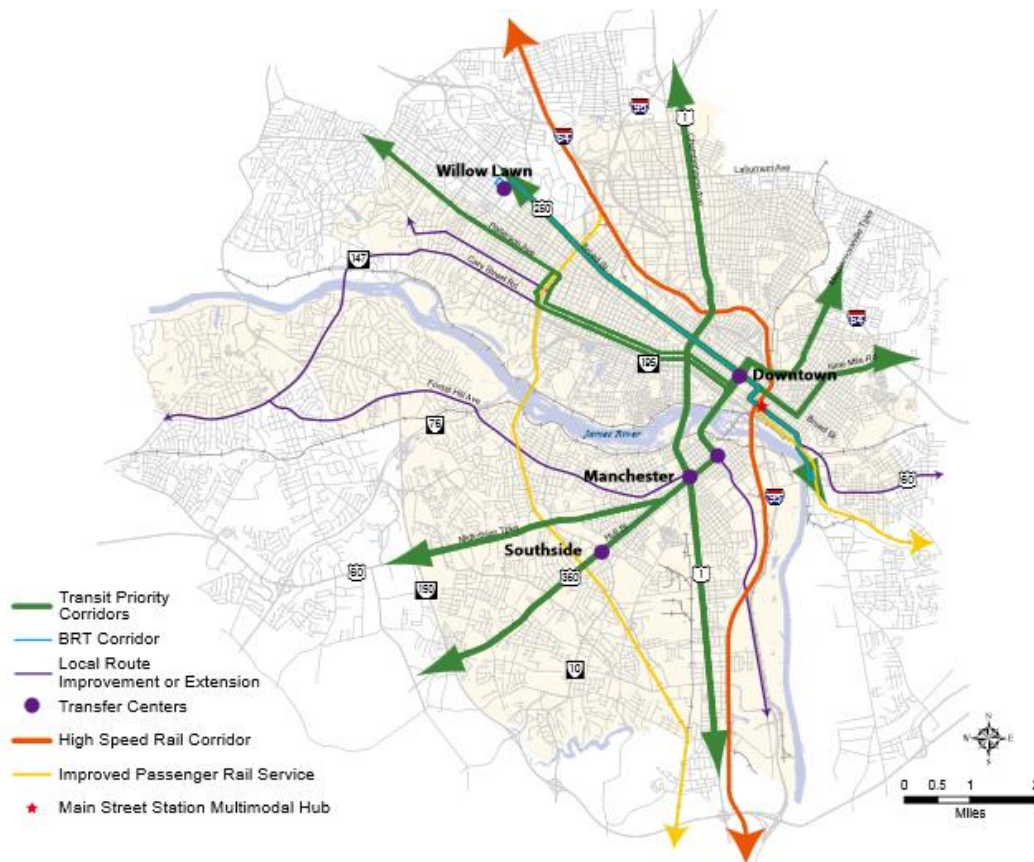
- State TDM intern program, in which an intern assists in the development of RideFinders' strategic transportation plans, studies, and reports; works closely with the PDCs of the metropolitan Richmond and tri-cities regions; and makes recommendations to RideFinders on how best to utilize the demographic information and ways to incorporate TDM into planned land use development and activity centers.
- Partnerships and consulting with agencies such as VDOT on proposed park-and-ride lots in the Richmond region.
- Supporting biking and walking initiatives by championing proposed bike boulevards.

New and Future Transportation Facilities

Major transportation infrastructure improvements have recently been implemented or are under consideration to support future growth. Examples include:

- Bus rapid transit service along Broad Street between Willow Lawn and Rocketts Landing, including bus lanes between 2nd Street and 14th Street.
- Recently completed downtown bus transfer center.
- Commuter bus service added along major routes by 2016, as proposed in the regional mass transit study.
- Transit information software and updated mobile apps for GRTC.
- High-speed rail (Richmond to D.C.).
- Main Street Station expansion as a multimodal hub for the city of Richmond.
- Recently opened 95 Express Lanes.

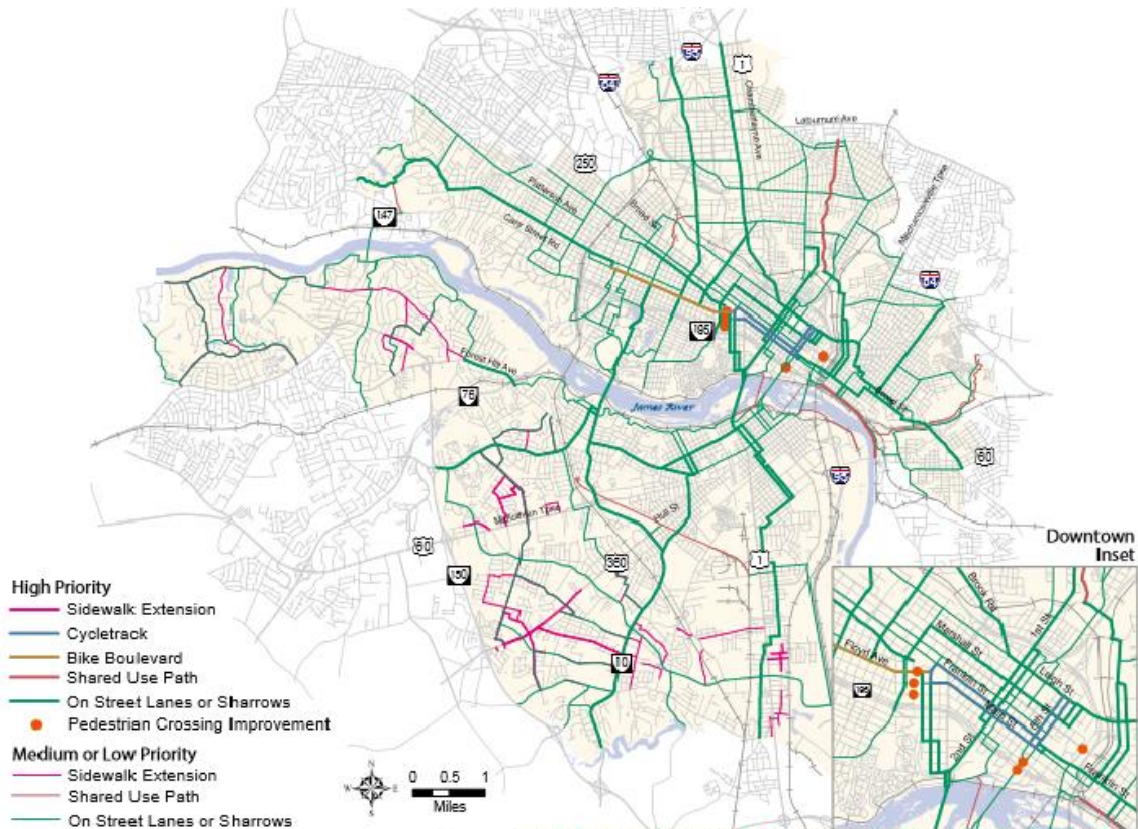
Examples of transit and rail recommendations from the city of Richmond are shown on the following graphic:



Source: Richmond Strategic Multimodal Transportation Plan

Like all transportation systems across the country, the lack of available funding to build new facilities and services for the Richmond region is an issue. Changes to infrastructure to support bicycle and pedestrian use are more easily adoptable.

Examples of bicycle and pedestrian recommendations from the city of Richmond are shown on the following graphic:



Source: Richmond Strategic Multimodal Transportation Plan

Richmond Bicycle Master Plan 2015

The bicycle master plan is aimed at making cycling a bigger part of everyday life in the city and region. One of the goals of the plan is to increase the number of people commuting on a bike to 4% by 2016, 6% by 2020, and 10% by 2025.

Some of the proposed services and improvements include:

- Twelve new bike lanes over the next four years
- Four bike boulevards are being considered:
 - East Grace Street from Laurel Street to North 9th Street (1 mile)
 - South Meadow Street from West Broad Street to Colorado Avenue (1.5 miles)
 - East Marshall Street and Glenwood Avenue from Mosby Street to Government Road (0.9 miles)
 - Maple Avenue from Park Avenue to Grove Avenue (0.7 miles)

Bicycling and bike-walk initiatives are part of RideFinders' proposed TDM goals.

Other Proposed Land Use Examples with TDM Impacts

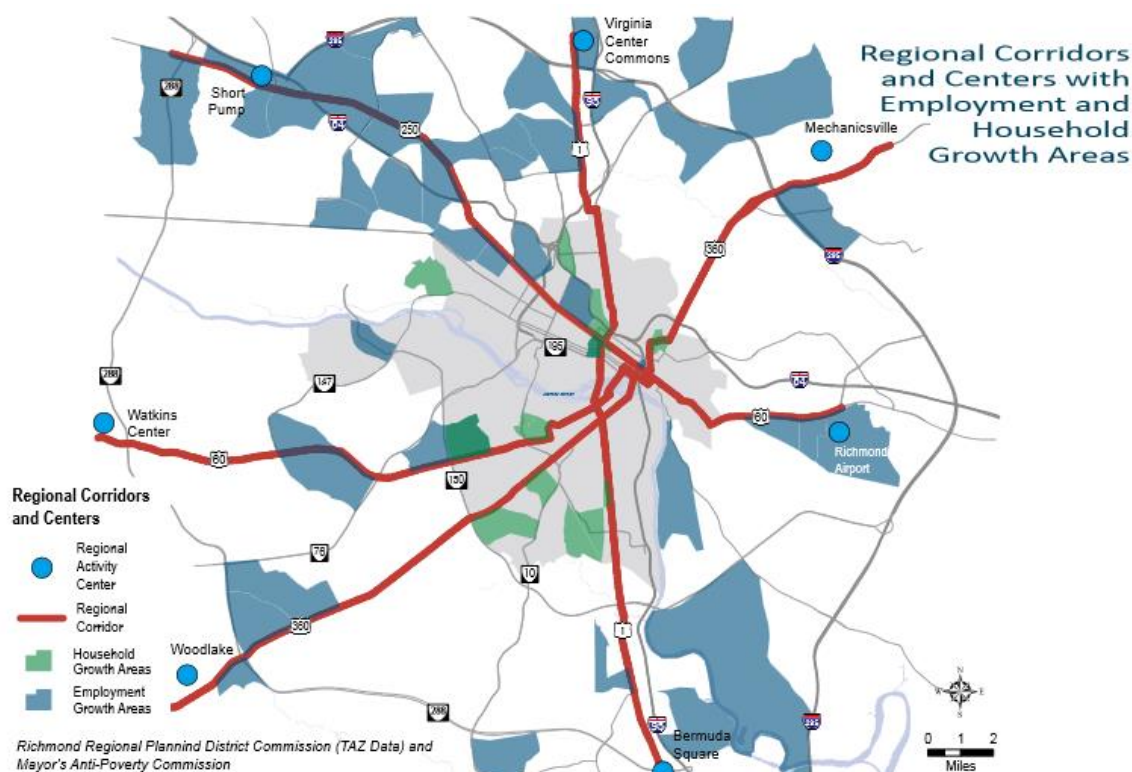
- Chesterfield County's Bikeways and Trails Plan lays out biking and pedestrian improvements (approved in 2012), and calls for trails connecting parks, business areas, and neighborhoods.
- Henrico County is examining redevelopment of the Richmond International Raceway, and has designated the Route 5 Corridor as an economic focus area.

- Tranlin Paper Company, a Chinese-owned paper company, is locating a plant in Chesterfield County and expects to create 2,000 jobs in the James River Industrial Center by 2020. One of the advantages of the prospective site is its multiple transport points, which include the interstate, rail, and river.

Future Activity Centers

- Downtown Richmond: Currently, Richmond's downtown area has the greatest concentration of jobs in the region and is poised for future growth. A well-thought-out master blueprint plan was completed recently for the downtown area, and the city has been moving toward the first stages of implementation. Many of the traditional elements that made the city a vibrant place decades ago will be restored. Most of the two-way streets that were converted to one-way to increase vehicular traffic will revert back to their original form. The streetcar system may be resurrected and pedestrian movement will be facilitated. Main Street Station, Richmond's iconic architectural asset looming over I-95, has the potential to be transformed into a multimodal hub.
- Suburban activity centers: In addition to the downtown area, future residential and employment growth is projected to take place in and around the region's suburban business activity centers that are already defined today—for example, Short Pump in metro Richmond's far West End, Watkins Centre in the Chesterfield and Powhatan area, and Rocketts Landing in the East End.
- Fort Lee: The Federal Base Realignment and Closure program selected Fort Lee as a major military logistics and supply center. This growth will fuel residential growth in RideFinders' Southside service area, attract additional employers, and necessitate regional retail and commercial growth to serve the growing population.

The figure below depicts these growing activity centers, as well as employment and household growth areas, as explained by RRPDC.



Source: Richmond Strategic Multimodal Transportation Plan

4.5 PEER REVIEW OF TDM PROGRAMS

Hampton Roads Transit (HRT) and TRAFFIX

Overview

TRAFFIX, the TDM program for southeastern Virginia, is a coordinated regional approach to the mitigation of traffic and traffic congestion to maintain or improve the quality of life for residents by encouraging ridesharing, transit usage, telecommuting, and working with city and regional comprehensive planning agencies for incorporation of TDM alternatives in land use in policy decisions.

This program covers an extensive geographic area that includes Hampton Roads, Virginia's Eastern Shore, and the northern counties of North Carolina. TRAFFIX has been functionally organized as follows:

- Sales (to include GoPass365)
- Marketing
- Research, management, planning, and organization
- Administration

Organizational Structure

The Transportation District Commission of Hampton Roads administers TRAFFIX. It receives and administers program grants. A TRAFFIX Oversight Subcommittee (TOS) is comprised of staff members of HRT, the Federal Highway Administration, VDOT, DRPT, the Hampton Roads Transportation Planning

Organization (HRTPO), and the region's cities and counties. All are voting members of the Transportation Technical Advisory Committee (TTAC). They provide policy guidance regarding program management. TRAFFIX program management includes organizational development, strategic planning, program budget and funding, program development, program implementation, coordination, supervision, and special task-oriented discussions.

The TOS reviews the annual work program, provides input, monitors budgets and implementation progress, evaluates program results, and suggests changes for more efficient and effective operation.

The TOS meets at least three times a year. The TOS consists of the aforementioned representation and oversees the administration of the TRAFFIX contract, which will be issued through DRPT.

Defined activities for the year include the development of a detailed forecast for GoPass365. The goals and objectives are approved by the TOS. The goals and objectives are then presented to and approved by the HRTPO TTAC and finally by HRT's commissioners. Updates are provided at each TOS meeting. The TRAFFIX update report includes the following:

- Activity description
- Progress update
- Budget and percent complete

Periodic reports and program updates are also made to stakeholder groups through various social media components and newsletters.

Services

- Outreach: The TRAFFIX staff identify employers, public and private schools, and any other entity that can benefit from carpooling, vanpooling, teleworking, walking, or biking to and from work or school in an overarching effort to reduce or mitigate congestion, reduce pollution, provide a more stress-free commute, and enhance the overall quality of life in Hampton Roads.
- Sales of GoPass365: This program was designed to teach young riders and choice riders how to use public transportation through a unique program designed to enhance ridership and remove significant numbers of SOV off the road, reduce pollution, and provide a more stress-free ride to work. This is done through an employer- or school-paid program that does not cost the rider a fare. This program "future proofs" ridership with a non-dependent group of users (those not depending on public transportation). This program has grown to include a customer base of over 100,000 potential GoPass365 riders. Tidewater Community College is the most recent member, with over 25,000 full- and part-time students as potential riders.
- Identifying and developing new park-and-ride facilities: A new outreach employee position was proposed to and approved by the TOS in November 2014. This person will be TRAFFIX's key person responsible for identifying and developing new park-and-ride locations that are in logical proximity to HRT's bus routing system. These newly identified park-and-ride facilities will also be used by carpools and vanpools. Developing a network of "informal" (not owned by VDOT or another public-sector entity) park-and-ride lots, such as grocery store, shopping mall, and church parking lots, will also be part of the new employee's primary responsibilities.
- Marketing: A comprehensive program of advertising, public relations, and information is developed in an ongoing process to induce and maintain use of TDM programs and services. TRAFFIX prepares and provides a report and information to the TOS and TTAC once a year on the advertising "flight plan" for advertising and the actual visuals to review. These include TV

and radio commercials, creative brochures, billboards, flyers, web banners, and other media opportunities that help develop and reinforce the TRAFFIX brand and raise awareness about their TDM services.

Staffing

With the addition of the new outreach employee focused on developing a more integrated park-and-ride lot infrastructure for HRT, a total of six full-time employees will work at TRAFFIX. Ron Hodges, HRT's director of business development, serves as the de facto head of TRAFFIX, with long-time employee Carol Russell managing the organization's TDM services. In addition to the six full-time TRAFFIX employees, Hodges contracts with HRT for part-time marketing and customer service support.

Funding and Budgets

According to both Hodges and the HRPTO's 2016 Unified Planning Work Program, TRAFFIX is funded entirely through a fixed allocation of the region's CMAQ apportionment. While this does not preclude TRAFFIX from applying for additional project-specific grants (e.g., from DRPT), their fixed apportionment of CMAQ funds does eliminate the burden of competing for funding each year. The HRTPO and others (including the Federal Highway Administration's Virginia Division) view TRAFFIX as a "regional travel demand management program" that does not compete against other "projects" for CMAQ funding. TRAFFIX typically receives about \$1 million annually. For FY16, TRAFFIX has a total budget of \$986,503, entirely funded through CMAQ.

GWRideConnect

Overview

GWRideConnect is the regional TDM agency serving the city of Fredericksburg and the counties of Stafford, Spotsylvania, Caroline, and King George. GWRideConnect promotes and facilitates ridesharing and TDM initiatives to assist persons seeking transportation options to their workplaces and other destinations. The overarching policy of the GWRideConnect program is to promote, plan, and establish transportation alternatives to the use of SOV travel, thereby improving air quality, reducing congestion, and improving the overall quality of life for citizens of the region. The activities and programs of the agency are all CMAQ-eligible, are regional in scope, and provide air quality and congestion mitigation benefits across the entire service area.

Organizational Structure

GWRideConnect is a service of the George Washington Regional Commission and is governed by the organization's board of commissioners. The board is comprised of elected officials from the city of Fredericksburg and each of the four counties that GWRideConnect serves.

Services

GWRideConnect has helped nurture one of the largest vanpool programs in the state with over 400 vanpools either originating from or destined to their service area. Additionally, GWRideConnect provides:

- Carpool and vanpool formation support (ridematching).

- Outreach and marketing of TDM services, including Fredericksburg Regional Transit buses and Virginia Railway Express commuter rail services.
- Leasing of commuter parking spaces to supplement VDOT-operated park-and-ride facilities.
- Support for enrollment of area vanpools into the Vanpool Alliance (National Transit Database reporting) program in partnership with Potomac and Rappahannock Transportation Commission.
- Effective July 1, 2015, GWRideConnect will assume the daily operations of the AdVANTage self-insurance pool program. GWRideConnect will operate the new AdVANTage website and database, including reviewing all new vanpools that are registered with the program, overseeing financial transactions, and answering questions.

Staffing

Diana Utz has 27 years of experience working in TDM with a finely tuned focus on vanpools. As director of GWRideConnect, she crafts programs that help support the fleet of over 400 vanpools in the Fredericksburg region. Her strong background in planning assists in helping others understand the correlation between land use planning and transportation infrastructure. Utz holds a bachelor's in geography from Mary Washington College. GWRideConnect also employs three TDM planners, two of whom are part-time staff.

Funding and Budgets

A base amount of \$125,000 of the yearly CMAQ allocation from the Fredericksburg Area MPO is set aside for GWRideConnect. GWRideConnect submits project applications and corresponding materials for programs and activities each fiscal year. While their funding is reviewed annually and is derived from an “off-the-top designation” of the region’s annual allocation of CMAQ funds, it is consistently provided. If GWRideConnect requires funds in excess of the base allocation, normal CMAQ procedures will be followed.

Additionally, GWRideConnect regularly applies for grants from DRPT. Because they are constrained by the 20% local match obligation, GWRideConnect cannot request additional funding from DRPT.

GoTriangle (Research Triangle, NC)

Overview

In March of this year, North Carolina Secretary of Transportation Tony Tata, Raleigh Mayor Pro Tem John Odom, and Durham Mayor and GoTriangle Board Chair William V. “Bill” Bell, unveiled GoRaleigh, GoDurham, and GoTriangle. These transit providers are part of a new family of services called GoTransit. Previously, GoTriangle was named Triangle Transit.

GoTriangle is a regional public transportation provider, offering a wide variety of transit and vanpool services to North Carolina's greater Triangle region and outlying counties. The agency connects the cities and towns of this region with safe, reliable, and easy-to-use transportation choices. Triangle Transit provides fixed-route bus service in Apex, Cary, Chapel Hill, Clayton, Durham, Fuquay-Varina, Garner, Hillsborough, Johnston County, Knightdale, Morrisville, Raleigh, Wake Forest, Wendell, and Zebulon, as well as RDU Airport and the Research Triangle Park. Currently, five routes are provided by funding through the North Carolina Department of Transportation (NCDOT) Fortify project.

As of December 2014, GoTriangle operates 67 vanpools and a demand-responsive paratransit service. The organization is responsible for regional long-range transportation planning and the Durham-Orange transit plan. For the last 14 years, GoTriangle has also coordinated TDM programs in Durham and Wake counties.

Every year, GoTriangle recommits to their mission and vision for transit in the Triangle region with increased passion for making sure that every community they serve has outstanding customer service and a quality commute. With loyal customers and community leaders, GoTriangle continues to improve the quality of life in the Triangle region. In 2014, GoTriangle's predecessor, Triangle Transit, celebrated twenty years of service by growing to meet community needs, connecting with the public, and sharing information about their future. Over the past twenty years, GoTriangle has grown to a full transit agency with 24 routes, 641 vanpool riders (in 67 vanpools), and over 200 employees providing 1.4 million rides with quality service and a smile.

GoTriangle further extends their goals and breadth of services to the community for those who cannot or will not ride public transit through their GoSmart TDM service offerings. These offerings include: incorporating regional and local TDM services, such as the free ERH program; developing and maintaining the GoLive Real Time arrival apps; administering the statewide "Share the Ride NC" ridematching database; and reaching out directly to employers and employees. GoTriangle continues to meet their mission and vision of making sure that every community they serve has outstanding customer service and a quality commute by providing TDM commute options in addition to public transit.

During FY11, GoTriangle refined its mission to hone their focus and better develop the program. In FY12, GoTriangle continued to develop University Outreach as part of the GoTriangle brand. FY13 brought regional and national recognition to the brand through national media awards and invitations to present at conferences and webinars, and this trend has continued. In FY14, GoTriangle continued to grow brand awareness across the Triangle region and institute best practices through campaign programming, employer outreach, and commuter support. In FY15, the GoPerks tracking and incentive program and the Lighten Up campaign launched. Listening to the GoTriangle partners' feedback on the layout and execution of the Lighten Up campaign, regional staff has changed the approach to marketing and collaboration with partners to meet current demands. GoTriangle will continue to display the evolution of the Triangle region's TDM programming to reach the quickly expanding population and meet the needs and observations of the local service providers.

Organizational Structure

At the state level, the GoTriangle and GoSmart Programs are overseen by NCDOT's Public Transportation Division (analogous to Virginia's DRPT). Local program oversight and competitive grant applications are managed by the Triangle J Council of Governments (TJCOG). Originally established in 1959 as the Research Triangle Regional Planning Commission, TJCOG now serves a seven-county region and addresses the tough issues, including regional transportation, that transcend political boundaries. TJCOG's thirty-seven member governments include all seven counties (Chatham, Durham, Lee, Johnston, Moore, Orange, and Wake) and thirty municipal governments across those counties.

Services

The GoTriangle program promotes the use of alternative forms of transportation. This includes:

- Biking

- Walking
- Ridesharing (carpooling and vanpooling)
- Public transit
- Flex-time or teleworking
- ERH program services
- Car sharing
- GoPerks regional tracking and incentives program

Staffing

The GoTriangle TDM program was recently rebranded as “GoSmart” and employs a total of 7.7 full-time employees, including a full-time vanpool program manager and a vanpool program assistant who devotes 25% of their time supporting the GoTriangle vanpool program and 75% of their time in support of the GoTransit (transit) operations. Each locality employs a part-time local service provider (LSP) for outreach, campaigns, and marketing in their respective locality.

For example, in FY16, the Wake County LSP will provide a 40% time allocation to the regional TDM program, providing support and promoting campaigns and events with existing employers, property managers, and community organizations across Raleigh with the exception of those served by the city of Raleigh LSP. The Wake County LSP coordinates with all other LSPs in the GoTriangle program since employees travel across the region to reach businesses at Research Triangle Park as well as Duke, UNC, state universities, and other major employers and work clusters in the LSPs’ hot spots. Typically, the LSPs devote about half of their time promoting the GoSmart TDM programs and half in support of GoTriangle transit promotion. Local outreach staff is responsible for submitting quarterly reports to TJCOG with detailed data on the metrics related to the activities in their respective Service Provider Work Plans. LSP performance objectives include:

- Number of employers attending ETC trainings and networking sessions.
- Employer and employee participation in GoTriangle programs, campaigns, and events.
- Number of vanpools in service within hot spot.
- Number of participating employers registered in free ERH program, customizing pages in Share the Ride NC (statewide ridematching system), and participating in mode-specific campaigns.
- Number of registrants (employees) for ERH program.
- Number of registrants (employees) in Share the Ride NC (statewide ridematching system) database.
- Number of registrants in GoPerks regional tracking and incentive program.

Funding and Budgets

In 2006 and 2007, the Triangle Transit Authority brought together the Triangle organizations that were currently working on or funding TDM projects with the goal of creating a long-term plan for improving TDM efforts. The result was the Triangle Region Seven-Year Long-Range Travel Demand Management Plan. This plan called for, among other things, the two MPOs and NCDOT to pool their funds and have a competitive call for TDM projects.

TJCOG is charged with staffing this effort on behalf of the funding organizations. In response, TJCOG developed the TDM program to coordinate and evaluate regional TDM activities, including efforts by numerous partners to reduce traffic and air pollution by promoting commute alternatives such as mass transit, carpooling, biking, telework, and vanpooling. To ensure the most efficient use of resources and

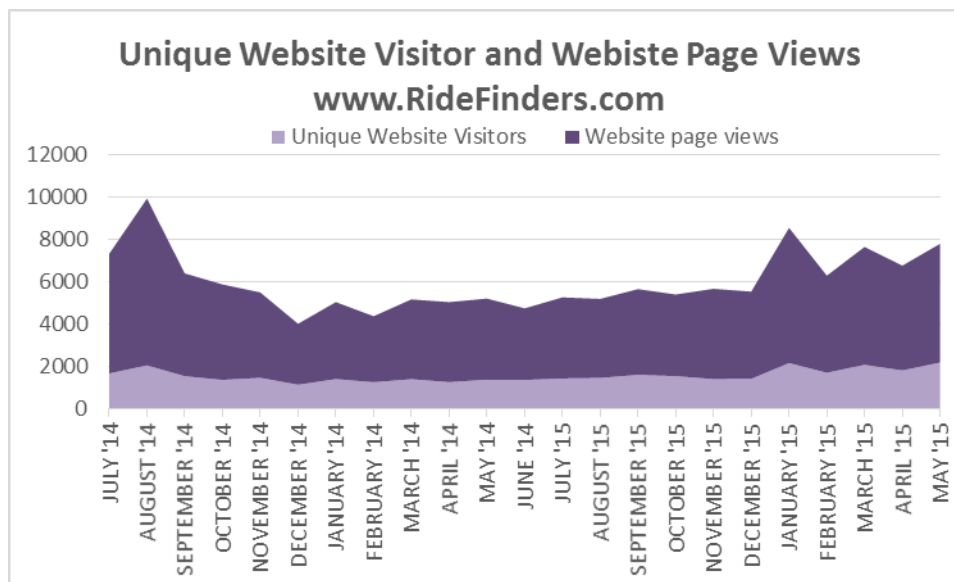
to be able to track progress, TJCOG is taking the lead in coordinating funding for marketing activities and then evaluating the effectiveness of these projects.

The GoSmart program typically receives about \$932,000 per year in CMAQ from NCDOT. Additionally, for FY16, GoSmart received \$69,000 to fund the incentives and rewards component of the Share the Ride NC ridematching system. They must submit their grant applications through a competitive process to TJCOG, in which they will be reviewed by an oversight committee comprised of representatives from the state’s Department of the Environment and Natural Resources, the NCDOT Public Transportation Division, the regional MPOs, and TJCOG. The Triangle Region Seven-Year Long-Range TDM Plan, which includes proposed budgets for each fiscal year, must also be approved by the oversight committee.

4.6 TECHNOLOGY

RideFinders Website

RideFinders implemented its website in 2000 at RideFinders.com, and it has become an integral part of the RideFinders platform. RideFinders’ website performs in two distinctly important ways: by disseminating information about the available RideFinders programs and services, and by amplifying the ridesharing program with an easy online registration and matching process via GreenRide. Each month, RideFinders receives over one hundred applications for ridematching and transit information through the RideFinders website. With an average of 1,555 unique visitors to the website and 4,460 page views each month, RideFinders.com is clearly a well-utilized source of information to the public.



An objective of RideFinders is to continue to invest in and showcase RideFinders.com and the organization’s position as a mobility expert that makes all alternative modes more understood, more accessible, and more utilized. RideFinders will also update its technology, website, and mobile app as need dictates and funding allows.

GreenRide

RideFinders explored three systems (GreenRide, RideAmigo, and Rideshark) that were exhibited at the 2012 ACT International Conference in Savannah, Georgia, for possible interim use as a pilot until DRPT implements the statewide model.

In FY14, RideFinders launched and implemented GreenRide, which was selected from the three proposals. GreenRide is a system that has more system capabilities and allows RideFinders to determine applicable incentives. GreenRide will be used for a two-year trial period. RideFinders staff also assisted DRPT in exploring statewide ridematching systems for universal usage. GreenRide was one of the two systems for final selection and evaluation.

RideFinders “On the Move” Mobile Application

The RideFinders mobile application is the official mobile app for RideFinders. The app allows users to:

- Locate a nearby park-and-ride lot using built-in GPS. This feature shows the nearest intersection of the park-and-ride lot, available transit, and some additional information, including parking spaces, lighting, and bike accommodations.
- Receive news, updates, and notification alerts of vanpool availability, RideFinders programs and services, future transportation events, and website updates.
- Submit comments and suggestions regarding the use of RideFinders' mobile app. RideFinders welcomes feedback from users to better enhance the mobile app.
- Receive a daily update on the next day's local air quality forecast, directly from VDEQ's website.
- Plan a trip by choosing a start and end address on the map. This feature shows multiple route options based on the time of the day.

RideFinders is looking to enhance the current RideFinders mobile application. The primary goal is to develop interactive and innovative ways to engage the customer on the go. Current design goals include:

- Update regional maps to mirror the complete RideFinders service area.
- Add to park-and-ride information, including directions to the lots and trip planning options with bus routes and travel plans from park-and-ride locations.
- Update user-friendliness of service alerts, park-and-ride features, and clickable trip planner directions.
- Add the ability to send targeted alerts to users rather than mass alerts.
- Add social media integration to spread RideFinders' message (Facebook, Twitter, and YouTube links).
- Update the mobile app management system for more efficient editing.
- Allow all users (i.e., walking, biking, carpooling, vanpooling) to track their route for time and distance and to log commute trips with GreenRide.

Integrating GreenRide and RideFinders Mobile Application

To increase efficiency and attract users in FY15, RideFinders plans to support its mobile app and GreenRide systems by integrating the two separate technologies to make them more user-friendly, informative, and beneficial to the end user. End products include:

- Integrate social media to spread the RideFinders message.
- Add ability to send targeted alerts to users rather than mass alerts.
- Allow all users (i.e., walking, biking, carpooling, vanpooling) to track their route for time and distance and to log commute trips with GreenRide.
- Allow users to use the app to register for RideFinders ridematching.
- Allow users to request ridematching inquiries.
- Allow users to receive ridematching results (simple format).
- Contact matches directly from mobile app.

Commuter Choice Paperless Ordering

Commuter Choice clients have also requested a paperless way to place orders for transit fare media. This is in response to staff turnover at employer sites, lost paperwork, and changes in transit ticket pricing.

End products would include a web-based login similar to DRPT’s OLGA site for users to establish a secure account to order Go Cards, CARE tickets, and vanpool vouchers, as well as to maintain electronic records.

New Technologies

Modeify

Today, one in four visits to the internet are on mobile devices. With each passing year, more and more people are getting information from the internet through smartphones and tablets. Responsive web design—design and development that responds to the user’s behavior and environment based on screen size, platform, and orientation—is the new industry standard, and is critical for accessing the internet with mobile devices. RideFinders has capitalized on this trend by launching their responsively designed mobile application.

Other emerging technologies are changing the way TDM services are delivered. Modeify is an open source platform for multimodal commuter engagement. The platform was developed by Conveyal, a consultancy specializing in open data and open source technology for the transportation and TDM sectors. Utilizing the latest advances in open transportation technology, Modeify uses personalized outreach to promote commuter behavior change and improve outcomes for travelers, employers, and TDM providers.

Modeify helps make travel information more relevant, providing users with personalized pictures of how the important places in their lives are connected. While there are many journey planners that provide detailed point-to-point itineraries, Modeify provides the context that users need to make smarter travel choices. Results are tailored to a user’s personal travel patterns and preferences, with options expressed in terms of benefits that matter to people—not just traditional metrics like travel time and cost, but also health, environment, and lifestyle benefits.

Modeify aims to get users thinking about travel options that might not be obvious otherwise. The underlying routing engine is fully multimodal, covering public transit, walking, bicycling, and driving, with a focus on ridesharing options such as carpooling and vanpooling. Transit options are expressed in a way that is understandable to new transit users, focusing on salient trip structure and characteristics rather than on highly specific itineraries. Combinations of modes (for instance, biking to transit) are

shown where appropriate. By providing a clear and concise overview of options, users have the context they need to make well-informed travel decisions.

Modeify is completely open source software—both the core project as well as supporting libraries, such as OpenTripPlanner and Transitive.js. Modeify consumes standard open data formats such as OpenStreetMap and the General Transit Feed Specification, making it readily deployable in hundreds of cities around the world, including Richmond. The open source approach creates a platform that is highly customizable and adaptable to a wide range of commuter outreach settings, with all users of the software benefiting from the collective contributions of others.

CareFreeAtoZ.com

CarFreeAtoZ.com, a live deployment of the software created for the Washington, D.C., region by Arlington County Commuter Services, is a multimodal trip planning and comparison tool that allows people to plan their commute, compare transportation options, and find the most carbon effective, healthy, and cheapest way to travel. Following Arlington’s lead, RideFinders would like to explore developing a similar multimodal trip planning and comparison tool for central Virginia.

Chapter 5. Services Changes and Expansion Plan

5.1 RIDEMATCHING

Description of Service Expansion and Implementation

The increase of RideFinders’ universe of potential ridesharing clients, coupled with the increasing ethnic diversity of the region, will necessitate increases in funding for ridematching system maintenance, incentive programs, and a Spanish-language version of the system.

Reason and Need for Service Change

Population Growth

As discussed in Chapter 4.3, population growth predictions state that over 10 million people will live in Virginia by 2030, with most of them located in the “Golden Crescent” within the I-95 and I-64 corridor. Therefore, in the future, most of the jurisdictions in the RideFinders service area will expand. Counties along the northern and eastern edges of the Golden Crescent will start to see economic connections and work commutes headed to Richmond’s activity centers, as well as emerging activity centers in nearby markets.

Millennial Demographic Growth

Also described in Chapter 4.3, demographers predict Millennials will comprise about 40% of the nation’s workforce by 2020. This well-studied group is comprised of hyper-connected, social, much less car-centric, job-changing young professionals—all of which will lead to increased use of RideFinders’ services.

Employer Growth

As the population grows within the Golden Crescent, the number of employers will also increase within the RideFinders service area. With an increased labor force, RideFinders will need to engage these employers in supporting TDM services.

Companies that implement programs to support ridesharing can expect increases in the percentage of employees who choose to carpool. According to the EPA’s Commuter Model, which draws relationships from actual case studies of employer-based programs, companies that implement in-house carpool matching services, carpool information activities, and a part-time transportation coordinator can expect about a 4% to 10% increase in the number of employees carpooling. Employers who also provide preferential parking for carpoolers, flexible work schedules (to accommodate carpools), and a full-time transportation coordinator might expect an increase of up to 20% in the number of employees who chose to carpool. Employers who institute financial incentives for carpooling (such as greatly reduced parking rates) may find even greater increases in the number of carpoolers.

Hispanic Demographic

As discussed in Chapter 4.3, marketing studies on the Hispanic community show that the use of alternative transportation is higher within the Hispanic community. As the Hispanic population increases in the Richmond region, a larger percentage of the population will be driven toward non-SOV travel, and

RideFinders can tap into this population for increased service usage. RideFinders should consider developing Spanish-language versions of their ridematching website and promotional materials to be prepared for the increasing diversity.

School Pool Upgrades

As discussed in Chapter 2.11, new modules need to be added to the basic GreenRide system that RideFinders purchased in order to implement a School Pool upgrade. The School Pool module will allow parents, students, and faculty and staff to find rideshare partners through GreenRide. Staff has been directed to cooperate and collaborate with a minimum of one school in each of RideFinders' service areas to begin a pilot program.

Service Change Costs

Total requested: \$109,500 for FY16 and FY17. RideFinders submitted a funding request as an RSTP Candidate Project Application. The application is currently under review for consideration.

Fiscal Year	Secured and/or Programmed Funds	Specific Fund Conditions	When Funds Must Be Expended
FY16	\$67,500	GreenRide maintenance, ridesharing incentives, mobile application update, technology enhancements	
FY17	\$42,000 + \$XX,XXX (for School Pool)	GreenRide maintenance, ridesharing incentives, mobile application update, technology enhancements, School Pool module launched	
FY18	\$42,000 + \$XX,XXX (for Spanish-language version)	GreenRide maintenance, ridesharing incentives, mobile application update, technology enhancements, Spanish-language version launched	
FY19			
FY20			
FY21			

Staffing and Resource Changes

Staffing / Contracted Staff Additions	Justification	Cost Estimates
Spanish translator (contracted staff)	Need for Spanish-language version of ridematching system and marketing and promotional materials	
Client services coordinator	Additional support staff needed for expansion of ridematching services	
Account executives	Additional development of partnerships with the growing business community	

Changes from Prior Funding

FY15 funding for ridematching included \$20,000 for GreenRide software licensing, \$35,000 for ridematching and carpooling maintenance and incentives, and \$16,100 for updating the mobile application and other technology enhancements. To add the School Pool module in FY17 and launch a Spanish-language version of the ridematching system in FY18, the anticipated additional funding will be \$_____ and \$_____ respectively.

Cash Flow Needs and Anticipated Difficulties

Funds will be needed to purchase the School Pool module and Spanish-language translation of the GreenRide system before the School Pool pilot program and bilingual version of the website can be launched. Prior to sourcing this additional funding and committing to the improvements, RideFinders will need to confer with DRPT about plans they may have and funding support they may provide to transition RideFinders and many of the other TDM programs not using the MWCOC Commuter Connections system to an enterprise-wide system.

TDM Service Change Schedule (FY16–FY21)

- FY16: Expanded ridematching incentives program launched
- FY17: School Pool module installed and launched
- FY18: Spanish-language version of the website created and launched
- FY19:
- FY20:
- FY21:

Operating Expenses and Revenue Projections

Total requested operating expenses for Ridematching is \$XX,XXX through FY21. No revenue is projected related to Ridematching programs.

Policy, Planning, Funding, or Operating Issues That May Affect Operations

Carpooling and ridematching budgets are subject to change if DRPT implements and pays for a statewide ridematching system for all statewide TDM agencies not served by MWCOG’s Commuter Connections system.

Current Inclusion (or Estimated Date) in State Documents

	Virginia STIP	VDOT SYIP	CLRP
Ridematching expansion plan	?	?	?

Facility Improvements or Capital Projects

In addition to capital investments in their ridematching system, RideFinders may ultimately need satellite locations (or portable ridematching kiosks) similar to the one they recently opened in Petersburg.

5.2 VANPOOL ASSISTANCE

Description of Service Expansion and Implementation

A steady increase in the number of vanpool clients served by RideFinders will necessitate increases in funding for vanpool formation support, VanStart and VanSave subsidies, and processing Commuter Choice orders for vanpool vouchers.

Reason and Need for Service Change

Population Growth

As discussed in Chapter 4.3, population growth will place over 10 million people in Virginia by 2030, with most of them located in the Golden Crescent within the I-95 and I-64 corridor. Therefore, in the future, most of the jurisdictions in the RideFinders market area will expand. Counties along the northern and eastern edges of the Golden Crescent will start to see economic connections and work commutes headed to Richmond’s activity centers, as well as emerging activity centers in nearby markets.

Millennial Demographic Growth

As discussed in Chapter 4.3, demographers predict Millennials will comprise about 40% of the nation’s workforce by 2020. This well-studied group is comprised of hyper-connected, social, much less car-centric, job-changing young professionals—all of which will lead to increased use of RideFinders’ services.

Employer Growth

As the population grows within the Golden Crescent, the number of employers will increase within the RideFinders service area as well. With an increased labor force, RideFinders will need to engage these employers in supporting TDM services. In portions of the RideFinders service area such as Hanover,

Henrico, and Chesterfield counties that are not served or well-served by GRTC, vanpooling is a critical TDM tool to promote through these employers. Upcoming opportunities to expand the vanpool program include working with employers that are investing in or expanding existing investments in the region, such as Amazon and Tranlin.

Hispanic Demographic

As discussed in Chapter 4.3, marketing statistics on the Spanish-speaking and Hispanic community show that use of alternative transportation is higher within the Hispanic community. As Hispanic populations increase in the Richmond region, a larger percentage of the population will be driven toward non-SOV travel, and RideFinders can tap into that population for increased service usage. RideFinders should consider developing Spanish-language versions of their vanpool promotional materials to be prepared for the increasing diversity. RideFinders could also ask the vanpool vendors to provide Spanish-language versions of their promotional materials.

Vanpool Service Trends

As discussed in Chapter 2.2, RideFinders reported substantial growth in vanpooling in recent years. In 2003, RideFinders supported just 30 vanpools in the region. As new third-party vanpool providers increased competition, RideFinders supported 83 vanpools by the end of 2008. Today, with four vanpool vendors serving the region, competition and vanpool program growth continues to surge. As of June 2015, RideFinders supports 149 active vanpool groups, with most of these vanpools destined for worksites in the Richmond area. During the last twelve years, an average of nearly ten new vanpool groups per year have been organized and placed into service. With this strong growth trend continuing, demand for vanpooling services should continue to increase during the next six years.

The IRS recognizes vanpooling as a form of “qualified transit” along with commuter bus, rail, and ferry services. Employers can offer their employees who commute using qualified transit a tax-free “Commuter Choice” transportation benefit of up to \$125 per month. Almost all federal and many state employers offer Commuter Choice benefits to their employees who vanpool. The Association for Commuter Transportation, the American Public Transportation Association, and other aligned interests continue to push for a leveling of the playing field to increase the maximum Commuter Choice benefit to be equal to the maximum tax-free parking benefit that now stands at up to \$240 a month. Even without parity, the widespread availability of the Commuter Choice benefit continues to stimulate vanpool program growth across the country and in central Virginia.

Service Change Costs

Fiscal Year	Secured and/or Programmed Funds	Specific Fund Conditions	When Funds Must Be Expended
FY16	\$56,550	Vanpool formation, VanStart/VanSave, processing Commuter Choice orders for vanpool vouchers. Anticipated growth of vanpools by 6–7% (159 vanpools)	

FY17	\$60,339	Vanpool formation, VanStart/VanSave, processing Commuter Choice orders for vanpool vouchers. Anticipated growth of vanpools by 5–6% (169 vanpools)	
FY18	\$63,899	Vanpool formation, VanStart/VanSave, processing Commuter Choice orders for vanpool vouchers. Anticipated growth of vanpools by 5% (179 vanpools)	
FY19	\$67,285	Vanpool formation, VanStart/VanSave, processing Commuter Choice orders for vanpool vouchers. Anticipated growth of vanpools by 5% (189 vanpools)	
FY20	\$70,650	Vanpool formation, VanStart/VanSave, processing Commuter Choice orders for vanpool vouchers. Anticipated growth of vanpools by 5% (199 vanpools)	
FY21	\$74,041	Vanpool formation, VanStart/VanSave, processing Commuter Choice orders for vanpool vouchers. Anticipated growth of vanpools by 5% (209 vanpools)	

Total requested operating expenses for the Van Start/VanSave programs is \$392,764 through FY21. No revenue is projected related to Ridematching programs.

Staffing and Resource Changes

Staffing / Contracted Staff Additions	Justification	Cost Estimates
Spanish translator (contracted staff)	Need for Spanish-language marketing and promotions	

Client services coordinator	Additional support staff needed for expansion of vanpool services	
Account executives	Additional development of partnerships with the growing business community	

Changes from Prior Funding

FY15 funding for vanpool assistance included \$40,000 for subsidies, vouchers, and promotion. The FY16 budget proposes to dedicate \$56,550 in support of the vanpool program. As detailed in service change costs, projected annual vanpool program growth of approximately ten new vanpools per year necessitates an increase in the annual budget for vanpool formation efforts, the VanStart and VanSave programs, and processing of Commuter Choice orders for vanpool vouchers.

Current Inclusion (or Estimated Date) in State Documents

	Virginia STIP	VDOT SYIP	CLRP
Vanpool services expansion	?	?	?

Facility Improvements or Capital Projects

None are anticipated, assuming RideFinders' current office can accommodate additional staff suggested for expansion of the vanpool program as well as other TDM services like ridematching.

5.3 RESIDENTIAL OUTREACH

Description of Service Expansion and Implementation

Additional targeted outreach is planned for the Hispanic population. In FY14, RideFinders worked on connecting directly with residents of the Hispanic community by attending mixers and networking opportunities at the Virginia Hispanic Chamber of Commerce, doing a radio interview in Spanish, and meeting with various Spanish media print representatives, resulting in an advertisement written in Spanish and utilizing free translation services.

RideFinders plans to work with homeowners associations, realtors, and community organizations to educate and provide on-site assistance for trip planning and rideshare opportunities. Outputs from these efforts would include the formation of neighborhood carpools, collateral materials written in Spanish, the enrollment of Hispanic commuters into ridesharing arrangements, and increased use of the RideFinders mobile application by the Hispanic community. Services and programs will be promoted through direct mail campaigns targeting homeowners associations and through presentations at

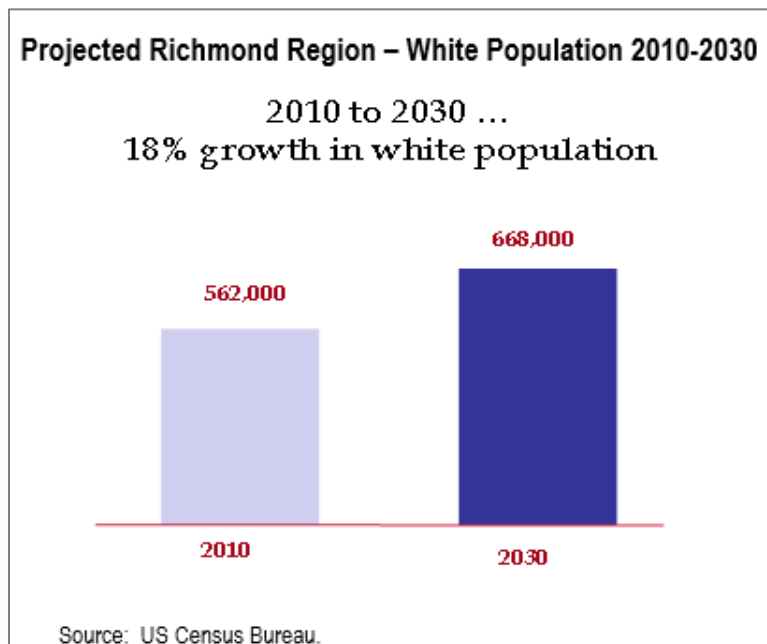
community events. Outreach staff will incur mileage costs, and the mobile unit will be used for onsite presentations, expos, and community events.

Agency participation includes RideFinders, GRTC’s marketing department, the Virginia Hispanic Chamber of Commerce, and Crater PDC.

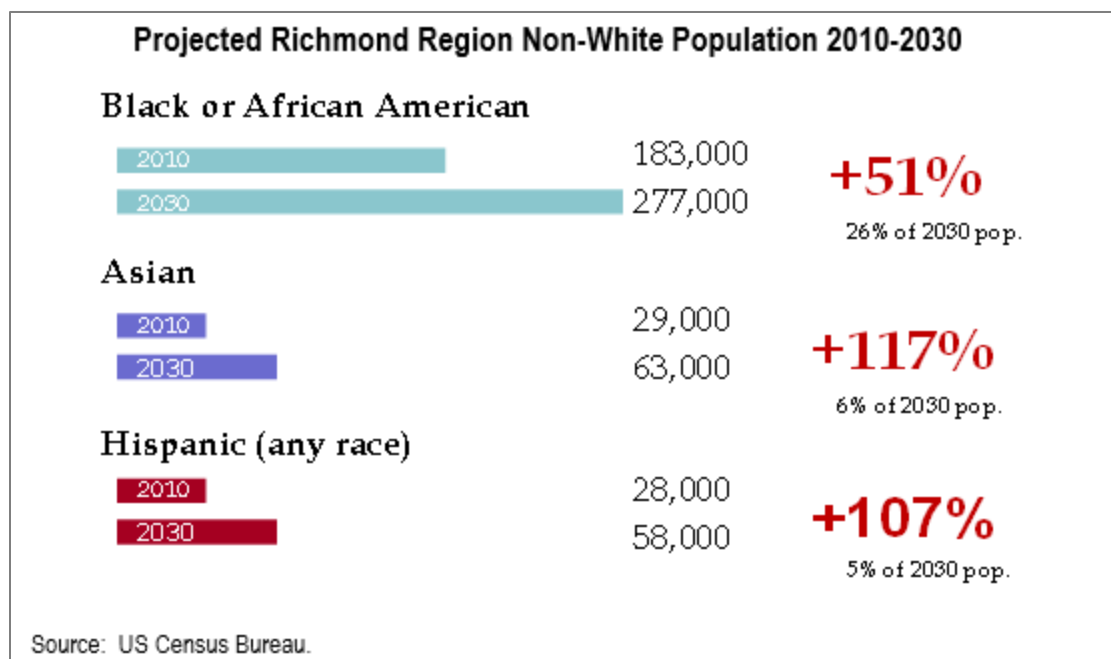
Reason and Need for Service Change

Hispanic Demographic—Marketing to the Region’s Growing Hispanic Community

The expected increase of 250,000 residents over the next twenty years will usher in a shift in racial makeup. While the region in total is expected to grow at a rate of 28%, the white population will grow at a rate of 18%.



The non-white population is projected to grow at a rate of 66%, more than twice as fast as the overall market growth. Asian and Hispanic residents will lead this growth. By 2040, the Hispanic population in the Richmond region is predicted to grow by 11% (U.S. Census Bureau).



Marketing statistics on the Spanish-speaking and Hispanic community show that the use of alternative transportation is higher within the Hispanic community. RideFinders does not currently market extensively to this community. Questions regarding audience identification, message development, and media selection all must be answered before proceeding with a marketing effort.

The need to carefully conduct research before proceeding with marketing the Hispanic community is made apparent by the experiences of Los Angeles and Houston. In Los Angeles, TDM practitioners experienced difficulties in reaching out to the Spanish-speaking markets. Based upon the large number of first-generation immigrants, there was a large level of distrust and apprehension about the methodologies used for encouraging carpooling – specifically, the need to register for services through a ridematching system. In Houston, by comparison, the Spanish-speaking markets featured a greater proportion of second and third generation immigrants, who were more comfortable with the approach of the Commute Solutions program.

Service Change Costs

Fiscal Year	Secured and/or Programmed Funds	Specific Fund Conditions	When Funds Must Be Expended
FY16	\$12,500	Community expos and partnerships	
FY17	\$15,000	Collateral materials written in Spanish for direct mail campaigns; mileage costs and mobile unit	
	\$10,750	Community expos and partnerships	

FY18	\$15,700	Collateral materials written in Spanish for direct mail campaigns; mileage costs and mobile unit	
	\$6,000	Community expos and partnerships	
FY19	\$15,700	Collateral materials written in Spanish for direct mail campaigns; mileage costs and mobile unit	
	\$12,500	Community expos and partnerships	
FY20	\$13,125	Community expos and partnerships	
FY21	\$13,781	Community expos and partnerships	

Staffing and Resource Changes

Staffing / Contracted Staff Additions	Justification	Cost Estimates
Spanish translator (contracted staff)	Spanish-language marketing and promotions	
Brochure printers	Spanish-language marketing and promotions	

Changes from Prior Funding

FY15 funding for residential outreach included \$6,000 for community expos and partnerships.

Cash Flow Needs and Anticipated Difficulties

Start-up activities (meetings, audience development, collateral, sponsorships) will begin after authorization for funding is received, and will be an ongoing component of RideFinders' outreach initiatives.

TDM Service Change Schedule (FY16–FY21)

- FY16:
- FY17: Spanish direct mail campaign
- FY18:
- FY19:
- FY20:
- FY21:

Operating Expenses and Revenue Projections

Total requested operating expenses for residential outreach services is \$105,356 through FY21. No revenue is projected to result from the residential outreach programs.

Policy, Planning, Funding, or Operating Issues That May Affect Operations

Under consideration as a new candidate project for FY17 and FY18.

Current Inclusion (or Estimated Date) in State Documents

	Virginia STIP	VDOT SYIP	CLRP
Residential outreach services expansion			

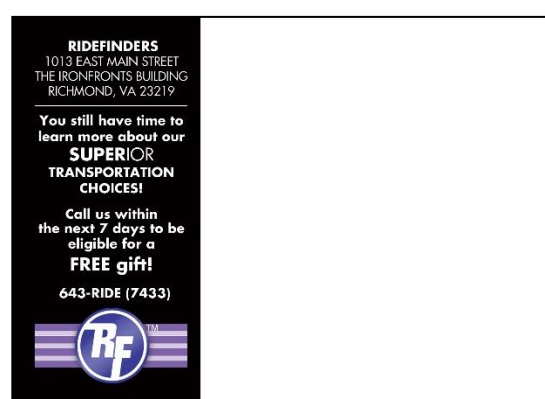
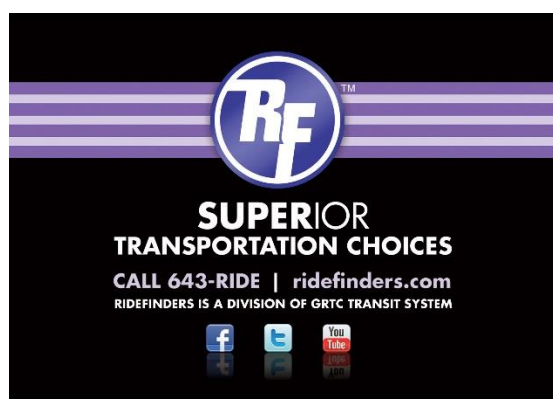
Facility Improvements or Capital Projects

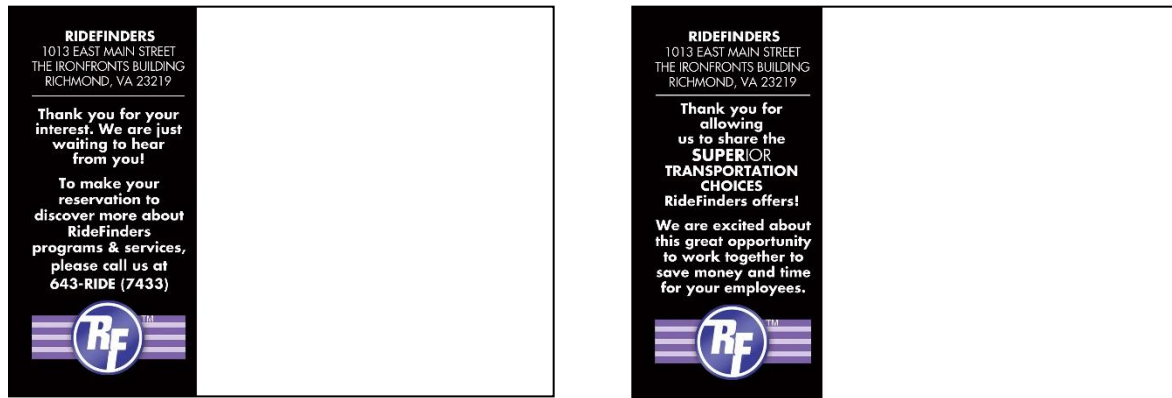
Possible updates to RideFinders' mobile unit.

5.4 EMPLOYER OUTREACH

Description of Service Expansion and Implementation

For FY16 and FY17, the outreach staff will conduct door-to-door employer site visits in all of RideFinders' service areas and in new developments. Staff will also utilize designed postcards (see images below) for specific follow-up.





RideFinders will execute a comprehensive employer outreach campaign using a new services portfolio (media kit) with a goal of increasing employer participation by a minimum of 10% each year and establishing new employer trip reduction programs across the region.

Deliverables include:

- Conduct employee commute mode surveys using SurveyMonkey.
- Perform density plot analysis—mapping geographic locations of employee residences and worksites.
- Conduct at least forty employer presentations.
- Secure new rideshare program participants.
- Coordinate direct mail campaign to listings from various sources, including area chamber of commerce’s newsletters and directories.
- Maintain and update a web-based, regional employer and employee sales contact database, potentially using a client relationship management solution such as Salesforce.com.
- Create customized sales materials and employer case studies in hard copy and for inclusion on the RideFinders website.
- Provide training to new ETCs, with recruitment goal of forty new ETCs each year.
- Distribute employer recognition awards.
- Give Commuter Choice presentations.
- Identify and coordinate earned media opportunities.

Employer-based strategies include all items listed on the projected operating budget: Commuter Choice, employee transportation needs assessment, density plot analysis, program and services portfolio collateral, telework support services, transportation fairs, employee trip reduction programs, community events, and sponsorships.

Agency participation includes RideFinders and the GRTC marketing department.

Reason and Need for Service Change

Population Growth

As discussed in Chapter 4.3, population growth will place over 10 million people in Virginia by 2030, with most of them located in the Golden Crescent within the I-95 and I-64 corridor. Therefore, in the future,

most of the jurisdictions in the RideFinders market area will expand. Counties along the northern and eastern edges of the Golden Crescent will start to see economic connections and work commutes headed to Richmond’s activity centers, as well as emerging activity centers in nearby markets.

Millennial Demographic Growth

As discussed in Chapter 4.3, demographers predict Millennials will comprise about 40% of the nation’s workforce by 2020. This well-studied group is comprised of hyper-connected, social, much less car-centric, job-changing young professionals—all of which will lead to increased use of RideFinders’ services.

Employer Growth

As the population grows within the Golden Crescent, the number of employers will increase within the RideFinders service area. With an expanding labor force, RideFinders will need to engage these employers in supporting TDM services. In portions of the RideFinders service area such as Hanover, Henrico, and Chesterfield counties that are not served or well-served by GRTC, TDM services are a critical alternative to fixed-route bus service to promote through these employers.

Service Change Costs

Fiscal Year	Secured and/or Programmed Funds	Specific Fund Conditions	When Funds Must Be Expended
FY16	\$20,650	Commuter Choice, employee transportation needs assessment, density plot analysis, program and services portfolio collateral, telework support services, transportation fairs, employee trip reduction programs, community events, and sponsorships	
FY17	\$16,450	Commuter Choice, employee transportation needs assessment, density plot analysis, program and services portfolio collateral, telework support services, transportation fairs, employee trip reduction programs, community events, and sponsorships	
FY18	\$16, 400	Commuter Choice, employee transportation needs assessment, density plot analysis, program and services portfolio collateral, telework support services, transportation fairs, employee trip reduction programs, community events, and sponsorships	
FY19			
FY20			

FY21			
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Staffing and Resource Changes

Staffing / Contracted Staff Additions	Justification	Cost Estimates
Additional account executive	Increased need for developing and expanding partnerships with the business community	
Brochure printers	Increased employer outreach requires new media kits	

Changes from Prior Funding

FY15 funding for employer outreach included \$16,650 for employer-based strategies.

Cash Flow Needs and Anticipated Difficulties

Funds for employer outreach promotional materials, commute mode surveys, density plot analyses, and new media kits must be made available prior to presenting services to new employers in the area.

TDM service change schedule (FY16–FY21)

- FY16:
- FY17:
- FY18:
- FY19:
- FY20:
- FY21:

Operating Expenses and Revenue Projections

Total requested operating expenses for employer outreach services is \$53,500 through FY21. No revenue will be generated through the employer outreach programs.

Current Inclusion (or Estimated Date) in State Documents

	Virginia STIP	VDOT SYIP	CLRP
Employer outreach services expansion			

Facility Improvements or Capital Projects

None.

5.5 TELEWORK

Description of Service Expansion and Implementation

RideFinders will continue to encourage and support employers to allow employees to work from home or from a telework center to reduce VMT, promote telework tax credit, and provide technical assistance. From FY16–FY18, activities are built into salaries because salaries are not paid based on programs.

RideFinders will continue outreach efforts to local businesses, directing them to DRPT’s Telework!VA program and website. Outreach activities will inform business leaders of the benefits associated with telework programs and provide them with the resources and knowledge needed to implement and run successful telework programs.

Reason and Need for Service Change

Employer Growth

As the population grows within the Golden Crescent, the number of employers will increase within the RideFinders service area. With an expanding labor force, RideFinders will need to engage these employers in supporting TDM services.

Tremendous Return on Investment

Teleworking is one of the lowest-cost TDM strategies an employer can implement. Coupled with the appreciable reductions in VMTs and emissions that result from even occasional teleworking, teleworking should be an element of every employer’s “TDM toolkit.” Additionally, teleworking is an ideal “episodic” TDM strategy to mitigate lost productivity and help ensure employee safety during inclement weather or power outages.

Service Change Costs

Fiscal Year	Secured and/or Programmed Funds	Specific Fund Conditions	When Funds Must Be Expended
FY16	n/a	Telework funding will be built into staff salaries.	
FY17	n/a		
FY18	n/a		

FY19			
FY20			
FY21			

Staffing and Resource Changes

Staffing / Contracted Staff Additions	Justification	Cost Estimates
Program manager	Increasing employer base in the region necessitates increased telework program promotion with area employers	

Changes from Prior Funding

For FY15, \$51,509 budgeted for the Telework!VA program expenses only. The grant expired December 31, 2014.

TDM Service Change Schedule

- FY16:
- FY17:
- FY18:
- FY19:
- FY20:
- FY21:

Operating Expenses and Revenue Projections

Total requested operating expenses for Telework promotion services is \$XX,XXX through FY21. No revenue is will be generated from Telework programs.

Current Inclusion (or Estimated Date) in State Documents

	Virginia STIP	VDOT SYIP	CLRP
Telework service updates			

Facility Improvements or Capital Projects

None.

5.6 MARKETING AND PROMOTION

5.6.1 CONDUCT RIDEFINDERS' COMMUNICATIONS AUDIT

Description of Service Expansion and Implementation

A formal audit of RideFinders' communication program—a RideFinders communications audit—will improve the impact of RideFinders' marketing and can serve as an example and inspiration for other TDM programs in Virginia.

End Product

- Assess RideFinders' current communications program and component materials across marketing communications program task areas.
- Measure the alignment of RideFinders' brand communications (what's being communicated) and customers' appreciation and familiarity with RideFinders' brand and service line (what's being heard).
- Formulate brand alignment recommendations (what should be communicated) to help guide RideFinders' future communications program design and implementation.

Work Elements

RFP process (requests, review, selection, notice to proceed):

- RideFinders will work with a consultant to conduct a formal communications audit process. The typical communications audit will focus on three main areas of work: identify what the organization should be communicating, understand what is being communicated, and measure what is being received. Understanding these three perspectives quickly leads to the appropriate fine-tuning and adjustment of a communications program.
- The first and last step of this process has actually been conducted as part of the FY13 Making an Impact work. Through surveys across all of RideFinders' major service areas, RideFinders understands what messages should be conveyed and what messages key audiences are taking away.
- This overall process will build on the research work with a focus on better aligning RideFinders' brand with the current and future services RideFinders delivers.

Agency participation includes RideFinders, DRPT, a communications audit consultant, and GRTC's procurement department.

Reason and Need for Service Change

One of the major findings of the research conducted as part of RideFinders' FY13 Making an Impact Program is directly related to marketing TDM services. RideFinders enjoys high brand name recognition in the Richmond region. However, many of RideFinders' services—ridematching, the ERH program, vanpooling, etc.—are not associated with the RideFinders' brand. It is RideFinders' understanding that other TDM agencies across Virginia operate under this same conundrum.

RideFinders believes it can improve the effectiveness and overall impact of its marketing efforts with a better alignment of its brand and TDM services. This realignment starts with a formal audit of RideFinders’ communications program.

Service Change Costs

Fiscal Year	Secured and/or Programmed Funds	Specific Fund Conditions	When Funds Must Be Expended
FY16	\$10,000	The budget required for a communications audit varies greatly based on the size of the communications program, number of audiences, and, most importantly, the research scope included in the process. For RideFinders’ planning purposes, \$7,500 is budgeted for 50 to 60 hours of consulting time.	
FY17	n/a		
FY18	n/a		
FY19	n/a		
FY20	n/a		
FY21	n/a		

Staffing and Resource Changes

Staffing / Contracted Staff Additions	Justification	Cost Estimates
Communications audit consultant	To conduct a formal communications audit process	\$7,500 is budgeted for 50 to 60 hours of consulting time.

Changes from Prior Funding

The communications audit is a one-time cost leading to the fine-tuning and adjustment of a communications program.

Cash Flow Needs and Anticipated Difficulties

Funds for hiring the audit consultant must be presented prior to any work beginning on communications improvements.

TDM Service Change Schedule (FY16–FY21)

- FY16: Conduct RideFinders’ communications audit via consultant

- FY17: Report findings based off of audit and suggested improvements
- FY18: Implement audit findings into marketing and promotion plan
- FY19: n/a
- FY20: n/a
- FY21: n/a

Operating Expenses and Revenue Projections

Total requested operating expenses for the communications audit are \$10,000 through FY21. No revenue will be generated from the audit.

Current Inclusion (or Estimated Date) in State Documents

	Virginia STIP	VDOT SYIP	CLRP
RideFinders’ Communications Audit			

Facility Improvements or Capital Projects

None.

5.6.2 CLEAN AIR CAMPAIGN UPDATE AND EXPANSION

Description of Service Expansion and Implementation

RideFinders forecasts the following updates to the Clean Air Campaign in FY16-18, with the following end products and elements:

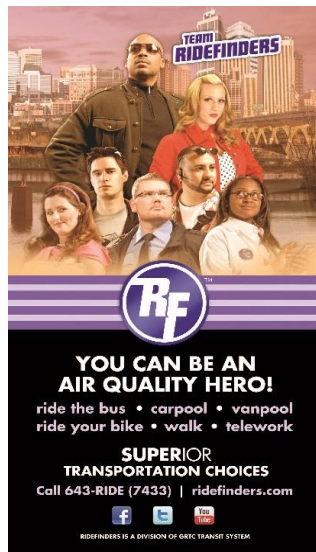
End Products

- Earned media plan.
- Collateral material updates and reprints.
- Website updates.
- Bus advertising development and placement.
- Television advertising placement.
- Newspaper advertising development and placement.
- Radio advertising development and placement.
- Special event advertising development and placement.
- Education and awareness-building communications plan and schedule.
- Exploration of additional venues (i.e., Comcast, NPR) for advertising and marketing potential.
- Team RideFinders heroes’ public appearances.
- Recognition activities for Clean Air partners, including newspaper ad placement, feature on RideFinders website, plaques or certificate, and recognition events.
- Soft launch.
- Press releases.

- Host eight mobile unit events in central Virginia.
- Host four mobile unit events in the tri-cities region.
- Participate in Earth Day events.
- Partnership opportunities as made available based on current market conditions.

Work Elements

- Reprinting brochure and poster:



- Conduct direct mail campaign to area businesses, churches, childcare centers, chambers of commerce directories.
- Placement of advertisements in printed and electronic telephone directories.
- Track the effectiveness of advertising campaigns through call volumes and internet hits.
- Monitor and adjust the implementation of regional education and awareness-building campaigns.
- Attend and participate in commuter promotional events and special events, as needed.
- Management and oversight of advertising contracts.
- Community-wide marketing and education campaigns.
- Employer materials promoting commuting choices and benefits.
- Educational materials relating to the costs and benefits of commuting choices.
- Promotional events or programs to try commuting choices.
- Providing customized information on voluntary commuting actions that can be taken by employers and the general public to reduce mobile source emissions, particularly on Air Quality Action Days, through the Clean Air Campaign.
- Voluntary participation in the Ozone Advance Action Plan development.
- Placement of advertisements including, but not limited to: website advertisements through banner ads, bus, radio, print, and television, as needed.
- Collaborate with GRTC marketing department to enhance social media components.
- Recruit additional communication distribution channels (businesses, chambers of commerce, community colleges, schools, daycares, etc.). Participate in transportation planning and land use opportunities.

- Continue engaging with RAMPO, MRAQC, and Tri- Cities/Crater PDC.
- Work with local school systems and parent-teacher associations for air quality education opportunities.

Reason and Need for Service Change

Population Growth

As discussed in Chapter 4.3, population growth will place over 10 million people in Virginia by 2030, with most of them located in the Golden Crescent within the I-95 and I-64 corridor. Therefore, in the future, most of the jurisdictions in the RideFinders market area will expand. Counties along the northern and eastern edges of the Golden Crescent will start to see economic connections and work commutes headed to Richmond’s activity centers, as well as emerging activity centers in nearby markets.

Millennial Demographic Growth

As discussed in Chapter 4.3, demographers predict Millennials will comprise about 40% of the nation’s workforce by 2020. This well-studied group is comprised of hyper-connected, social, much less car-centric, job-changing young professionals—all of which will lead to increased use of RideFinders’ services.

Service Change Costs

Fiscal Year	Secured and/or Programmed Funds	Specific Fund Conditions	When Funds Must Be Expended
FY16	\$75,000	Clean Air Campaign	
	\$10,500	Team RideFinders – utilizing heroes at community events, photo opportunities, and other outreach	
FY17	\$35,450	Clean Air Campaign	
	\$2,500	Team RideFinders – utilizing heroes at community events, photo opportunities, and other outreach	
FY18	\$45,000	Clean Air Campaign	
	\$10,000	Team RideFinders – utilizing heroes at community events, photo opportunities, and other outreach	
FY19	\$2,500	Team RideFinders – utilizing heroes at community events, photo opportunities, and other outreach	
FY20	\$10,000	Team RideFinders – utilizing heroes at community events, photo opportunities, and	

		other outreach	
FY21	\$2,500	Team RideFinders – utilizing heroes at community events, photo opportunities, and other outreach	

Staffing and Resource Changes

Staffing / Contracted Staff Additions	Justification	Cost Estimates
Brochure printers	New Clean Air Campaign materials needed	

Changes from Prior Funding

FY14 included \$395,060 in Clean Air Campaign media buys from radio and television stations, with \$70,000 budgeted for Clean Air Campaign programs.

TDM Service Change Schedule

- FY16:
- FY17:
- FY18:
- FY19:
- FY20:
- FY21:

Exploring yearlong promotion as a core program component (vs. April–September promotion).

Operating Expenses and Revenue Projections

Total requested operating expenses for the Clean Air Campaign is \$193,450 through FY21. No revenue is projected related to the Clean Air Campaign.

Current Inclusion (or Estimated Date) in State Documents

	Virginia STIP	VDOT SYIP	CLRP
Clean Air Campaign			

Facility Improvements or Capital Projects

None.

5.7 EMERGENCY RIDE HOME PROGRAM

Description of Service Expansion and Implementation

Continued growth in the number of registered customers using RideFinders' TDM services will necessitate increased funding of their ERH program services for those clients.

Reason and Need for Service Change

Population Growth

As discussed in Chapter 4.3, population growth predictions state that over 10 million people will live in Virginia by 2030, with most of them located in the Golden Crescent within the I-95 and I-64 corridor. Therefore, in the future, most of the jurisdictions in the RideFinders service area will expand. Counties along the northern and eastern edges of the Golden Crescent will start to see economic connections and work commutes headed to Richmond's activity centers, as well as emerging activity centers in nearby markets.

Millennial Demographic Growth

Also described in Chapter 4.3, demographers predict Millennials will comprise about 40% of the nation's workforce by 2020. This well-studied group is comprised of hyper-connected, social, much less car-centric, job-changing young professionals—all of which will lead to increased use of RideFinders' services.

Employer Growth

As the population grows within the Golden Crescent, the number of employers will also increase within the RideFinders service area. With an increased labor force, RideFinders will need to engage these employers in supporting TDM services.

Client Trends and Survey Findings

From FY14 to FY15, RideFinders' customer base increased by 9.3%. This upward trend in ridesharing typically prompts a corresponding increase in ERH program usage. RideFinders' ERH program is viewed as an important insurance policy and safety net by carpoolers, vanpoolers, and transit users who might not otherwise be comfortable engaging in a shared ride arrangement that leaves them "transit-dependent" during the workday. As described in Chapter 4.3, almost all respondents from a 2012 survey said RideFinders' ERH program is important (93%), and many said it provided peace of mind as a backup plan (68%). Clearly, this is a critical service that helps RideFinders earn and retain customers.

Service Change Costs

Fiscal Year	Secured and/or Programmed Funds	Specific Fund Conditions	When Funds Must Be Expended
FY16	\$27,250 (\$25,000 + \$2,250)	Supplemental service to encourage ridesharing. Anticipated growth of	

FY17	\$29,703 (\$27,250 + \$2,453)	ERH program use by approximately 9% annually.	
FY18	\$32,376 (\$29,703 + \$2,673)		
FY19	\$35,290 (\$32,376 + \$2,914)		
FY20	\$38,460 (\$35,290 + \$3,170)		
FY21	\$41,928 (\$38,460 + \$3,468)		

Staffing and Resource Changes

Staffing / Contracted Staff Additions	Justification	Cost Estimates
Client services coordinator	Increase in ERH usage requires additional support to maintain RideFinders ERH by coordinating the arrangements with service providers and reviewing usage, invoicing, and contract compliance.	

Changes from Prior Funding

FY15 included \$25,000 for ERH services, while FY14 budgeted \$45,000. From FY16–FY21, the proposed ERH program budget is increased by approximately 9% annually.

Cash Flow Needs and Anticipated Difficulties

None. Money is drawn down throughout the year by ERH program participants.

TDM Service Change Schedule (FY16–FY21)

- FY16:
- FY17: Explore integration of Richmond-area TNC providers (e.g., Uber) into ERH program
- FY18: ERH program evaluation comparing costs between TNC-operated, taxi-provided, and rental car use.
- FY19:
- FY20:
- FY21:

Operating Expenses and Revenue Projections

Total requested operating expenses for the ERH program is \$205,011 through FY21. No revenue is projected related to ERH program services.

Current Inclusion (or Estimated Date) in State Documents

	Virginia STIP	VDOT SYIP	CLRP
ERH expansion			

Facility Improvements or Capital Projects

None.

5.8 BIKESHARING

None.

5.9 CARSHARING

None.

5.10 COMMUTER STORE

Description of Service Expansion and Implementation

RideFinders plans to introduce an online Commuter Store to support increased sales of GRTC fare media.

Reason and Need for Service Change

As discussed in Chapter 4.3, demographic, cultural, and technological trends are converging to help make RideFinders' services more relevant and heavily used than ever before. In the last five years, RideFinders' Commuter Store sales have increased by approximately 45%, with an average of 7% per-year growth.

Coupled with the introduction of credit card sales capability and the launch of the Pulse service (GRTC's bus rapid transit system) in 2017, RideFinders anticipates further increasing sales through their Commuter Store.

Service Change Costs

Fiscal Year	Secured and/or Programmed Funds	Specific Fund Conditions	When Funds Must Be Expended

FY16	?	E-store design and implementation	
FY17			
FY18			
FY19			
FY20			
FY21			

Staffing and Resource Changes

Staffing / Contracted Staff Additions	Justification	Cost Estimates
Program manager	Update RideFinders website and social media components for online commuter store; collect and maintain online store sales numbers	
Customer relationship specialist (part-time)	Oversee sales and shipping of merchandise and transit media from online store	
Web design consultant	E-store design and implementation	

Changes from Prior Funding

	FY15
Transit media - GRTC	\$250,000
Transit media - VPSI	\$160,000
Postage inventory	\$3,200
E-ZPass sales	\$3,000
Total pass-through inventory sales	\$416,200

Total office operating expenses (rent, office supplies, phone, bank charges, etc.)	\$101,251
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TDM Service Change Schedule

- FY16:
- FY17:
- FY18:
- FY19:
- FY20:
- FY21:

Operating Expenses and Revenue Projections

Total requested revenue projections for the Commuter Store is \$3,236,388 through FY21.

Total requested operating expenses for the Commuter Store is \$690,155 through FY21.

	FY16	FY17	FY18	FY19	FY20	FY21
Transit media - GRTC	\$286,410	\$300,731	\$315,767	\$331,555	\$348,133	\$365,540
Transit media – vRide (formerly VPSI)	\$184,000	\$193,200	\$202,860	\$213,003	\$223,653	\$234,836
Postage inventory	\$2,750	\$2,750	\$2,750	\$2,750	\$2,750	\$2,750
E-ZPass sales	\$3,000	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
Total pass-through inventory sales	\$476,160	\$500,181	\$524,877	\$550,808	\$578,036	\$606,626

	FY16	FY17	FY18	FY19	FY20	FY21
Total office operating expenses (rent, office supplies, phone, bank charges, etc.)	\$91,018	\$99,453	\$108,735	\$118,880	\$129,971	\$142,098

Current Inclusion (or Estimated Date) in State Documents

	Virginia STIP	VDOT SYIP	CLRP
Online Commuter Store			

Facility Improvements or Capital Projects

Updates to the technology and maintenance of the RideFinders' website will be needed to implement an online Commuter Store.

5.11 SCHOOL POOL

Description of Service Expansion and Implementation

Conduct Outreach to Schools

Similar to employer outreach, a "Top 40" list of metro area school prospects will be established to guide School Pool outreach efforts. School Pool outreach will be conducted to leverage specific events in the school year, including school registration, commencement of classes, and International Walk to School Day.

Develop a School Pool Pilot Program

RideFinders will develop a pilot program to provide technical services to three local schools. The pilot program should include transportation surveys, ridematching, and site analysis, resulting in a transportation and marketing program that will eventually be turned over to the school to administer. Once the pilot program is found successful, RideFinders will develop a School Pool handbook and expand services to all schools.

Safe Routes to School

In 2005, federal legislation established a national Safe Routes to School program to improve safety on walking and bicycling routes to school and to encourage children and families to travel between home and school using these modes. The Safe Routes to School program should be integrated into any School Pool program. RideFinders will partner with the Virginia Safe Routes to School program coordinator and VDOT to implement program specifics in pilot schools.

GreenRide

New modules need to be added to the basic GreenRide system that RideFinders purchased. The School Pool module will allow parents, students, and faculty and staff to find rideshare partners through GreenRide.

Reason and Need for Service Change

Throughout the United States, driving children to school or allowing teenagers to drive themselves to school is as routine as the commute to work. The results are school sites that are severely congested during peak hours, overflowing parking lots, and communities that have become unfriendly to bicyclists and pedestrians.

As described in Chapter 2, RideFinders does not actively promote School Pool services in central Virginia today, but sees value in extending its reach into school travel ridesharing and alternative transportation in the future. In particular, private and independent schools without the availability of a publicly funded school bus system would be a sensible starting point.

Example Case School

Located in Richmond, Virginia, Collegiate School is a coed, independent college preparatory school for grades K–12. With 1,607 students and 190 faculty members in 2015, Collegiate School would be ideal for a School Pool program. RideFinders would incorporate the GreenRide system for ridesharing with the school administration to match students, faculty, and parents of students willing to carpool on school days. Walking and biking would be encouraged through a Safe Routes to School program. Not only would ridesharing and alternative transportation cut down on the number of parents driving their children to the school (in turn, limiting drop-off and pick-up congestion), it would decrease the number of student, faculty, and staff drivers, freeing up parking spaces and overall road traffic, particularly at a major intersection near the school notorious for traffic issues (North Mooreland Road and River Road).

Service Change Costs

Fiscal Year	Secured and/or Programmed Funds	Specific Fund Conditions	When Funds Must Be Expended
FY16			
FY17	\$XX,XXX	For School Pool GreenRide module (as discussed in Chapter 5.1)	
FY18			
FY19			
FY20			
FY21			

Staffing and Resource Changes

Staffing / Contracted Staff Additions	Justification	Cost Estimates
Account executives	To create, implement, and promote School Pool program	
Client services coordinator	Additional support staff needed for expansion of ridematching services	

Changes from Prior Funding

There has been no previous School Pool funding.

Cash Flow Needs and Anticipated Difficulties

Funds for School Pool outreach and purchase of the GreenRide module are needed prior to formation of the School Pool pilot program and implementation of Safe Routes to School.

TDM Service Change Schedule

- FY16: School outreach completed
- FY17: School Pool GreenRide module purchased
- FY18: Formation of School Pool pilot program and handbook
- FY19: Expansion of School Pool services to Richmond region
- FY20: Maintenance of School Pool services
- FY21: Maintenance of School Pool services

Operating Expenses and Revenue Projections

Total requested operating expenses for the School Pool program is \$XX,XXX through FY21. No revenue is projected related to School Pool services.

Policy, Planning, Funding, or Operating Issues That May Affect Operations

Carpooling and ridematching budgets are subject to change if DRPT implements and pays for a statewide ridematching system for all statewide TDM agencies not served by MWCOG's Commuter Connections system.

Current Inclusion (or Estimated Date) in State Documents

	Virginia STIP	VDOT SYIP	CLRP
School Pool program			

Facility Improvements or Capital Projects

None.

5.12 OTHER SERVICES

5.12.1 BIKE AND PEDESTRIAN PROMOTION ENHANCEMENT AND MAINTENANCE

Description of Service Expansion and Implementation

As part of RideFinders' mission, RideFinders' push to reduce SOV commuting involves biking as an alternative mode. To this end, RideFinders has an organized program calling on Richmond's business community to embrace and support employer-based commute option programs. RideFinders has always included biking as an option in its portfolio of travel alternatives but will now increase its marketing of

this option. Specifically, RideFinders will recruit businesses and large governmental agencies to promote “bike to work” and put in place programs to support this practice. For the most part, RideFinders will call on the senior-most corporate human resource officials at Richmond companies.

In FY16 and FY17, RideFinders will continue to develop bike partnerships with local cycling organizations to encourage increased bicycle usage and safety while also distributing the “How to Ride” brochure for multimodal trips using the GRTC buses.

End Products

End products from the promotion include an enhanced biking program. RideFinders will participate in various groups and organizations to support and assist in the development of local and regional bicycle and pedestrian programs and services.

Work Elements

- Serve on Bike Advisory Committee for the Crater Planning Commission.
- Partner with Ride Richmond on biking activities such as a mentoring program and safety spoke cards.
- Partner with the city of Richmond on Bike to Work Day activities.
- Create materials for Bike to Month activities, which may include flyers, brochures, t-shirts, custom banners, print ads, internet ads, email blasts, social media announcements, public service announcements, and other materials.
- Facilitate and host bike safety clinics.

Reason and Need for Service Change

Public Interest and Safety

The Alliance for Biking and Walking’s “Bicycling and Walking in the United States: 2012 Benchmarking Report” shows that increasing bicycling and walking are goals that are clearly in the public interest. Where bicycling and walking levels are higher, obesity, high blood pressure, and diabetes levels are lower. Higher levels of bicycling and walking also coincide with increased bicycle and pedestrian safety and higher levels of physical activity. Increasing bicycling and walking can help solve many serious problems facing our nation. As the report indicates, many states and cities are making progress toward promoting safe access for bicyclists and pedestrians, but much more remains to be done.

According to the report, the U.S. overall has great disparities between bicycling and walking mode share, safety, and funding. Although only 12% of trips are by bicycle or foot, bicyclists and pedestrians make up 14% of traffic fatalities and receive just 1.6% of federal transportation dollars.

Economic Impact

As economic recession has impacted communities across the nation, active transportation has emerged as a promising sector for growth and revitalization. Bicycling and walking projects create eleven to fourteen jobs per \$1 million spent, compared to just seven jobs created per \$1 million spent on highway projects. A series of case studies in 2010 examining the construction of U.S. bicycle and pedestrian facilities found that such projects created between 218 and 1,050 new construction jobs. After an initial economic boost from construction, pedestrian and bicycle infrastructure has a lasting impact on local economies. A 2009 study in Minnesota found that bicyclists on state trails spend \$2.4 billion annually,

supporting nearly 31,000 full- and part-time jobs. A survey of San Francisco business owners on Valencia Street found that two-thirds of merchants thought the street's bike lanes had an overall positive impact on their business or sales.

Encouraging Lifelong Habits for Non-Drivers

More than one-third of the U.S. population is under age 16 (typically cannot legally drive) or over age 65. Streets that do not adequately accommodate bicyclists and pedestrians create barriers for people who do not drive. The Alliance for Biking and Walking encourages states and jurisdictions to pursue local policies to begin to transform their local transportation culture and guarantee access for all road users.

By encouraging youth non-drivers to use alternative transportation such as biking and walking, lifelong patterns of non-SOV use can be solidified, increasing the number of TDM clients in Richmond's future.

Service Change Costs

Fiscal Year	Secured and/or Programmed Funds	Specific Fund Conditions	When Funds Must Be Expended
FY16	\$6,000	Develop bike partnerships; encourage increased bicycle usage and safety; How to Ride brochure for multimodal trips using the GRTC buses.	
FY17	\$6,200	Develop bike partnerships; encourage increased bicycle usage and safety; How to Ride brochure for multimodal trips using the GRTC buses.	
FY18	\$1,250	Maintenance of developed programs	
FY19	\$1,250	Maintenance of developed programs	
FY20	\$1,250	Maintenance of developed programs	
FY21	\$1,250	Maintenance of developed programs	

Staffing and Resource Changes

Staffing / Contracted Staff	Justification	Cost Estimates
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Additions		
Client services coordinator	Additional support staff needed for expansion of bike and pedestrian services	
Account executives	Additional development of partnerships with the growing business community	
Brochure printers	How to Ride brochure for multimodal trips	

Changes from Prior Funding

FY15 allocations for total bike and pedestrian services was \$15,000.

TDM Service Change Schedule

- FY16: Develop bike partnerships with local cycling organizations
- FY17: Distribute the “How to Ride” brochure for multimodal trips
- FY18:
- FY19:
- FY20:
- FY21:

Operating Expenses and Revenue Projections

Total requested operating expenses for the bike and pedestrian promotion is \$17,200 through FY21. No revenue is projected related to bike and pedestrian promotion services.

Current Inclusion (or Estimated Date) in State Documents

	Virginia STIP	VDOT SYIP	CLRP
Bike and pedestrian promotion enhancement			

Facility Improvements or Capital Projects

None.

5.12.2 BICYCLE COMMUTER TAX PROVISION PROMOTION

Description of Service Expansion and Implementation

RideFinders will promote the bicycle commuter tax provision to employers, employees, and various groups and organizations that support and assist bicycle and pedestrian programs and services.

Work Elements

- Participation on the mayor’s Pedestrian, Bicycle, and Trails Commission.
- Communicate benefits via ETC network, social media, and various communications platforms.
- Customize sales materials to include bicycling commuter tax provision.
- Work with localities and individual employer sites on bike rack installation and signage projects

Reason and Need for Service Change

On January 1, 2009, the qualified bicycle commuting reimbursement was added to the list of qualified transportation fringe benefits covered in section 132 (f) of the Internal Revenue Service Code.

The Bicycle Commuter Act was in front of Congress for seven years, and finally passed as an inclusion to the larger Renewable Energy Tax Credit legislation in 2008. The original intent of the provision was to provide a simple, equitable solution to put cyclists on the same footing as people who receive qualified transportation benefits for taking transit or driving (or parking) their cars to and from work. It was intended that the bike commuting benefit would be treated the same as the other qualified transportation benefits.

The total anticipated cost of the provision, estimated by the Joint Committee on Taxation, is a very modest \$1 million per year, as compared to the \$4.5 billion annual cost of parking and transit benefits.

The intent of this provision is to help defray some of those fixed costs, which include: the purchase of a decent commuter bicycle, bike lock, and helmet; bike parking facilities; shower facilities; and general maintenance. The real costs associated with bike commuting are much less than commuting by car, but those bike commuters should be able to have help with those costs. Employers might not think this is a huge benefit to them, but giving people a little financial incentive is another step in the right direction to build morale.

A qualified bicycle commuting month is any month in which an employee: 1) regularly uses a bicycle for a substantial portion of the travel between their residence and place of employment, and 2) does not receive any other qualified transportation benefit for such as transit and parking.

If a company elects to offer this benefit, the employee can receive up to \$20 a month for each month they commute primarily by bike, so long as they don't accept any of the other transit benefits.

Service Change Costs

Fiscal Year	Secured and/or Programmed Funds	Specific Fund Conditions	When Funds Must Be Expended
FY16	\$4,500		
FY17	\$1,300		

FY18	\$1,250		
FY19			
FY20			
FY21			

Staffing and Resource Changes

Staffing / Contracted Staff Additions	Justification	Cost Estimates
Account executives	Additional development of partnerships with the growing business community	

TDM Service Change Schedule

- FY16: Participation on the mayor's Pedestrian, Bicycle, and Trails Commission
- FY17: Work with localities and individual employer sites on bike rack installation and signage projects
- FY18:
- FY19:
- FY20:
- FY21:

Operating Expenses and Revenue Projections

Total requested operating expenses for the bicycle commuter tax provision promotion is \$XX,XXX through FY21. No revenue is projected related to bicycle commuter tax provision promotion services.

Current Inclusion (or Estimated Date) in State Documents

	Virginia STIP	VDOT SYIP	CLRP
Bicycle commuter tax provision promotion			

Facility Improvements or Capital Projects

None.

5.12.3 RVA YOUNG PROFESSIONALS TDM AMBASSADORS INITIATIVE

Description of Service Expansion and Implementation

RideFinders will utilize a three-pronged approach focused on Richmond commuters, employers, and schools by providing education, programs, services, and incentives that make the connection between actions and a healthier environment. Brochures, posters, and collateral materials will be revised to be distributed through multiple channels and activity centers. Recognition and training programs for participants will be needed to include a cross-generational, diverse population.

End Products

- Build a ridesharing culture among Richmond young professionals who use and demand a more balanced transportation system.
- Enlist more young professionals in support of RideFinders' cause and engage them as promoters of RideFinders' services and programs.
- Increase Richmond young professionals' use of RideFinders' services and alternatives to SOV travel.

Work Elements

- Hire a consultant to mine and package key YRVA Study research findings related to young professionals and transportation alternatives as part of placemaking in general and TDM transportation options in particular. Create an engaging PowerPoint presentation that can be shared with Richmond's young professionals.
- Create a sponsorship partnership program with STIR to recruit and engage 100 young professional TDM ambassadors that have a list of pro-TDM activities and non-SOV behavior changes they must advance and practice. Set a goal of 100 ambassadors in which STIR receives \$100 for each young professional (up to 100) who signs up and demonstrates the pro-TDM ambassador activities and non-SOV behavioral changes desired by RideFinders.
- As part of this program, require a set number of presentations to RideFinders' key stakeholder groups that the young professionals and STIR must present over a certain period.
- Utilize earned media to promote the success and impact of this program.

Reason and Need for Service Change

Given the certainty of demographics, the next economic development battle over "hub status" will be fought over people—attracting and retaining the best and brightest young professionals. Due to the dramatic increase in life expectancy and decline of birth rates, America's population is shifting. For the first time in history, there will be more people over the age of 65 than under the age of 15. Looking ahead to 2030, demographers see a dramatic change as the 55+ age segment increases significantly while the 18- to 54-year-old segment, America's traditional workforce, remains relatively the same size. One major consequence is that Baby Boomers are expected to remain in the workforce longer to fill needed jobs. Another expected consequence is the coming battle among cities for young professionals.

Even with the recovering job market today, cities across America are now starting to see the increasing long-term value of becoming a hub for talented young professionals. Stories in *USA Today* and on NPR are pointing to cities like Austin and Boston as emerging hubs for young professionals. As the

demographic age shift plays out over the next 20 years, overt economic development campaigns will likely ramp up to lure these highly educated and desirable younger workers.

Based on lessons learned from “urban hub dynamics,” the long-term economic prosperity of metropolitan areas will be based, in part, on how quickly a region can become recognized as one of these preferred places for young professionals to live and work today. Why so fast? Because there will be just a few spots on the final list. After all, how many national airports hubs are there? How many high-tech centers? So, attracting and retaining young professionals is a key imperative for any city that wants to remain vital in the twenty-first century. The first step is understanding how a location currently appeals to this segment and how they stack up against other locations. This leads to the right formula in placemaking—creating a great environment—in general, and the role of non-SOV transportation options in particular.

Richmond took a first step in addressing these issues with the YRVA Study. The study findings were widely reported in the media. Links to some of these media stories include:

- [Public square focuses on attracting Millennials](#)
- [Richmond needs to market itself to Millennials](#)
- [These workers want more than just craft beer](#)
- [Millennials push to a better place](#)
- [A next generation progress report](#)
- [To some, food drives life of a city](#)

What wasn’t widely reported in this study was the role of transportation in general, and interest in alternatives to SOV commuting. Richmond’s young professionals are a natural and untapped force of support for RideFinders’ cause; they just need to be recruited and inspired. This initiative—the RVA Young Professionals TDM Ambassadors Initiative—does just that! It taps into and supports the work of the STIR (www.projectstir.org).

Service Change Costs

Fiscal Year	Secured and/or Programmed Funds	Specific Fund Conditions	When Funds Must Be Expended
FY16	\$5,000	30+ hours of consultant time to design the program, mine the YRVA Study data, and make appropriate presentations.	
FY17	\$10,000	STIR sponsorship based on participation level achieved	
FY18			
FY19			

FY20			
FY21			

Staffing and Resource Changes

Staffing / Contracted Staff Additions	Justification	Cost Estimates
Account executives	Additional development of partnerships with the growing business community	
Consultant	Mine YRVA Study and design RVA Young Professionals TDM program	
Brochure printers	Brochures, posters, and collateral materials	

Changes from Prior Funding

There was no prior funding for RVA Young Professionals TDM Ambassadors Initiative.

Cash Flow Needs and Anticipated Difficulties

RideFinders applied for T203 funds as a CMAQ Candidate Project Application.

TDM Service Change Schedule

- FY16: Hire a consultant for YRVA Study research, create PowerPoint presentation that can be shared with Richmond's young professionals
- FY17: Create a sponsorship partnership program with STIR
- FY18: Presentations to RideFinders' key stakeholder groups
- FY19:
- FY20:
- FY21:

Operating Expenses and Revenue Projections

Total requested operating expenses for the RVA Young Professionals TDM Ambassadors Initiative is \$15,000 through FY21. No revenue is projected related to RVA Young Professionals TDM Ambassadors Initiative services.

Policy, Planning, Funding, or Operating Issues That May Affect Operations

Project placed on hold. Not considered as core program. For consideration as a new candidate project for FY17.

Current Inclusion (or Estimated Date) in State Documents

	Virginia STIP	VDOT SYIP	CLRP
RVA Young Professionals TDM Ambassadors Initiative			

Facility Improvements or Capital Projects

None.

Chapter 6. Financial Plan

6.1 OPERATING AND CAPITAL BUDGET FORECASTS

6.2 OPERATING AND CAPITAL BUDGETS

See attached RIDEFINDERS FY2016 - 2021 PROPOSED FINANCIAL PLAN

6.3 STAFF SIZE AND RESOURCES

Also see attached RIDEFINDERS FY2016 – 2021 PROPOSED FINANCIAL PLAN – Staffing Plan Tab

RIDEFINDERS FY2016 - 2021 PROPOSED STAFFING PLAN			
	Full Time Equivalents (FTEs):	Total Salaries & Benefits:	Notes Regarding New Staff:
FY 2016	6 FTE	\$ 433,062	Front desk position transitions from part time (\$18,000) to full-time (\$36,000) with benefits (27%).
FY 2017	6 FTE	\$ 446,054	Assumes a 3% annual increase in salaries and benefits from 2020.
FY 2018	7.5 FTE	\$ 541,585	New, full-time Account Executive with bilingual language skills to manage Hispanic marketing and school pool program starting at \$45,000/year. Half-time contract employee, "Corporate & Community Liaison", to expand and manage incentives and rewards program (\$25/hour x 20 hours/week x 50 weeks/year = \$25,000/year).
FY 2019	7.5 FTE	\$ 557,833	Assumes a 3% annual increase in salaries and benefits from 2020.
FY 2020	8 FTE	\$ 606,718	Corporate & Community Liaison becomes a full-time position (\$45,000/year + 27% in benefits).

FY 2021	8 FTE	\$ 624,920	Assumes a 3% annual increase in salaries and benefits from 2020.
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6.4 BUDGET CHANGES BY FISCAL YEAR

RideFinders FY2016 – 2021 “Baseline” Financial Plan:

In this narrative, a “baseline” RideFinders program is depicted in which revenue, and most expenses, are set at current (FY 2016) levels. Only expenses such as rent, which has a three percent annual escalator built into the current lease arrangements, increase over time. Federal, state and local funding are assumed to remain at current levels for through FY 2021.

1. CMAQ Request (Employer-based) - (Cell A6): In RideFinders FY 2017 draft budget, to increase targeted outreach to the Hispanic community using Spanish language program literature and promotional materials.
2. CMAQ Request (Non-traditional outreach) – (Cell A7): In RideFinders FY 2017 draft budget to increase targeted marketing to Millennials and Boomers throughout the region including to property owners and/or management companies of area lofts, apartments and mixed-use properties.
3. RSTP Request (Web-based Ridematching System) - (Cell A8): In RideFinders FY 2017 draft budget. Subsequent years no longer request \$1,500/year for licensing fee renewal and annual maintenance.
4. State TDM Intern Program (FY 2016 Only) – (Cell A10): Discontinued after FY 2016.
5. State TDM Special Project – Program Evaluation – (Cell A11): In RideFinders FY 2017 draft budget. Assumes no funding for program evaluation in subsequent years.
6. Local Jurisdictional Funding - County of Chesterfield - (Cell A14): Assumes RideFinders is **not** able to secure “level funding” from Chesterfield County beginning in FY 2017 (equivalent to the funding support received from Henrico County and the City of Richmond). Funding stays at \$5,700/year through FY 2021.
7. Other Local Jurisdictional Funding – City/County of ____ (TBD) – (Cell A15): Assumes RideFinders is **not** able to secure additional local funding from other jurisdictions within their service area.
8. CMAQ - T203 FY16/17/18/19/20/21 - (Cell A16): Assumes current annual increases in RideFinders CMAQ funding allocations of .0072 (approximately one percent) which is tied to the Consumer Price Index (CPI) despite growth in the customer and prospect bases as RideFinders serves a growing population in the region.
9. Taxicab Program Contributions (\$9,000 each from Henrico and Chesterfield) – (Cell A19): RideFinders is no longer the program administrator as of 12/30/2016.

10. Transit Media Sales-GRTC - (Cell A21): Based on actual FY 2015 totals. Assumes no growth in future years.
11. Transit Media Sales-vRide (formerly VPSI) – (Cell A22): Based on actual FY 2015 totals. Assumes no growth in future years.
12. Total Salaries & Benefits – (Cell A29): - Assumes no growth in staffing (6FTEs) and three percent increases annually.
13. Total Professional Services – (Cell A31): Budgeted FY 2015 expenses for professional consulting services (\$4,000), legal (\$10,000), and audit fees (\$12,360), plus actual FY 2015 total for insurance (\$12,552). A two percent annual escalation factor is assumed beginning in FY 2017.
14. Total Office Operating (rent, office supplies, phone, bank charges, etc.) – (Cell A38): Based on actual FY 2015 total for rent (\$61,068) with a three percent annual escalation factor (in RideFinders lease) plus budgeted FY 2015 expenses for membership dues, postage, catering, bank charges (\$137/month), office supplies and software. RideFinders’ current lease runs through October 2018 and this proposed financial plan assumes RideFinders will renew the lease at the rate of \$19/square foot going forward with the current three percent annual escalation factor.
15. Bike and Pedestrian – (Cell A40): In RideFinders FY 2016 projected budget for \$10,500 and the FY 2017 projected budget for \$7,500. Assumes a flat \$2,500 annually for baseline efforts going forward.
16. Clean Air Campaign with VDEQ – (Cell A41): In RideFinders FY 2016 projected budget for \$75,000, but reduced by \$8,726 to \$66,274 in FY 2016 to offset hiring staffing costs. In the FY 2017 projected budget for \$34,450. Assumes FY 2017 funding levels of \$35,450/ year going forward.
17. Employer-Based Strategies – (Cell A42): In RideFinders FY 2016 projected budget for \$20,650 and the FY 2017 projected budget for \$16,450. Assumes FY 2017 funding levels of \$16,450/ year going forward. These include promotional “transportation fairs” held at the employer’s facility as well as preparing and presenting “density plot maps” to identify potential carpooling and vanpooling opportunities for employees living in close proximity to one another.
18. Vanpooling (VanStart/VanSave programs) – (Cell A43): While a steady increase in the number of vanpool clients served by RideFinders will necessitate increases in funding for vanpool formation support such as VanStart and VanSave subsidies, this “baseline” financial plan includes RideFinders FY 2016 projected budget for \$56,550 and assumes this amount annually going forward.
19. Emergency Ride Home Program – (Cell A45): While a steady increase in the number of registered carpoolers, vanpoolers and transit users registered in RideFinders’ ridematching system will necessitate increases in funding for the ERH program, this “baseline” financial plan includes RideFinders FY 2016 projected budget for \$25,000 and assumes this amount annually going forward.
20. Team RideFinders – (Cell A47): Appearances and promotional materials such as branded water bottles and marketing materials to raise program awareness and build brand equity. In

RideFinders FY 2016 projected budget for \$10,500 and the FY 2017 projected budget for \$2,500. Assumes FY 2017 funding levels of \$2,500 year going forward.

21. Monitoring and Performance Evaluation Special Project – (Cell A51): In RideFinders FY 2017 projected budget for \$20,000. Assumes \$20,000 for community impact/performance measurement an industry recommended every three years.
22. Professional Development – (Cell A52): In RideFinders FY 2016 and FY 2017 projected budgets for \$12,500. Assumes FY 2017 funding levels going forward.
23. Travel, Parking, Tolls – (Cell A53): In RideFinders FY 2016 and FY 2017 projected budgets for \$20,200. Assumes FY 2017 funding levels going forward.
24. Taxicab Program – (Cell A54): RideFinders is no longer the program administrator as of 12/30/2016.

RideFinders FY2016 – 2021 Proposed Financial Plan:

In this draft budget a five percent annual escalation factor beginning in FY 2018 is assumed and projected revenue shortfalls (variance) are shown at the bottom of the spreadsheet.

1. CMAQ Request (Employer-based) - (Cell A6): Increasing, targeted outreach to the Hispanic community by new, bi-lingual Account Executive using Spanish language program literature and promotional materials. A five percent annual escalation factor is assumed beginning in FY 2019.
2. CMAQ Request (Non-traditional outreach) – (Cell A7): Increased, targeted marketing to Millennials and Boomers throughout the region including to property owners and/or management companies of area lofts, apartments and mixed-use properties. A two percent annual escalation factor is assumed beginning in FY 2019.
3. RSTP Request (Web-based Ridematching System) - (Cell A8): \$1,500/year licensing fee renewal and annual maintenance. A five percent annual escalation factor is assumed beginning in FY 2020.
4. State TDM Intern Program (FY 2016 Only) – (Cell A10): Discontinued after FY 2016.
5. Local Jurisdictional Funding - County of Chesterfield - (Cell A14): Assumes RideFinders is able to secure “level funding” from Chesterfield County beginning in FY 2017 (equivalent to the funding support received from Henrico County and the City of Richmond).
6. CMAQ - T203 FY16/17/18/19/20/21 - (Cell A16): **Assumes a five percent annual escalation** factor beginning in FY 2018 to account for growth in the customer and prospect bases as RideFinders serves a growing population in the region.
7. Taxicab Program Contributions (\$9,000 each from Henrico and Chesterfield) – (Cell A19): RideFinders is no longer the program administrator as of 12/30/2016.
8. Transit Media Sales-GRTC - (Cell A21): Based on actual FY 2015 total with a five percent annual escalation factor beginning in FY 2017.
9. Transit Media Sales-vRide (formerly VPSI) – (Cell A22): Based on actual FY 2015 total with a five percent annual escalation factor beginning in FY 2017.
10. Total Professional Services – (Cell A31): Budgeted FY 2015 expenses for professional consulting services (\$4,000), legal (\$10,000), and audit fees (\$12,360), plus actual FY 2015 total for insurance (\$12,552). A two percent annual escalation factor is assumed beginning in FY 2017.

11. Total Office Operating (rent, office supplies, phone, bank charges, etc.) – (Cell A38): Based on actual FY 2015 total for rent (\$61,068) plus budgeted FY 2015 expenses for membership dues, postage, catering, bank charges (\$137/month), office supplies and software. A two percent annual escalation factor is assumed beginning in FY 2017. RideFinders' current lease runs through October 2018 and this proposed financial plan assumes RideFinders will renew the lease at the rate of \$19/square foot going forward.
12. Bike and Pedestrian – (Cell A40): Assumes a five percent annual escalation factor beginning in FY 2019.
13. Clean Air Campaign with VDEQ – (Cell A41): Assumes a ten percent annual escalation factor beginning in FY 2019 to accommodate modest expansion of the campaign.
14. Employer-Based Strategies – (Cell A42): These include promotional "transportation fairs" held at the employer's facility as well as preparing and presenting "density plot maps" to identify potential carpooling and vanpooling opportunities for employees living in close proximity to one another. With the addition of a new, full-time Account Executive in FY 2018 (managing Hispanic marketing and the school pool program), additional employer-focused services will be provided. Coupled with efforts targeting employers at emerging activity centers throughout the region, RideFinders anticipates spending \$20,000 for employer-based strategies in FY 2019 and assumes a ten percent annual escalation factor beginning in FY 2020.
15. Vanpooling (VanStart/VanSave programs) – (Cell A43): A steady increase in the number of vanpool clients served by RideFinders will necessitate increases in funding for vanpool formation support such as VanStart and VanSave subsidies. As of June 2015, RideFinders supports 149 active vanpool groups, with most of these vanpools destined for worksites in the Richmond area. During the last twelve years, an average of nearly 10 new vanpool groups per year have been organized and placed into service. Anticipated growth of vanpools by five to seven percent annually through FY 2021 requires a corresponding increase in the funding for the VanStart/VanSave programs.
16. Emergency Ride Home Program – (Cell A45): A steady increase in the number of registered carpoolers, vanpoolers and transit users registered in RideFinders' ridematching system will necessitate increases in funding for the ERH program. Anticipated nine percent annual growth of the number of registrants in RideFinders' ridematching system through FY 2021 requires a corresponding increase in the funding for the VanStart/VanSave programs.
17. Team RideFinders – (Cell A47): Appearances and promotional materials such as branded water bottles and marketing materials to raise program awareness and build brand equity.
18. Monitoring and Performance Evaluation Special Project – For FY 2018, RideFinders anticipates undertaking an expanded program performance evaluation similar to the "Making An Impact" study conducted in 2012. RideFinders would use CMAQ funding for this work.
19. Professional Development – (Cell A52): Assumes an increase to \$15,000 in FY 2018 for training and professional development (e.g. attending the ACT Conference and/or ACT Leadership Academy) for the new Account Executive and/or Corporate & Commuter Liaison. A three percent annual escalation factor is assumed beginning in FY 2020.
20. Travel, Parking, Tolls – (Cell A53): For FY 2018, RideFinders staff size increases by 1.5 FTEs. Both the new, full-time Account Executive with bilingual language skills who will manage Hispanic marketing and school pool program, and the half-time Corporate & Community Liaison, who will expand and manage the incentives and rewards program, will travel extensively doing outreach.

Therefore, travel, parking and tolls are projected to increase by 25 percent in FY 2018. A three percent escalation factor is assumed for FY 2019. In FY 2020, projected travel, parking and toll expenses increase by seven percent as the half-time Corporate & Community Liaison moves to full-time. Finally, in FY 2021, a three percent escalation factor is again assumed for eight FTEs.

21. Taxicab Program – (Cell A54): RideFinders is no longer the program administrator as of 12/30/2016.

RideFinders FY2016 – 2021 “Balanced” Financial Plan with varying levels of CMAQ funding to balance revenue with expenses each year:

1. CMAQ Request (Employer-based) - (Cell A6): Increasing, targeted outreach to the Hispanic community by new, bi-lingual Account Executive using Spanish language program literature and promotional materials. A five percent annual escalation factor is assumed beginning in FY 2019.
2. CMAQ Request (Non-traditional outreach) – (Cell A7): Increased, targeted marketing to Millennials and Boomers throughout the region including to property owners and/or management companies of area lofts, apartments and mixed-use properties. A two percent annual escalation factor is assumed beginning in FY 2019.
3. RSTP Request (Web-based Ridematching System) - (Cell A8): \$1,500/year licensing fee renewal and annual maintenance. A five percent annual escalation factor is assumed beginning in FY 2020.
4. State TDM Intern Program (FY 2016 Only) – (Cell A10): Discontinued after FY 2016.
5. Local Jurisdictional Funding - County of Chesterfield - (Cell A14): Assumes RideFinders is able to secure “level funding” from Chesterfield County beginning in FY 2017 (equivalent to the funding support received from Henrico County and the City of Richmond).
6. CMAQ - T203 FY16/17/18/19/20/21 - (Cell A16): Based upon the \$503,600 in RideFinders FY 2016 projected budget. Beginning in FY 2017, this financial plan assumes varying levels of CMAQ funding each year to account for growth in the customer and prospect bases as RideFinders serves a growing population in the region and balance revenue with anticipated expenses. On average, RideFinders will seek \$784,945 in annual CMAQ funding over the next six years. Year-to-year changes in CMAQ funding:

FY 2017: \$559,879 (+11.2%)

FY 2018: \$919,011 (+64.1%) *

FY 2019: \$786,251 (-14.4%)

FY 2020: \$857,838 (+9.1%)

FY 2021: \$1,083,092 (+26.3%) *

* = Years in which RideFinders anticipates contracting to conduct monitoring and performance evaluation projects to quantify their program’s community impact.

7. Taxicab Program Contributions (\$9,000 each from Henrico and Chesterfield) – (Cell A19): RideFinders is no longer the program administrator as of 12/30/2016.
8. Transit Media Sales-GRTC - (Cell A21): Based on actual FY 2015 total with a five percent annual escalation factor beginning in FY 2017.
9. Transit Media Sales-vRide (formerly VPSI) – (Cell A22): Based on actual FY 2015 total with a five percent annual escalation factor beginning in FY 2017.
10. Total Professional Services – (Cell A31): Budgeted FY 2015 expenses for professional consulting services (\$4,000), legal (\$10,000), and audit fees (\$12,360), plus actual FY 2015 total for insurance (\$12,552). A two percent annual escalation factor is assumed beginning in FY 2017.
11. Total Office Operating (rent, office supplies, phone, bank charges, etc.) – (Cell A38): Based on actual FY 2015 total for rent (\$61,068) plus budgeted FY 2015 expenses for membership dues, postage, catering, bank charges (\$137/month), office supplies and software. A two percent annual escalation factor is assumed beginning in FY 2017. RideFinders' current lease runs through October 2018 and this proposed financial plan assumes RideFinders will renew the lease at the rate of \$19/square foot going forward.
12. Bike and Pedestrian – (Cell A40): Assumes a five percent annual escalation factor beginning in FY 2019.
13. Clean Air Campaign with VDEQ – (Cell A41): Assumes a ten percent annual escalation factor beginning in FY 2019 to accommodate modest expansion of the campaign.
14. Employer-Based Strategies – (Cell A42): These include promotional “transportation fairs” held at the employer’s facility as well as preparing and presenting “density plot maps” to identify potential carpooling and vanpooling opportunities for employees living in close proximity to one another. With the addition of a new, full-time Account Executive in FY 2018 (managing Hispanic marketing and the school pool program), additional employer-focused services will be provided. Coupled with efforts targeting employers at emerging activity centers throughout the region, RideFinders anticipates spending \$20,000 for employer-based strategies in FY 2019 and assumes a ten percent annual escalation factor beginning in FY 2020.
15. Vanpooling (VanStart/VanSave programs) – (Cell A43): A steady increase in the number of vanpool clients served by RideFinders will necessitate increases in funding for vanpool formation support such as VanStart and VanSave subsidies. As of June 2015, RideFinders supports 149 active vanpool groups, with most of these vanpools destined for worksites in the Richmond area. During the last twelve years, an average of nearly 10 new vanpool groups per year have been organized and placed into service. Anticipated growth of vanpools by five to seven percent annually through FY 2021 requires a corresponding increase in the funding for the VanStart/VanSave programs.
16. Emergency Ride Home Program – (Cell A45): A steady increase in the number of registered carpoolers, vanpoolers and transit users registered in RideFinders' ridematching system will necessitate increases in funding for the ERH program. Anticipated nine percent annual growth of

the number of registrants in RideFinders’ ridematching system through FY 2021 requires a corresponding increase in the funding for the VanStart/VanSave programs.

17. Team RideFinders – (Cell A47): Appearances and promotional materials such as branded water bottles and marketing materials to raise program awareness and build brand equity.
18. Monitoring and Performance Evaluation Special Project – Every three years (in FY 2018 and FY 2021), RideFinders anticipates undertaking an expanded program performance evaluation similar to the “Making An Impact” study conducted in 2012. RideFinders will use CMAQ funding for these program evaluation studies.
19. Professional Development – (Cell A52): Assumes an increase to \$15,000 in FY 2018 for training and professional development (e.g. attending the ACT Conference and/or ACT Leadership Academy) for the new Account Executive and/or Corporate & Commuter Liaison. A three percent annual escalation factor is assumed beginning in FY 2020.
20. Travel, Parking, Tolls – (Cell A53): For FY 2018, RideFinders staff size increases by 1.5 FTEs. Both the new, full-time Account Executive with bilingual language skills who will manage Hispanic marketing and school pool program, and the half-time Corporate & Community Liaison, who will expand and manage the incentives and rewards program, will travel extensively doing outreach. Therefore, travel, parking and tolls are projected to increase by 25 percent in FY 2018. A three percent escalation factor is assumed for FY 2019. In FY 2020, projected travel, parking and toll expenses increase by seven percent as the half-time Corporate & Community Liaison moves to full-time. Finally, in FY 2021, a three percent escalation factor is again assumed for eight FTEs.
21. Taxicab Program – (Cell A54): RideFinders is no longer the program administrator as of 12/30/2016.

6.5 REQUIRED REVENUE INCREASES

Steps and Timelines

?

Policies and Actions

?

6.6 FUNDING SOURCES AND AMOUNTS

Funding Source	Amount

6.7 SERVICE PROGRAM EXANSION OR REDUCTION

Program Expansion

?

Program Reduction

?

Introduction of New Services

?

Chapter 7. TDM Program Monitoring and Evaluation

7.1 OVERVIEW OF PAST EVALUATION

Program evaluation is a function that is often short-changed by TDM agencies, due to insufficient funding to conduct the research and data collection required for comprehensive evaluations. RideFinders' efforts to assess the performance of its services and understand customers' needs, however, have been above average relative to many of the Commonwealth's other TDM agencies.

RideFinders tracks monthly participation in several of its services and solicits regular feedback from ridematch and ERH participants through monthly surveys designed to assess the extent to which these services have influenced or assisted participants to start or increase their use of non-SOV modes. RideFinders has also conducted numerous periodic studies of service initiatives, including:

- 2008 Placement Study
- 2009 Business Leaders Study
- 2010 Downtown Workforce Study

In most cases, these marketing research studies have explored the transportation needs of residents and businesses; assessed the impact of RideFinders' marketing campaigns in building awareness of and familiarity with the agency's services; explored how participants use RideFinders' services; measured the level of satisfaction with services; and solicited recommendations for service improvements. These studies have informed RideFinders' marketing programs and led to service refinements and the development of new service offerings.

In addition to funding and directing its own proprietary studies, RideFinders also participates in other regional and statewide transportation research-related initiatives.

During FY12, RideFinders surveyed key service user groups to assess their use and satisfaction with the services and the role of the services in influencing or assisting commuters to make changes in their travel to work. The following RideFinders services were evaluated during the 2012 TDM Impact Report:

- Ridematching database
- ERH services
- NuRide financial incentive
- Commuter Store
- Telework!VA
- Employer Commuter Choice
- RideFinders.com
- Vanpool services

The results of each of those surveys have been documented in individual reports, but the surveys also provided data to estimate the combined impact of RideFinders' services. In FY12, RideFinders programs helped more than 5,000 commuters shift from driving alone to transit, carpool, walking, and other modes, eliminating more than 123,000 VMT each day. About 4,650 of these trips and nearly 70,000 of the VMT were removed from roads within the Richmond PDC region.

7.2 CURRENT PERFORMANCE MONITORING

RideFinders currently tracks several performance measures to monitor program delivery and performance. The program is also monitored through regional studies conducted by RideFinders, such as the previously discussed 2012 TDM Impact Report and the proposed future region-wide bike study. These measures provide RideFinders' staff with a means of monitoring the overall awareness of the agency, the marketing activities that attract and recruit program participants, and the number of individuals, companies, carpools, and vanpools served.

The output-oriented performance measures serve as a starting point for developing additional performance outcome measures—to evaluate the impact of the program and progress toward the aforementioned goals and related objectives. Table 1.1 lists the current output-related performance measures that RideFinders monitors and evaluates to assess the performance of the agency.

Table 1.1 RideFinders' Performance Measures

Commuter Customers
Total calls
Total unique visitors to website
Total database matching registrants
Total ERH registrants
Transit check sold
Net Promoter Score™
Employer Customers
Total employer clients
4 rated employer clients
3 rated employer clients
2 rated employer
1 rated employer
Net Promoter Score™
Overall Impact or Outcome
VMT reduced
Air quality impact avoided

Source: RideFinders

DRPT requires each TDM agency to report on a monthly, quarterly, and annual basis the outputs as identified in Table 1.2 into the Online Grant Application (OLGA) system.

Table 1.2 DRPT OLGA Performance Measures and Reporting Requirements

Number of follow-up contacts attempted	New requests received through Commuter Store
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Number of follow-up contacts completed	New requests received through website
Percentage of customers who changed mode	New requests received through marketing effort
Percentage of customers who used TDM services	New rideshare matches attempted
Percentage of customers who did not use TDM services	New rideshare requestors who received match name
Number of rideshare information requests	New ERH or GRH registrations
Number of transit information requests	New ERH or GRH trips
Number of telework information requests	New vanpools formed
Number of biking and walking information requests	New employer contacted through outreach program
Number of ERH or GRH Home information requests	Total employers participating at level three
Number of general information requests	Total employers participating at level four
New requests received through events and fairs	Total requests received

Future monitoring will be based off DRPT’s statewide data collection and performance measure standards that are under development as of June 2015.

Chapter 8. TDMP Monitoring and Evaluation

8.1 MONITORING AND EVALUATION PROCESS

As described in Chapter 7, RideFinders regularly tracks and evaluates the impact of several performance measures to monitor program delivery and performance. DRPT also requires each TDM agency to report on a monthly, quarterly, and annual basis the outputs as identified in Table 7.2.2 into the Online Grant Application (OLGA) system. RideFinders is committed to regular performance monitoring and evaluation for a variety of reasons.

For example, many of the FY16–FY21 Proposed Financial Plan recommendations found in Chapter 6 were driven by empirical evidence of growth in the use of many of RideFinders' services such as their Emergency Ride Home Program and the Van Start/ Van Save program. Continued, robust growth in the number of vanpools in operation across the region, which yields additional NTD reporting revenue for GRTC, also increases the cost of deploying some of RideFinders services.

In addition to regular monitoring of a myriad of key performance indicators (KPIs), RideFinders periodically budgets to hire outside consultants to conduct more comprehensive program impact assessment. During FY12, RideFinders surveyed key service user groups to assess their use of and satisfaction with RideFinders' services. The survey also assessed RideFinders' role in influencing or assisting commuters in making changes to their travel to work. The following RideFinders services were evaluated during the 2012 TDM Impact Report:

- Ridematching database
- ERH services
- NuRide financial incentive
- Commuter Store
- Telework!VA
- Employer Commuter Choice
- RideFinders.com
- Vanpool services

The results of each of those surveys have been documented in individual reports, but the surveys also provided data to estimate the combined community impact of RideFinders' services. In FY12, RideFinders programs helped more than 5,000 commuters shift from driving alone to transit, carpooling, walking, and other modes, eliminating more than 123,000 VMT each day. About 4,650 of these trips and nearly 70,000 VMT were removed from roads within the Richmond PDC region.

As described in the various RideFinders budgeting scenarios, even the extremely conservative, "baseline" financial plan calls for \$20,000 for community impact and performance measurement as recommended every three years to comply with industry best practice. However, the more realistic financial plans, driven by measured growth through FY15 recommend that, in FY18, RideFinders will

undertake an expanded program performance evaluation (based on available funding) similar to the “Making an Impact” study conducted in 2012.

With the recent announcement that an end of year tax deal has been signed into law and includes a provision that makes permanent transit benefit parity, the monthly cap on transit, vanpool, and parking will increase to \$255/month. This legislation amends section 132(f) of the IRS code and effectively doubles the maximum tax-free commute-to-work benefit employers can offer their employees that use qualified transit such as commuter vanpools, commuter rail or commuter bus service. Such tailwinds can stimulate program participation and the subsequent impact the RideFinders program has on the community.

Regular program monitoring and evaluation also helps to more strategically allocate scarce financial resources toward the RideFinders services that yield the greatest return on investment. Until a standard TDM program monitoring and evaluation protocol is established across the state, regular program monitoring and evaluation is essential to accurately measure a TDM program’s community impact and strategically plan for program growth.

8.2 INTERNAL AND EXTERNAL PLANNING DOCUMENT INTEGRATION

Over the years, RideFinders has conducted numerous periodic studies of service initiatives, including the:

- 2003 Residents Awareness & Usage Telephone Study
- 2004 Residents Awareness & Usage Telephone Study
- 2005 Bike Challenge Online Study
- 2005 Business Leaders Online Study
- 2005 Residents Awareness & Usage Online Study
- 2008 Placement Study
- 2009 Business Leaders Study
- 2010 Downtown Workforce Study
- FY 2011 - 2012 Performance and Program Impact Study

In most cases, these marketing research studies have explored transportation needs of residents and businesses; assessed the impact of RideFinders' marketing campaigns in building awareness and familiarity of the agency's services; explored how participants use RideFinders' services; measured the level of satisfaction with services; and solicited recommendations for service improvements.

These studies have informed RideFinders' marketing programs and led to service refinements and development of new service offers. One of the best examples of this "*research in action*" comes from the 2005 Residents Study and 2005 Business Leaders Study. Both studies generated unassailable evidence that the direct involvement of businesses in offering transportation-related TDM services in the work setting lifts commuter use of alternatives modes. In fact, the perception of corporate support for ridesharing lifts participation threefold. Armed with this insight, RideFinders designed and launched a comprehensive business outreach TDM campaign the following year.

In addition to funding and directing its own proprietary studies, RideFinders has also participated in other regional and state-wide transportation research-related initiatives including: Greater Richmond Chamber Transportation Study (2007), Greater Richmond Region Affordable Housing Study (2007), Regional Mass Transit Study (2007), and Virginia State of the Commute Survey (2007).

The recently completed 2015 DRPT Statewide Travel Study is another external resource that RideFinders can leverage in support of their ongoing program evaluation and monitoring efforts. Findings from this comprehensive statewide assessment can be evaluated to:

- Assess the level of awareness of RideFinders and its services among residents of the region.
- Thoroughly mine the RVA-specific data set and compare it to the 2007 findings for the region.

Given the robust results obtained from the recently completed Statewide Travel Study, several iterative steps can be taken to fully leverage the study's findings.

1. Conduct a detailed evaluation of the responses recently received from commuters across the RVA region focusing on issues that are specifically impacting the region.
2. Compare and contrast these findings with statewide results examining factors that influence these differences.

3. Compare and contrast these findings with the 2007 Virginia State of the Commute Survey findings and examine factors that influence these differences.
4. Identify key issues and develop specific new product/service ideas and potential communications messages to test, perhaps through focus groups or one-on-one interviews with key stakeholders.

Other external resources that RideFinders can, or will soon be able to, employ in their ongoing program monitoring and evaluation efforts include a number of recent, relevant studies GRTC has conducted and the Richmond Regional Transit Vision Plan, which will be completed in 2016. Combining key findings from these studies and planning documents with the 2015 Statewide Travel Study and other relevant information on regional demographic and employment trends will further inform RideFinders strategies for increasing participation in their commuter options program going forward.