

Transportation Demand Management (TDM) Plan FY 2016-2021

*RideSmart –
Northern Shenandoah Valley Regional Commission*

August 2015



Table of Contents

Glossary of Acronyms	6
Purpose of the Plan	7
1.0 Overview of RideSmart	9
History.....	9
Governance	9
Organizational Structure and Staffing.....	11
Service Area Profile.....	13
2.0 Current TDM Programs and Services	27
3.0 Mission, Goals, and Objectives	30
Ride Smart Mission and Vision.....	30
Goals and Objectives	30
Agency Goals Objectives and Strategies	31
Strengths, Weaknesses, Opportunities, and Threats	36
4.0 TDM Program Organization and Operations Review.....	39
5.0 Services Changes and Expansion Plan	40
6.0 Financial Plan	42
7.0 Monitoring and Evaluation	44
Appendix: Findings, 2014 Regional Commuter Survey	46

List of Tables

Table 1.1	NSVRC Current Board Members and Terms.....	10
Table 1.2	RideSmart Staff Descriptions	11
Table 1.3	Demographic Profile (2000-2020).....	15
Table 1.4	Top 10 Employers in RideSmart’s Service Area	16
Table 1.5	Top 10 Areas Commuter Origins and Destinations.....	17
Table 1.6	Park & Ride Lot Locations	23
Table 2.1	Marketing Efforts Breakdown	29
Table 3.1	RideSmart Goals Objectives and Strategies.....	33
Table 6.1	RideSmart FY 2016-2021 Operating Budgets	42
Table 6.2	RideSmart FY 2016-2021 Operating Revenue Sources.....	42
Table 7.1	Potential RideSmart Performance Measures.....	44

List of Figures

Figure 1.1	NSVRC Organizational Chart	12
Figure 1.2	Map of RideSmart Service Area	14
Figure 1.3	Commuter Flows in RideSmart Region.....	18
Figure 1.4	SOV-only Commuting in the RideSmart Service Area	19
Figure 1.5	Park & Ride Lots	24

Glossary of Acronyms

DRPT	- Virginia Department of Rail and Public Transportation
HOV	- High-Occupancy Vehicle
MPO	- Metropolitan Planning Organization
NSVRC	- Northern Shenandoah Valley Regional Commission
SOV	- Single-Occupant Vehicle
TDM	- Transportation Demand Management
VDOT	- Virginia Department of Transportation
WinFred	- Winchester-Frederick County Metropolitan Area

Purpose of the Plan

Transportation-Demand Management (TDM), according to the U.S. Department of Transportation, is any program “designed to reduce demand for transportation through various means, such as use of transit and of alternative work hours.” TDM agencies throughout Virginia promote ridesharing and other transportation alternatives to single-occupancy vehicles in order to assist individuals seeking transportation options to their workplaces and other destinations, to mitigate congestion on Virginia’s roadways, and to reduce environmental impacts caused by vehicle emissions, roadway expansion, and other transportation-related factors. Relative to other transportation programs, most TDM agencies have negligible capital costs and operate using short-term (one- to two-year) funding horizons.

The Northern Shenandoah Valley Regional Commission is the designated TDM agency tasked with advancing alternatives to the drive alone commute through innovative programs serving the Northern Shenandoah Valley region. It does so through its RideSmart program. The program’s service area includes the City of Winchester and the Counties of Clarke, Frederick, Page, Shenandoah and Warren. As the region is working to preserve its high quality of life, serve the transportation needs of residents, and expand local economic opportunities, RideSmart has begun preparing for future needs today. This document presents RideSmart’s operational plan for 2015 through 2021. It builds upon the successes and challenges of the Northern Shenandoah Valley and the transportation infrastructure that services the region today. This plan outlines a strategic framework (goals and objectives) for the agency as well as program enhancements and financial resources that will be necessary to keep the Northern Shenandoah Valley region moving for years to come.

This document also fulfills the TDM plan requirement established by the Virginia Department of Rail and Public Transportation (DRPT). Beginning in 2009, DRPT required all agencies receiving TDM grant funds to prepare, adopt, and submit a long-range TDM Plan for their agency. The purpose of this Plan is to: identify and detail the TDM programs currently provided in the agency’s service area, outline potential improvements to be carried out in the Plan’s timeframe, and illustrate the financial resources necessary to implement these programs and improvements. This document establishes the scope and benefits of each TDM agency’s programs and acts as the basis for DRPT to incorporate TDM programs statewide into all relevant state transportation plans, funding decisions, and programs.

More specifically, the Plan will:

- Serve as a management and policy document for the TDM Agency;
- Provide DRPT with information necessary to fulfill related planning and programming requirements;
- Document current and proposed future operating budgets for the TDM agency; and
- Provide all information necessary to include the TDM program in the Six-Year Improvement Program, Statewide Transportation Improvement Program, Transportation Improvement Program, and Constrained Long-Range Plan.

This Plan incorporates relevant information from the agency's existing TDM planning documents and is consistent with long-range plans prepared by local and regional planning organizations, the Virginia Department of Transportation (VDOT), and DRPT.

1.0 Overview of RideSmart

1.1 HISTORY OF TDM PROGRAM

The first TDM program in the Northern Shenandoah region was established in 1982 through a TDM/Commuter Services grant provided by VDOT. The program was created as a service of the Northern Shenandoah Valley Regional Commission (NSVRC), the Planning District Commission serving the Northern Shenandoah Valley. The program was originally known as “The Rideshare Project” until it was renamed RideSmart. Today, RideSmart serves primarily as a ridematching and commuter information service for long-distance commuters traveling from residences in the Northern Shenandoah region to jobs in Northern Virginia and the District of Columbia.

RideSmart’s services have grown and evolved over the years, and the program has become an active partner in planning and marketing public transportation services and other alternatives to single-occupancy vehicle travel.. RideSmart also partners with Commuter Connections, the regional TDM program serving the Washington Metropolitan Area, to provide instant on-line ridematching and other TDM services.

1.2 GOVERNANCE

RideSmart operates as a program within NSVRC, the regional Planning District Commission established in 1968 to encourage and facilitate local government cooperation in addressing regional problems and issues. NSVRC serves the City of Winchester; the Counties of Clarke, Frederick, Page, Shenandoah and Warren; and the Towns of Berryville, Boyce, Edinburg, Front Royal, Luray, Middletown, Mount Jackson, New Market, Shenandoah, Stanley, Stephens City, Strasburg, Toms Brook, and Woodstock.

NSVRC is governed by a Board of Commissioners, comprised of 29 elected officials, locality staff and citizens appointed by member local governments. See Table 1.1 on the following page for a list of board members and their terms. All RideSmart activities that have budgetary implications or require local match funds must be presented to and approved by the Board of Commissioners. Program staff periodically reports to the Board on program performance and activities.

Table 1.1: NSVRC Current Board Members and Terms

<u>Locality</u>	<u>Elected</u>	<u>Non-Elected</u>
Berryville	Mayor Wilson Kirby Term Expires: 6/2016	Christy Dunkle (Alternate) Assistant Town Manager
Clarke County	Bev McKay Term Expires: 12/2015	Brandon Stidham Planning Administrator
Frederick County	Charles S. DeHaven, Jr. Term Expires: 12/31/2017	Eric Lawrence – Vice Chair Planning Director
	Bob Hess Term Expires: 12/31/2015	Brenda Garton County Administrator
Front Royal	Daryl Funk Term Expires: 6/2016	Jeremy Camp Director of Planning & Zoning
Luray	Jerry Schiro Term Expires: 6/2018	
Middletown	Carolyn Aliff Term Expires: 12/2016	
Page County	D. Keith Guzy, Jr. Term Expires: 12/31/2017	Nora Belle Comer -- Secretary/Treasurer Term Expires: 12/31/2017
	David Wiatrowski Term Expires: 12/31/2015	
Shenandoah County	Conrad A. Helsley Term Expires: 12/2015	Brandon Davis Director, Planning & Zoning
	Dick Neese Term Expires: 12/2015	Dennis M. Morris -- Chair Term Expires: 12/2017
Strasburg	Robert Baker Term Expires: 6/2016	
Warren County	Richard Traczyk Term Expires: 12/2015	John E. Vance Citizen Term Expires: 12/2017
	Daniel J. Murray Term Expires: 12/2015	Taryn Logan (Alternate) Planning Director
Winchester	Evan H. Clark Term Expires: 12/2018	Timothy A. Youmans Planning Director
	Bill Wiley Term Expires:	
Woodstock	Jacqueline Lambert Term Expires: 6/2016	Frank Hahn (Alternate)

1.3 ORGANIZATIONAL STRUCTURE

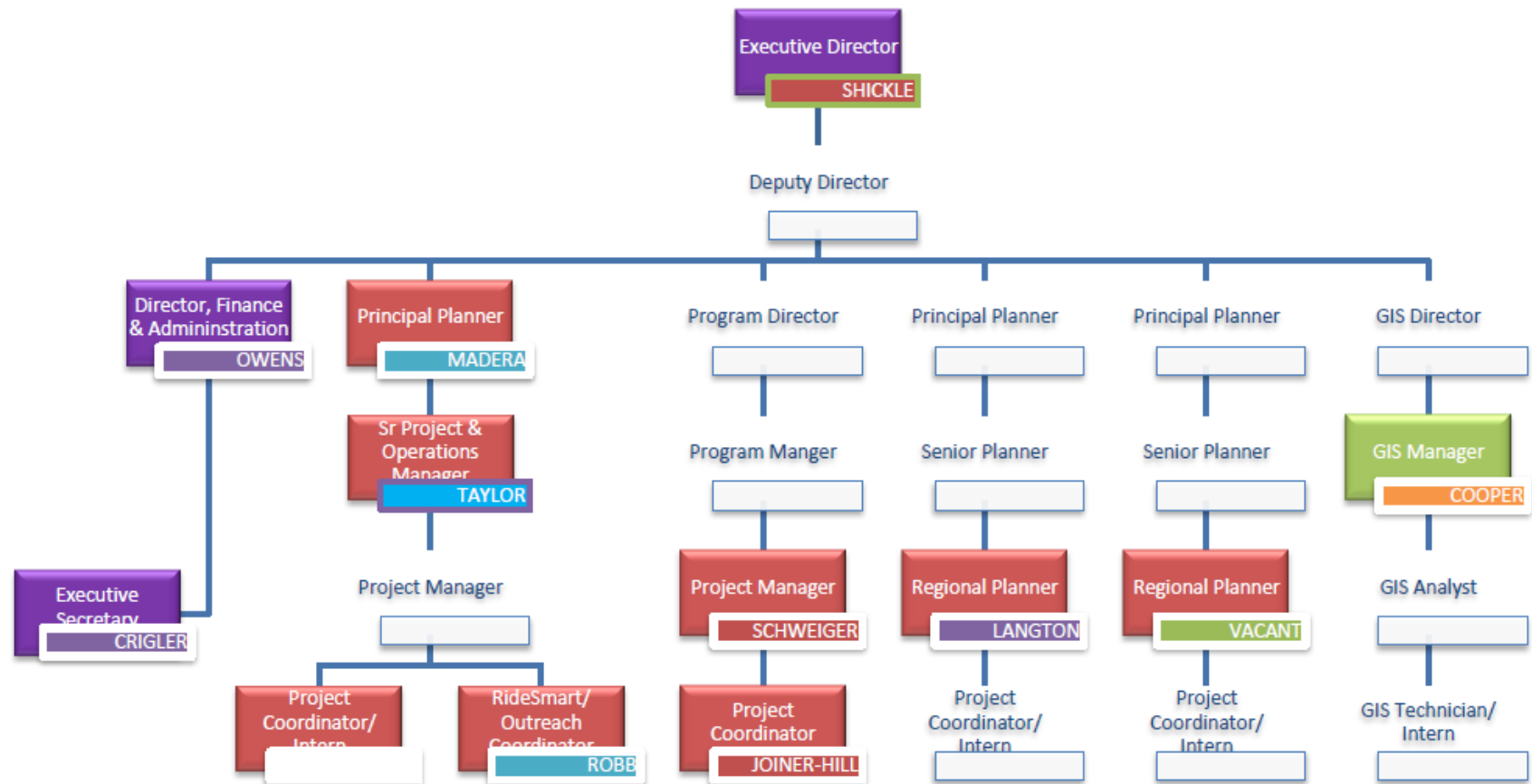
As shown in Figure 1.1, NSVRC provides services in four main program areas: transportation, community development, natural resources, and hazard mitigation. RideSmart operates primarily as a NSVRC transportation program. NSVRC employs a Public Outreach/Marketing Coordinator who administers the RideSmart program, provides direct customer services to clients and markets RideSmart's services in addition to NSVRC's other programs. RideSmart also receives some staff support and resources from the NSVRCs Operations and Program Manager and Executive Assistant.

Table 1.2: RideSmart Staff Descriptions

FTE	Position	Job Description
0.5	Public Outreach Coordinator	Administers rideshare program, provides ridematching, direct customer services, and markets the TDM services

Source: NSVRC.

Figure 1.1: NSVRC Organizational Chart



1.4 SERVICE AREA PROFILE

Description of Service Area

RideSmart provides a range of TDM services to residents, employers, and employees in the City of Winchester and the Counties of Clarke, Frederick, Page, Shenandoah and Warren. Located about 70 miles east of the District of Columbia, RideSmart's service area is home to approximately 230,200 residents and 120,900 jobs. Schools and universities located in the area include Randolph Macon Academy, Massanutten Military Academy, Christendom College, Lord Fairfax Community College, and Shenandoah University.

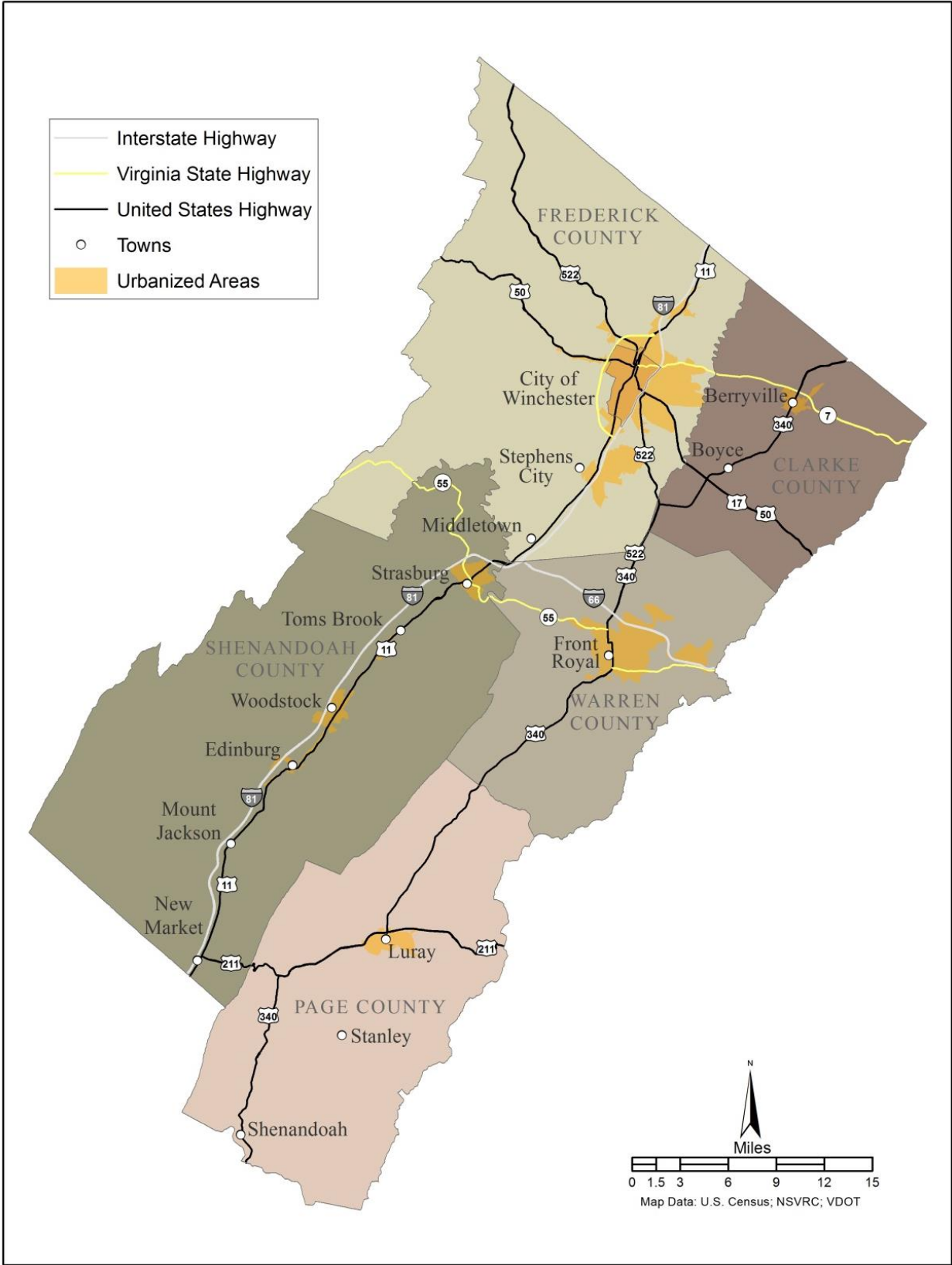
RideSmart's service area, shown in Figure 1.2, covers 1,646 square miles bordered to the west by the Shenandoah Mountain Range and West Virginia and to the east by the Shenandoah National Park and Skyline Drive. The George Washington National Forest also occupies a large portion of the Valley east of I-81 and south of I-66. The region is characterized primarily by rural and agricultural land uses, punctuated by multiple towns containing low- to medium-density residential neighborhoods and clusters of commercial development.

The Winchester Metropolitan Area is the principal urban center of the region, containing approximately one-third of the population of the Northern Shenandoah Valley. The City of Winchester is the largest urban center in the region, followed by the Town of Front Royal. Overall, population in the Northern Shenandoah Valley is dispersed, with only a few areas – the City of Winchester and the towns of Front Royal, Luray, Shenandoah and Stephens City – possessing a population density over 500 people per square mile. Development is concentrated in Frederick and Warren counties near the I-81 and I-66 corridors.

Demographic Profile

Over the past 20 years the population of RideSmart's service area has grown at a moderate rate. Between 2000 and 2010, the population of the Northern Shenandoah Valley increased by nearly 37,000 residents, for a growth rate of 19.9 percent, nearly 7 percent higher than the population growth rate for Virginia as a whole (13 percent). Of the 222,152 residents living in the Northern Shenandoah Valley in 2010, just over one-third lived in the City of Winchester or urbanized portion of Frederick County. Since 2000, growth has accelerated in the Northern Shenandoah Valley. By 2020, the region is projected to be home to 252,864 residents, an increase of nearly 14 percent from 2010. In comparison, the population of Virginia as a whole is projected to increase by nearly 11 percent. Table 1.3 shows the demographic profile for the RideSmart service area from 2000 to 2020.

Figure 1.2: Map of RideSmart Service Area



Employment Profile

Employment patterns also can impact the types of TDM services demanded in an area. For example, areas with high levels of employment will have a greater focus on employer services than areas that are mainly residential. As of April 2014 total employment in the Northern Shenandoah Valley was 117,824.¹ Nearly half of the employed population in the region lives within the City of Winchester and urbanized portion of Frederick County.

The number and type of industries and employers located in the region has changed significantly over the last 10 to 15 years. Several large manufacturing and fiber/textile industries that were former major employers have left the region. Regional distribution centers for large retailers (e.g., Kohl's, Wal-Mart, and Family Dollar) are now among the largest local employers and commercial/industrial land uses in the area. These centers are primarily located along I-81 and I-66 for convenient access to surrounding Virginia markets.

Table 1.3: Demographic Profile (2000-2020)

Population	2000		2010		2020	
Total Population	185,282		222,152		252,864	
Percent Growth	16.4%		19.9%		14%	
Age Groups (percent)						
Under 20	44,036	24%	56,684	25.5%	62,850	24.9%
20 to 64	110,562	60%	128,736	57.9%	145,969	57.7%
65 and Over	25,200	14%	31,481	14.2%	44,045	17.4%

Sources: Weldon Cooper Center and U.S. Census Bureau.

Table 1.4 shows the 10 largest employers in RideSmart's service area in 2014. Of the region's fifty largest employers, four companies employ more than 1,000 workers, 19 companies that employ 500 to 1,000 workers and 27 companies that employ 250 to 500 workers. Several employment clusters exist in the City of Winchester and Town of Front Royal, but overall employment density in the region is low. This low density of employment is challenging to serve with transit but can be served through other innovative TDM approaches.

¹ Local Area Unemployment Statistics Unit and Bureau of Labor Statistics, April 2014.

Table 1.4: Top 10 Employers in RideSmart's Service Area

Rank	Employer	Employees
1	Valley Health System	1000 and over
2	Frederick County School Board	1000 and over
3	Wal Mart	1000 and over
4	Shenandoah County School Board	1000 and over
5	Warren County School Board	500 to 999
6	Navy Federal Credit Union	500 to 999
7	Winchester City Public Schools	500 to 999
8	U.S. Department of Homeland Security	500 to 999
9	County of Frederick	500 to 999
10	Shenandoah University	500 to 999

Source: Virginia Employment Commission, 1st Quarter 2014

Commuter Profile

Knowing where and how residents, workers, and visitors travel for work and non-work activities helps determine the services that best fit their needs today and can help identify the types of programs that will attract customers to non-single-occupancy vehicle modes in the future. Consideration of current travel and commute trends, combined with future development and population projections, can give some clues to what types of services will be needed and where future programs and marketing should be targeted.

Commuting Patterns

Commuting patterns are one of the largest influences on a TDM program and its customers. Areas with a large percentage of inbound commuters may want to emphasize employer services, while areas with a large percentage of outbound commuters may want to focus on residentially based programs. Table 1.5 details current commuting patterns for the RideSmart service area.

Overall, Northern Shenandoah Valley residents make nearly 100,000 work trips on a typical weekday. Nearly one in two of all workers living in the region travel to jurisdictions outside RideSmart's service area for work. The greatest numbers of outbound work trips are to Fairfax and Loudoun counties.

The majority of Northern Shenandoah Valley residents either work within their home jurisdiction or travel to another county in the Valley for employment. Approximately one-third of the region's workforce travels from adjacent counties to jobs in the Northern Shenandoah region each day. The largest numbers of workers traveling into the region are from Berkeley County in West Virginia, and from Rockingham County.

Table 1.5: Top 10 Commuter Origins and Destinations

Place of Residence	Workers	%	Place of Work	Residents	%
Frederick County, VA	19,391	25%	Winchester City, VA	15,328	15%
Shenandoah County, VA	11,698	15%	Frederick County, VA	12,261	12%
Warren County, VA	7,210	9%	Shenandoah County, VA	10,094	10%
Winchester City, VA	6,617	8%	Fairfax County, VA	8,958	9%
Page County, VA	4,909	6%	Warren County, VA	7,921	8%
Berkeley County, WV	3,396	4%	Loudoun County, VA	7,411	7%
Rockingham County, VA	2,472	3%	Page County, VA	3,998	4%
Clarke County, VA	2,435	3%	Prince William County, VA	2,931	3%
Hampshire County, WV	1,852	2%	Clarke County, VA	2,658	3%
Loudoun County, VA	1,843	2%	Rockingham County, VA	2,320	2%
Total Workers	78,810		Total Resident Commuters:	99,828	

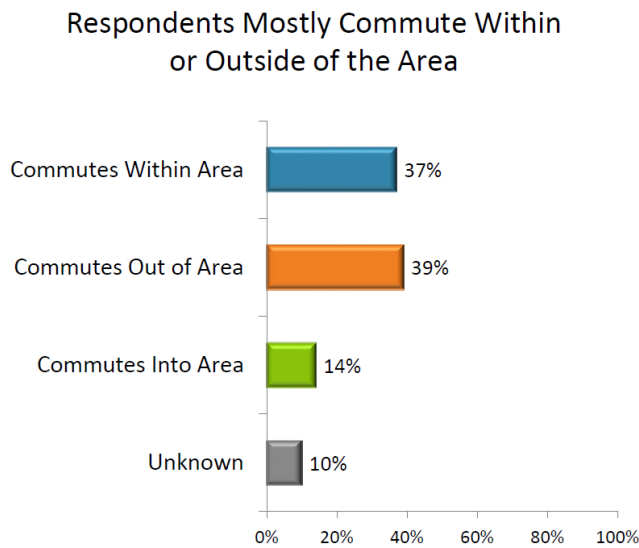
Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2011, downloaded 05/15/2015.

A telephone survey of Northern Shenandoah Valley commuters, sponsored by the Winchester-Frederick County Metropolitan Planning Organization, was conducted in August 2014 for the RideSmart program. Respondents included individuals who

- lived in the city of Winchester or Clarke, Frederick, Page, Shenandoah, Warren, Berkeley, Rockingham or Hampshire counties;
- worked in the city of Winchester or Clarke, Frederick, Page, Shenandoah or Warren counties (if they lived in the counties of Berkeley, Rockingham or Hampshire);
- were employed full-time or part-time;
- commuted at least 20 minutes either to or from work; and
- commuted at least three days in a typical week.

Among the commuters surveyed, about three-quarters either lived and worked in the region, or lived in the region and worked elsewhere (see Figure 1.3 on the following page).

Figure 1.3: Commuting Flows in the RideSmart Region



Source: Southeastern Institute of Research, 2014

Mode Split

Mode split (also called mode share; the percent distribution of commuters by travel mode) is commonly used as a performance measure for TDM agencies. Across the five counties and the City of Winchester, according to the U.S. Census Bureau, 2008-2012 American Community Survey,

- The percent of workers by county who carpool ranges from 9.8 of Frederick County workers to 15.6 percent of Warren County workers. Statewide, the rate is 10.2 percent.
- Men carpool at higher rates than do women, with the highest rates for men in Page and Warren counties at roughly 19 percent. The highest rate for women is in Warren County at 11.9 percent.
- Throughout the valley, workers in the construction industry carpool at markedly higher rates than workers in any other industry.
- Workers who leave home before 5 a.m. exceed 12 percent of workers residing in Page and Warren counties, and that rate is higher for men in those counties at 15.7 and 19.2 percent respectively. Clarke is the only county in the region below the statewide average of 4 percent.
- Workers having a commute of one hour or greater range from 10 percent in the City of Winchester to 29 percent in Warren County; in comparison, the statewide rate is 9.7 percent. Thirty nine percent of male workers living in Warren County have a commute of one hour or greater each way.
- The City of Winchester has the highest rates of commuting by public transportation (two percent), walking (six percent), bicycling (less than

one percent), and taxicab (two percent) in the region. Among the counties, commuting on foot (walking) ranges from 1.4 to 2.3 percent; less than one percent of workers commute by public transportation or by cab or motorcycle; and commuting by bike is negligible.

- The regional work-at-home rate is in the 3 to 3.5 percent range, with the City of Winchester at 2.5 percent and Warren County at 5.1 percent (6.1 percent of women). The statewide rate is 4.5 percent.
- In the region, less than two percent of workers don't have access to a private vehicle. Winchester City is an exception, where more than four percent of all workers, and five percent of female workers, do not have access to a vehicle.

Roughly three-quarters of the respondents to the 2014 regional commuter survey indicated that they do not carpool at all, although their one-way commute is 20 minutes or longer (see Figure 1.4 below). Outbound commuters have the lowest Single-Occupant Vehicle (SOV)-only rate, followed by commuters who stay within the region, and then by inbound commuters. It should be noted that outbound commuters, destined predominantly to Northern Virginia and Washington, DC, are able to realize time savings through carpooling by using the HOV lane on I-66.

Figure 1.4: SOV-only Commuting in RideSmart Service Area



Source: Southeastern Institute of Research, 2014

¹ U.S. Bureau of Labor Statistics, labor force by county, 2013 averages; U.S. Census Bureau, Population Division, Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2014

Transportation Facilities

The Northern Shenandoah region is served by an extensive transportation system, including: Interstate, U.S., and state highway routes. The area also possesses a growing system of multimodal transportation facilities, including: commuter buses, local transit, bicycle paths, and sidewalks.

Roadways

The roadway system is by far the most widely used element of the region's transportation network. I-81 is the primary north-south corridor through the region, connecting the City of Winchester to Harrisonburg and Staunton, Virginia to the south and Hagerstown, Maryland to the north. I-66 is the primary east-west corridor, connecting Front Royal to the Washington Metropolitan Area. State Routes 7 and 55 and U.S. Routes 17, 50, 211, 340, and 522 also are major roadways in the region.

Peak hour congestion outside of the Northern Shenandoah Valley has been a longstanding concern for long-distance commuters traveling from the region to employment in the Washington Metropolitan Area. Over the past 10 years, peak and incident-related congestion also has become a growing concern within the region on and around I-81, I-66, and major routes in the WinFred Metropolitan Area. The rural portions of the Northern Shenandoah do not experience congestion issues on their roadways.

Local Public Transportation

Local transit services in the Northern Shenandoah region are provided by Winchester Transit, a public service owned and operated by the City of Winchester, and Virginia Regional Transit Authority, a nonprofit organization serving 15 counties throughout Virginia. Routes operated by these vendors serve the WinFred Metropolitan Area and individual jurisdictions in the Northern Shenandoah Valley. There currently are no transit services that connect the counties within the region; nor is there service to points outside of the region.

Winchester Transit (WinTran)

Winchester Transit operates fixed-route bus and trolley services on regular schedules throughout the City of Winchester. Designated bus stops are located at intersections throughout the City and all buses are equipped with wheelchair lifts for handicapped or mobility impaired individuals, and with front-mounted bicycle racks which can accommodate two bikes at a time.

Winchester Transit's fixed-route buses serve residential areas, shopping and commercial developments, medical facilities, and the downtown core of the city. The fixed-route service incorporates six loop routes that run between 6:00 a.m. and 8:00 p.m. on weekdays and between 9:00 a.m. and 5:00 p.m. on Saturdays. Five of the eight routes operate on 70-minute headways in a "pulse" system in which all lines converge at a central point (Boscawen Street between Kent and Cameron streets) at the same time to facilitate transfers without waiting, which are free. Two bus routes provide limited service into the County, operating on 140-minute headways on weekdays between 6:00 a.m. and 6:00 p.m. Three routes are

in operation at any given time.

WinTran's eight routes include:

- Berryville Avenue;
- Valley Avenue;
- Northside -- Westminster Canterbury branch
- Northside -- Salvation Army branches;
- Apple Blossom Mall;
- Amherst Street;
- South Loudoun; and
- Trolley

WinTran's trolley service operates Mondays, Wednesdays and Fridays 8 a.m. to 6 p.m. and on Saturday 10 a.m. to 4 p.m. to take passengers to primarily dining and shopping attractions in Winchester. On-demand paratransit service also is offered for those individuals with a temporary or permanent disability that would not allow them to take advantage of regular route service. Fare for all services is \$1 for adults; books of 20 tickets may be purchased for \$17 from any driver.

In 2014 WinTran commissioned a performance review of the bus system, evaluating employment and population coverage and cost of several route and schedule alternatives. Recommended are bi-directional service on each route, shortened headways, and a restructured Trolley service focused on Downtown with six day service and reduced headways.

Virginia Regional Transit Authority

Local transit services operated by the Virginia Regional Transit Authority include:

- **Front Royal Area Transit (FRAT)**, providing hourly weekday bus service 8:30 a.m. - 5 p.m. along two loop routes and limited weekend service to shopping centers. Fare is 50 cents. All buses are handicapped accessible and equipped with front-mounted bike racks which can accommodate two bikes at a time.
- **Clark County Demand-Response Service**, operating weekdays 9 a.m. - 1 p.m., and weekly to the Winchester Wal-Mart. Fare for adults is \$1; riders must call 24 hours in advance.

Human services transportation programs

- **Well Tran** is a demand-response service sponsored by the Shenandoah Area Agency on Aging (SAAA), providing transportation for seniors and adults with disabilities for medical/dental (nonemergency), shopping, and other trips. Service is available weekdays 8 a.m. - 5 p.m.; riders must call at least three working days in advance. Individuals eligible for Medicaid transportation are not eligible for medical rides with Well Tran, but are eligible for transportation for other purposes. There is a charge for this

service, but discounts are provided according to income.

- **SAAA Senior Center Transportation** provides transportation for seniors to and from its seven active living centers in the region.
- **Blue Ridge Opportunities** – Provides transportation in Warren County to day support and employment programs for adults with disabilities.
- **Northwestern Community Services Board** provides curb-to-curb and door-to-door transportation services to adults and children affected by emotional/behavioral disorders, mental illness, substance abuse, or developmental disabilities for specific individual appointments and some recreational, evening, and weekend trips.
- **Heart Havens** provides transportation for adults with disabilities from its group home in Winchester.
- **Faith in Action** provides transportation services for senior, frail, and chronically ill residents through an interagency coalition of volunteers from local congregations. Trips are provided primarily to medical facilities and shopping centers using volunteers' personal vehicles (approximately 50).
- **Grafton** provides transportation for participants in the nonprofit's programs for children and adults with autism, intellectual and cognitive disabilities, psychiatric conditions, and developmental disorders.
- **Logisticare** provides transportation to medical appointments for Medicaid and Medicare eligible recipients throughout Virginia.
- **Shen-Paco Industries** provides weekday curb-to-curb transportation to and from the workplace for individuals with disabilities in Shenandoah and Page counties who participate in the company's rehabilitation services program.
- **NW Works** provides transportation for its clients (adults with disabilities) from its center in Winchester to work sites.
- **U.S. Department of Veterans Affairs** provides transportation in the I-81 corridor for veterans three days per week from Woodstock to the Martinsburg (WV) VA Medical Center. Reservations and scheduled appointment required.
- **Access Independence** provides travel training for clients to use Well Tran and Winchester Transit; and coordinates transportation for clients through SAAA and Logisticare.

Taxi service

An internet search conducted in mid-June 2015 revealed a total of 17 taxicab companies operating in the RideSmart service area.

Park-and-Ride Lots

There currently are 11 park-and-ride lots located in the Northern Shenandoah region containing a total of approximately 1,089 parking spaces. These lots are located along major routes for commuters traveling to Northern Virginia or Washington, D.C. and serve as pick-up locations for carpools and vanpools. There currently is no park-and-ride facility located in Frederick County or the WinFred Metropolitan Planning Area. Figure 1.5 shows the locations of the commuter lots in RideSmart's service area. Table 1.6 lists the location and number of spaces at each lot. The majority of park-and-ride lots in Northern Shenandoah are owned and maintained by VDOT.

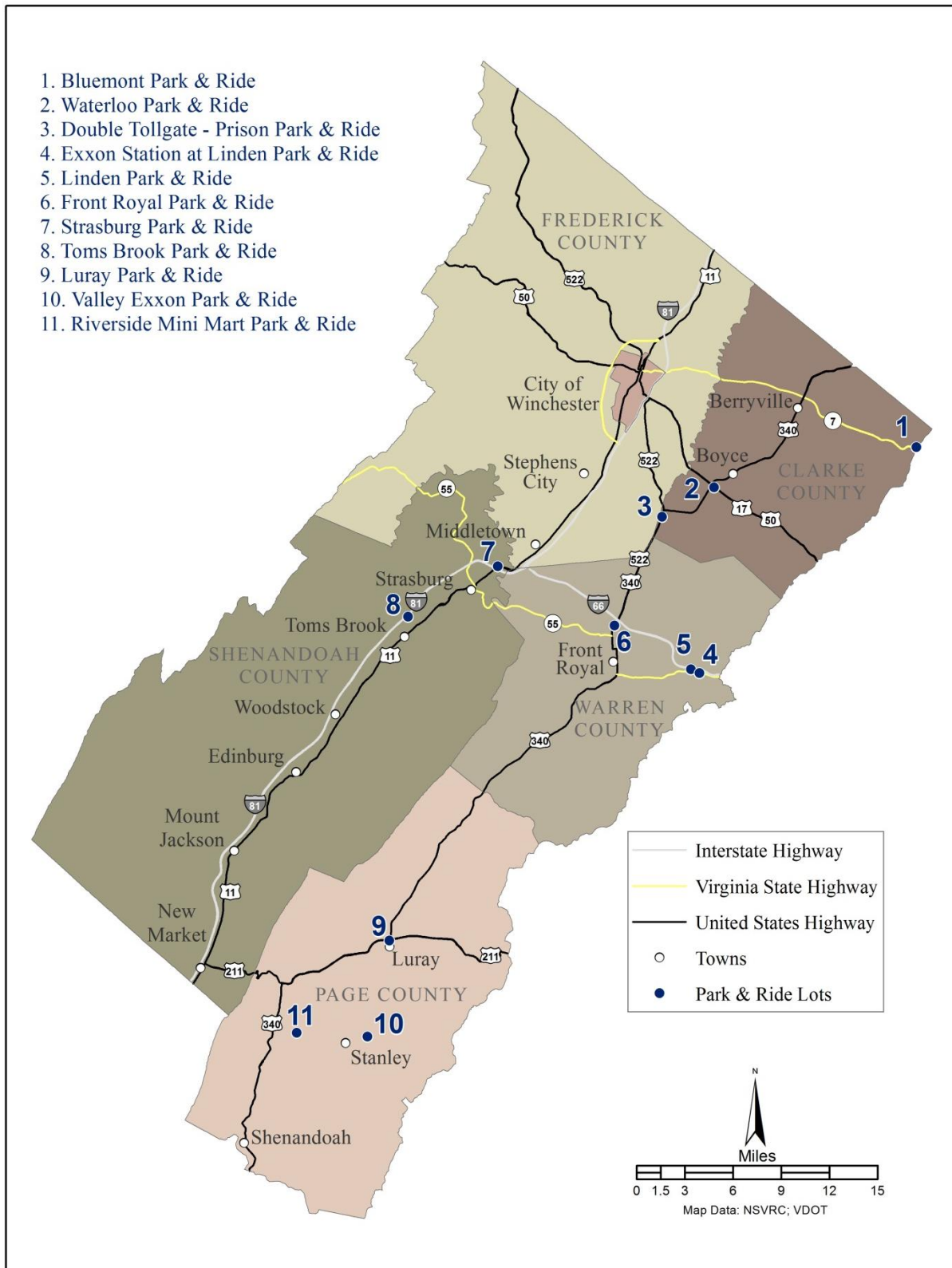
Usage of park-and-ride lots is very high in the Northern Shenandoah Valley. The Front Royal lot – the largest commuter lot in the region – regularly exceeds capacity, with cars spilling over into undesignated parking areas.

Table 1.6: Park-and-Ride Locations in the RideSmart Service Area

Jurisdiction	Location	Spaces
Clarke County	Waterloo (US 340 at U.S. 50)	170
	Double Tollgate (US 522/340 and Ray of Hope Lane)	26
	Bluemont (Route 7 & Route 601-Blueridge Mountain Road)	40
Page County	Luray (US 340 Business and Route 211 Bypass)	107
	Stanley (Valley Exxon, US 340 Business and Route 713-Vista View Drive)	175
	Stanley (Riverside Mini-Mart, US 340 and Route 650-River Road)	16
Shenandoah County	Strasburg (Route 629-Oranda Road & US 11)	46
	Toms Brook (I-81 and Route 651-Mount Olive Road)	10
Warren County	Front Royal (US 522 and Route 637-Riverton Road)	279
	Linden (Route 55 and Route 647-Dismal Hollow Road)	132
	Linden (Chevron Station, Routes 55 and 79)	88
Total		1,089

Sources: VDOT website, accessed 4/30/15.

Figure 1.5: Park-and-Ride Lots in the RideSmart Service Area



Source: RideSmart

Partnerships

Several local governments and regional agencies comprise RideSmart's key organizational stakeholder base. These stakeholders are the primary funders, service delivery partners, and beneficiaries of RideSmart's services, including:

- *NSVRC* – As RideSmart's governing agency, NSVRC is an important organizational stakeholder for the program. RideSmart benefits from the shared overhead and services it receives as a program of NSVRC, while NSVRC benefits from increased awareness and use of high-occupancy vehicle transportation options promoted by RideSmart.
- *NSVRC member jurisdiction governments and residents* – Residents, employers, and employees in the City of Winchester and the Counties of Clarke, Frederick, Page, Shenandoah and Warren are key stakeholders – whether they utilize RideSmart services or not – because they benefit from the services provided. Although member jurisdiction governments currently may have little direct involvement with the program, RideSmart depends upon these local jurisdictions for matching funds and in return provides services that impact mobility and quality of life in these jurisdictions.
- *Metropolitan Washington Council of Governments and Commuter Connections* – The Metropolitan Washington Council of Governments is the Metropolitan Planning Organization (MPO) for the Washington, D.C. region and houses Commuter Connections, the regional TDM program. RideSmart partners with Commuter Connections to promote regional TDM services and provide some ridematching and Guaranteed Ride Home services.
- *Winchester-Frederick County Metropolitan Planning Organization (WinFred MPO)* – NSVRC provides staff and administrative support to the WinFred MPO, the Federally recognized transportation policy board for the “urbanized” portion of the Northern Shenandoah Valley. The MPO was created as a result of the designation of the Winchester-Frederick County Urbanized Area by the U.S Census in 2002 and is responsible for developing a Constrained Long-Range Plan, Transportation Improvements Program, and critical regional transportation planning studies. RideSmart is a stakeholder in the MPO's planning activities.
- *DRPT* – DRPT is RideSmart's primary funding agency and is a partner in service delivery. RideSmart looks to DRPT to support, guide, and promote TDM at the state and regional level.
- *Virginia Regional Transit Authority* – Virginia Regional Transit Authority is the largest nonprofit provider of local transit services in the Northern Shenandoah Valley and provides valuable transportation alternatives to driving to and from destinations within the region. RideSmart promotes Virginia Regional Transit Authority services to local residents and partners with Virginia Regional Transit Authority and local jurisdictions to identify new service needs.

- *Winchester Transit* – Winchester Transit provides public bus and trolley services to residents of the City of Winchester. Like Virginia Regional Transit Authority, Winchester Transit provides valuable transportation alternatives to driving to work and non work-related destinations within the WinFred Metropolitan Area.
- *VDOT* – VDOT formerly administered the TDM grants that RideSmart relies on as a primary funding source. As the owner of the majority of the park-and-ride lots that RideSmart customers rely on as meeting places for commuter buses, vanpools, and carpools; VDOT continues to be an important stakeholder for the program.

2.0 Current TDM Programs and Services

Information about RideSmart's programs and services can be found on the program's web site (www.RideSmartva.org), which provides general commute information, commuter lot locations, "commuter calculator" tools, transit benefit information, and a wealth of other resources. Detailed descriptions of the programs and services provided or administered by RideSmart staff are included below.

Ridematching

RideSmart assists in the creation of new carpools and works to keep these pools successfully operating. One major role of the program is to match commuters with carpools looking for new riders and to connect commuters with similar origins, destinations, and work schedules in order to form new carpools. RideSmart answers ridematch requests utilizing the regional ridematching database administered through the Metropolitan Washington Council of Government's Commuter Connections program. Commuters may call to receive one-on-one trip-planning and ridematching assistance from RideSmart staff, they may use the Commuter Connections' on-line tool to receive instant ridematching information, or they may post ride requests on Commuter Connections' on-line bulletin board.

Vanpool Assistance

RideSmart provides assistance to three kinds of vanpools within the Northern Shenandoah Valley: owner-operated vans; third-party vans; and employer-provided vans. RideSmart and NSVRC do not own or operate any vans. The program refers commuters interested in starting a vanpool to Vanpool Service Inc. and ABS Vans, the two vanpool companies serving the region, for technical assistance and van leasing services.

RideSmart helps to form and maintain vanpools by providing ridematching services using both their own database and the Commuter Connections database. RideSmart advertises vanpool services and provides a variety of resources on its web site. RideSmart also participates in the Virginia Vanpool Assistance Program. The Virginia Vanpool Assistance Program, sponsored by DRPT, provides temporary funding for vanpools having trouble filling all of their seats. There are two different programs: the VanStart Program, which funds empty seats during the critical start-up phase of new vanpools; and the VanSave Program, which is for existing vanpools that are experiencing problems in their passenger levels due to the loss of riders.

Vanpools are encouraged to register with the database so that staff can provide support and assistance when commuters are starting new vanpools or need help in filling vacant seats. There currently are an estimated 20 vanpools serving the Northern Shenandoah Valley region. Of these vanpools, four are registered with RideSmart.

Employer Outreach

As of 2014 there were 50 employers in the Northern Shenandoah Valley with more than 250 employees. Although a large number of residents travel out of the area for work, RideSmart strives to identify and partner with major employers in the region to increase awareness of commute options and establish employer-based TDM programs. RideSmart provides employers individualized assistance to form van/carpools and develop custom employer-based ridematching databases.

Telework

More than one in five commuters surveyed in 2014 indicated that their employer offers teleworking, second behind flex-time as an employer-provided transportation service or benefit. Of those commuters to whom telework is an option, nearly half take advantage of it. RideSmart currently markets teleworking to employers and commuters.

Marketing and Promotion

RideSmart focuses its marketing efforts on area residents who commute to work in Northern Virginia or Washington, D.C. as well as residents who commute within the Northern Shenandoah Valley region. A key objective of all RideSmart marketing materials and efforts has been to expand commuters' awareness of carpool, vanpool, and transit options. RideSmart uses a wide variety of methods to deliver this message and increase commuters' awareness of available services. These include:

- Radio and print ads;
- Google Adwords;
- Social media (Twitter, Facebook, Pinterest, Alignable);
- Blogging through the local Small Business Development Center;
- Exhibits and promotional giveaways at community events/fairs;
- Employer events;
- Presentations to local officials and community/stakeholder groups;
- Special promotions; and
- Web site promotion.

RideSmart provides its customers with information on Virginia Regional Transit Authority and Winchester Transit local transit services. The program also supplies information on public transportation options such as Virginia Railway Express, Maryland Area Regional Commuter, and Washington Metropolitan Area Transit Authority Metro that are available in surrounding regions.

Table 2.1 Marketing Efforts Breakdown

Carpooling	25%
Vanpooling	20%
Transit	20%
Biking	20%
Teleworking	5%
General	10%

RideSmart is an active partner in planning and supporting new transit services in the Northern Shenandoah region. RideSmart has had success in the past partnering with transportation providers and employers to obtain demonstration grant funding to start new transit services. In Fiscal Year 2016 the NSVRC will study the feasibility of extending WinTran service to Lord Fairfax Community College in Middletown.

RideSmart is printing and distributing a map of the MPO area for bicyclists, free of charge. Going forward, RideSmart could play a role as an information clearinghouse for bicycle and pedestrian travel information in the region.

Guaranteed Ride Home

RideSmart currently participates in the Guaranteed Ride Home program for the Washington, D.C. area that is administered on a regional basis by the Metropolitan Washington Council of Government's Commuter Connections program. RideSmart staff promotes Guaranteed Ride Home and helps individuals to sign up for and use the program. The program currently is not highly used due to the length of most commuters' trips and the limited number of alternative transportation options within the Northern Shenandoah Valley. The 2014 RideSmart commuter survey indicates that a mere six percent of the region's commuters have access to the program.

Other programs

As of mid-2015, no car-sharing firm (e.g. Uber, Lyft) operates in the RideSmart service area. There are currently no plans to establish a bike sharing program. RideSmart does not operate a commuter store.

3.0 Mission, Goals and Objectives

RIDESMART MISSION AND VISION

The mission of the Northern Shenandoah Valley RideSmart program is to:

Within the Northern Shenandoah Valley, promote awareness of transportation and communication alternatives to the single-occupancy vehicle trip for out-bound, in-bound, and in-region commuters, residents, local governments, business, and industry. Provide assistance that enables individuals and organizations to reap the economic and environmental benefits of using alternative programs and technologies. Enhance public mobility within the region by creating and implementing a Regional Transit Plan.

Through its efforts to fulfill this mission, RideSmart supports the vision, goals, and objectives of the NSVRC, Win-Fred MPO, and member jurisdictions.

GOALS AND OBJECTIVES

Process for Developing Goals and Objectives

The goals and objectives contained in this plan were developed through a collaborative process involving NSVRC staff. The process to identify and refine programmatic goals, objectives, and performance measures included:

- Review of existing RideSmart documents to understand the role and services of the program;
- Review of the key findings of a 2014 survey of RideSmart's core market.
- Identification of existing and future program needs;
- Review of previous Strengths, Weaknesses, Opportunities, and Threats Analysis for currency; and
- Review and revision of goals and objectives.

Definitions

During the development of goals, objectives, and performance standards for this plan, the following definitions were used:

Goal – Is a broad, qualitative statement of what the agency hopes to achieve.

Objective – Is a specific, measurable statement of what will be done to achieve goals.

Performance Standard (Measure) – Is a quantitative or qualitative characterization of performance that evaluates the efficiency or effectiveness in conducting business operations.

Strategy – Is a statement of the approach or method the program will pursue to attain goals and objectives.

Agency Goals, Objectives, and Strategies

Following the process described in the preceding section, RideSmart has identified the following long-term goals (see Table 3.1 for a complete list of associated objectives and strategies):

1. Increase awareness of the RideSmart Program and the visibility of TDM in regional planning processes.

Awareness of RideSmart is low. RideSmart must continue to work to build awareness of the region's rideshare services. Commuters may not know where to turn for assistance they want and need. RideSmart should invest in a consistent and ongoing marketing program, as it is clear that decisions about mode choice are being made continuously. Marketing communications should reinforce the biggest opportunity audience – long-distance commuters – and promote commuter cost savings and stress reduction as compelling personal benefits of ridesharing. Additional promotional campaigns such as testimonials or environmental messages should be tailored to different audiences.

2. Increase the availability and use of alternate modes of transportation that serve the needs of ALL Northern Shenandoah Valley residents.

The Northern Shenandoah Valley's extreme commuters are a key opportunity market to increase use of alternative modes in the region. These commuters represent a third of the region's residents who work outside of their home and have some of the longest commutes in the State. In addition, these people believe congestion is getting worse, not better. Rideshare infrastructure in the Northern Shenandoah Valley could be improved to increase alternative mode use. The region's park and ride lots typically operate at full capacity. Local transit infrastructure and bicycle/pedestrian facilities also are in short supply and could be expanded both to increase alternative mode share for local trips and to support tourism and local economic development goals.

As employment in the Northern Shenandoah Valley continues to grow, so will the demand for ridematching services for intra-regional commuters. RideSmart can best serve this market by working with the region's employers to develop and implement employer-based programs.

RideSmart's service area is home to a growing number of seniors, disabled individuals, and others with unique transportation needs that may not be adequately served

by current services. RideSmart can play a valuable role in connecting these underserved populations to transportation options available in the region by acting as a transportation information clearinghouse for area residents and by supporting local/regional efforts to identify, implement, and/or expand services that meet these residents' needs.

3. Contribute to economic development and increased economic opportunities in the Northern Shenandoah Valley.

RideSmart's primary market has historically been those residents of the region who commute to the Washington metropolitan area. To help mitigate traffic congestion and enhance the long-distance commuting experience, RideSmart will continue to serve this opportunity market by focusing employer outreach on the distant Metro market and teaming up with Virginia's other Metro D.C. western feeder markets (e.g., Culpeper) to include rideshare promotional materials in the Northern Virginia rideshare agencies' business outreach efforts.

In addition to serving long-distance commuters, RideSmart can support commuting to and within the Northern Shenandoah Valley and promote local employment and business opportunities by raising awareness of the true cost of commuting, and the trade-offs between housing and transportation costs.

Table 3.1 outlines the specific TDM goals, objectives, and strategies RideSmart will pursue over the short, medium, and long term in order to achieve these goals.

Over the short term (1 to 6 years), the focus of RideSmart's growth will be on expanding and enhancing the region's key TDM programs and services. The program will work to expand its programs to serve currently unmet or underserved needs in the region while continuing to enhance its core ridematching, carpool/vanpool support, and information dispersal services. Implementing these strategies will require additional funding and resources. Resources required to implement the strategies outlined in Table 3.1 (e.g., staff, operating/administrative costs, subsidies) are addressed in Section 6.0 of this plan.

Table 3.1 RideSmart Goals, Objectives, and Strategies

-
- 1. Goal: Increase awareness of the RideSmart Program and the visibility of TDM in regional planning processes.**
- 1.1. Objective: Increase the number of residents and employers who are aware of the RideSmart program and who actively use the program's services.*
- Short-Term Strategies (one to six years):
- 1.1.1 Develop a marketing plan to raise general awareness of RideSmart's services, target commuters who are most likely to use high-occupancy modes (e.g., extreme commuters to Northern Virginia and Washington, D.C.), and identify direct marketing opportunities and strategies
 - 1.1.2 Continue to improve the RideSmart website to share a greater amount of information in the most user-friendly way possible.
 - 1.1.3 Increase awareness of the RideSmart program and promote TDM strategies by participating in promotional events, including: regional job fairs, community events, etc. Promote specific TDM-related events such as Earth Day, Bike to Work Day, etc.
 - 1.1.4 Distribute RideSmart materials at a variety of destinations and activity centers, including: libraries, Chambers of Commerce, colleges and universities, transit facilities, real estate offices, social service offices, and human service organizations.
 - 1.1.5 Utilize high visibility marketing tools such as outdoor advertising along roadways, Park & Ride Lot signage and other appropriate venues and locations.
 - 1.1.6 Seek partnership opportunities with radio, television, and print media for public service marketing.
 - 1.1.7 Develop Facebook and Twitter pages to provide additional outreach to commuters.
- Long-Term Strategies (7 to 10 years):
- 1.1.8 Continue to expand programs and advertising activities to serve newly developed markets.
- 1.2. Objective: Foster partnerships with regional governments and agencies to increase the visibility of TDM and establish "buy-in".*
- Short-Term Strategies (one to six years):
- 1.2.1 Develop and implement a formal follow-up program for all RideSmart customers. Follow-up could be conducted through a brief phone, mail, or on-line survey and will gather information on the results of TDM services provided (e.g., ridematch, mode switch), satisfaction with services provided, and additional customer needs).
 - 1.2.2 Using the customer follow-up survey, database audits, and other tools, develop and monitor a set of program performance measures in order to evaluate program delivery and demonstrate the value of TDM services provided. Using these measures, develop a brief presentation or pamphlet to "sell" the program to elected officials, local agencies, potential funders, and the general public.
 - 1.2.3 Brief the NSVRC Board of Directors at regular intervals on important topics, including RideSmart program performance and the benefits of TDM.
 - 1.2.4 Identify opportunities to increase TDM involvement with local agencies and planning processes by conducting presentations at meetings, participating in Advisory Boards, or other activities.
 - 1.2.5 Promote the integration of the RideSmart program with the Win-Fred MPO and the Rural Transportation Planning Program. Explore ways to participate in the Win-Fred Technical and Policy Advisory Boards and the Rural Transportation Planning Technical Committee.
 - 1.2.6 Continue to identify stakeholders (e.g., economic development agencies, local jurisdiction planning staff) and explore opportunities to serve as a resource/consultant for incorporating TDM practices into plans (e.g., Comprehensive Plan updates) and developing alternative transportation solutions to mobility challenges.
- 1.3. Objective: Maintain a high level of customer service.*
- Short-Term Strategies (one to six years):
- 1.3.1 Develop and implement procedures for regular customer follow-up to ensure accuracy of ridematch database information, assess customer satisfaction, and identify additional service needs. Follow-up with all customers within 30 days of contacting RideSmart and
-

annually thereafter.

- 1.3.2 Conduct brainstorming session with other regional TDM agencies (e.g., Loudoun County, Fairfax County, Rappahannock-Rapidan Commuter Services) to determine ways to increase collaboration and increase the quality and efficiency of TDM service delivery.
 - 1.3.3 Partner with the Metropolitan Washington Council of Governments to improve the on-line ridematching tool by increasing user-friendliness and incorporating functions that serve the needs of rural and long-distance commuters.
 - 1.3.4 Maintain the currency and quality of the commuter database in order to maintain a high match rate.
 - 1.3.5 Explore opportunities to enhance the RideSmart website and utilize new technologies and applications to increase the accessibility of RideSmart services and other relevant TDM tools.
 - 1.3.6 Continue to regularly assess customer satisfaction and take steps to address identified areas for improvement.
- 2. Goal: Increase the availability and use of alternate modes of transportation that serve the needs of ALL Northern Shenandoah Valley residents.**

2.1. Objective: Increase the number of carpools and vanpools serving the Northern Shenandoah Valley by providing ridematching and expanding ridesharing infrastructure.

Short-Term Strategies (one to six years):

- 2.1.1 Maintain and grow the RideSmart ridematching database. Promote the Washington Metropolitan Area Transit's Smart Benefits program to regional commuters.
- 2.1.2 Explore use of social media (e.g., Twitter, Facebook) and new technologies (e.g., smart phones) to increase the convenience of ridematching and the variety of trips (work and nonwork) served.

Long-Term Strategies (7 to 10 years):

- 2.1.3 Play an active role in identifying and developing priority park-and-ride lots to meet regional demand.

2.2. Objective: Support development and expansion of local and commuter transit services.

Short-Term Strategies (one to six years):

- 2.2.1. Collaborate with Virginia Regional Transit to identify viable transit routes in the Northern Shenandoah Valley.
- 2.2.2. Work with local colleges and universities to identify transportation needs and implement ridesharing or other transportation services.
- 2.2.3. Continue to partner with DRPT in assisting localities with transit feasibility studies.

Long-Term Strategies (7 to 10 years):

- 2.2.4. Partner with local transit providers to identify viable transit routes to serve increasing demand for commuter and non-commuter travel.
- 2.2.5. Partner with local transit providers to develop feeder service to park-and-ride lots. (Creating these services will require local providers to extend their service hours and begin running buses earlier in the day.)
- 2.2.6. Support establishment of a regional public transportation provider to improve intraregional transportation options within the Win-Fred MPO and greater Northern Shenandoah Valley region. Options identified in the Win-Fred Transit Services Plan include: expanding Winchester Transit, creation of a Transportation District, creation of a Service District, or creation of a Regional Transit Authority.
- 2.2.7. Partner with other regional transportation providers to establish shuttles to Metrorail (including new Silver line stations), Virginia Railway Express, and other transit services outside the Northern Shenandoah Valley.
- 2.2.8. Explore transportation services that serve visitors' needs and promote the Northern Shenandoah Valley as a tourism destination. (e.g., locating transit stops at tourist destinations/hotels, transit service to and from Dulles Airport, day trip service to and from Washington D.C.).

2.3. Objective: Support coordinated delivery of transportation services that serve the needs of senior, disabled, and low-income residents.

Short-Term Strategies (one to six years):

- 2.3.1. Continue to identify the unmet transportation needs of senior, disabled, and low-income

residents in the Northern Shenandoah Valley and pursue coordinated approaches to serve them.

- 2.3.2. Continue to partner with DRPT on Coordinated Human Service Mobility Plan process.

Long-Term Strategies (7 to 10 years):

- 2.3.3. Assist in the creation and operation of a Human Mobility Transportation Center that coordinates regional human mobility transportation services and acts as a dispatch center for Northern Shenandoah Valley residents and transportation providers.

3. Goal: Contribute to economic development and increased economic opportunities in the Northern Shenandoah Valley.

- 3.1. *Objective: Increase the number of local employers and employees served through outreach programs.*

Short-Term Strategies (one to six years):

- 3.1.1. Create and maintain an employer-based TDM program for the region. Annually increase the number of employers contacted and with active workplace TDM programs.
- 3.1.2. Seek partnerships with local businesses to promote RideSmart and provide services that make the Northern Shenandoah Valley an attractive environment for businesses and employees.
- 3.1.3. Develop a list of area employers to target for TDM outreach (e.g., employers on key transportation corridors, companies with large employee bases)
- 3.1.4. Develop a packet of outreach materials designed to increase TDM awareness and “buy-in” among employers.
- 3.1.5. Conduct site visits to area employers to provide one-on-one assistance.

Long-Term Strategies (7 to 10 years):

- 3.1.6. Establish an employer-based TDM program and annually increase the number of employers in the Northern Shenandoah Valley with active workplace TDM programs.
- 3.1.7. Host events at employers and conduct on-site instant ridematching using on-line tools.
- 3.1.8. Continue to seek partnerships with local businesses to promote RideSmart and provide enhanced services that make the Northern Shenandoah Valley an attractive environment for businesses and employees.
- 3.2. *Objective: Increase access to jobs in the Northern Shenandoah and surrounding regions.*

Short-Term Strategies (one to six years):

- 3.2.1. Work with local telework centers to promote their services to employers in Northern Virginia and Washington, D.C.

Long-Term Strategies (7 to 10 years):

- 3.2.2. Continue to identify opportunities to enhance access to jobs in the Northern Shenandoah Valley and increase the efficiency of the region’s transportation network.
- 3.2.3. Partner with local jurisdictions and employers to identify opportunities to create transportation services sponsored/subsidized through public private partnerships (e.g., the Virginia Regional Transit Authority route cofounded by Page County and Family Dollar).
-

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

A Strengths, Weaknesses, Opportunities, and Threats Analysis provides an organized framework for evaluating an agency and the environment in which it operates. This analysis highlights strengths as areas in which RideSmart already excels, while recognizing weaknesses as areas in which RideSmart should work to improve its programming. Opportunities are elements that RideSmart could use to its strategic advantage and convert into strengths, while threats are factors or events that could turn into weaknesses if not addressed proactively.

Strengths

- Dedicated, knowledgeable staff familiar with the transportation needs of Northern Shenandoah Valley residents and the unique needs of long-distance commuters.
- Integration of RideSmart within the NSVRC allows the program to leverage administrative and support services to enhance the TDM program. This arrangement also enables the program to coordinate their activities to support regional planning efforts.
- The region's large population of long-distance commuters traveling to high-density, centralized employment areas makes vanpooling and commuter bus a viable money-saving transportation option for many residents. High-occupancy vehicle lanes outside the region and employers who offer high levels of commuter benefits also support a strong market for the program.
- Strong working relationship with other regional TDM agencies.

Weaknesses

- Lack of local congestion, low-density distribution of workers and employers, and abundance of parking make ridesharing a difficult sell to local employers and residents who aren't long-distance commuters.
- Current economic conditions make local match funding difficult to obtain. Wide variation in population, land use, and future planning goals among local jurisdictions makes developing programs that serve the entire Northern Shenandoah Valley, and for which all jurisdictions are willing to provide funding, difficult.
- Transportation alternatives to single-occupancy vehicles are lacking in the region. Bicycle and pedestrian infrastructure is limited and lacks connectivity in many areas. Most jurisdictions are served only by demand-responsive transit that must be arranged 24 hours in advance.
- A limited number of local employers provide ridesharing incentives and only two transit services cross jurisdiction boundaries, which may make ridesharing difficult for individuals who live and work in the region.
- Awareness of the program and its services is low among residents, employers, and local elected leaders.

Opportunities

- The NSVRC Public Outreach/RideSmart Coordinator will dedicate at least half of their time to the RideSmart program, which will allow for more extensive marketing and proactive development/expansion of programs and services.
- Expansion of I-66 High-Occupancy Vehicle lanes to Haymarket – east of the Northern Shenandoah Valley – and increased restrictions on these lanes (e.g., barrier separation or HOV-3 limits) will impact ridesharers on the corridor. New High-Occupancy Vehicle lanes and restrictions may increase demand for carpools, vanpools, and transit along I-66 so that commuters can take advantage of the time savings offered.
- Several large, Federal employers moving into the region present an opportunity for RideSmart to develop services for reverse commuters and to access new funding sources (e.g., Job Access Reverse Commute grants).
- The Silver Line Metrorail extension to Tysons Corner in 2013 and past the Dulles Airport into Loudoun County around 2015 will create a closer transit option into Northern Virginia and Washington, D.C. and may increase demand for carpool, vanpool, and shuttle services.
- Growing senior/retired population will have increasing transportation needs that cannot be served by driving alone. Developing services to fulfill these needs presents an opportunity for RideSmart to strengthen partnerships with local human mobility agencies and expand its own programs and customer base.
- An increased focus in the Win-Fred Metropolitan Area on mixed-use, medium- density development that incorporates multimodal transportation options may impact residents' mode choice for local trips and increase the viability of transit and other transportation alternatives.
- Warehouse/industrial employment centers offer opportunities to form carpool, vanpool, and shuttle services for shift workers in order to ensure low cost transportation options for low-wage employees.
- Statewide support for TDM by DRPT may increase the variety of services available and raise awareness of TDM programs in areas outside of the Washington Metropolitan Area.
- Large Leesburg employer seeks to fund commuter bus service from Winchester.
- Virginia Regional Transit seeks to work with NSVRC to identify opportunities for new rural transit service.
- Advent and growth of social media facilitate ridesharing.
- The expansion of two park and ride lots in the region are on VDOT's statewide priority list.
- With the recent completion of the WinFred MPO Bicycle and Pedestrian Plan Update and the Berryville/Clarke County Bicycle and Pedestrian Plan, interest in non-motorized commuting is growing.

- Two of five intercity bus routes recommended for implementation statewide in a 2013 DRPT study would serve the Northern Shenandoah Valley.

Threats

- Continued sprawling low-density development that is expected to occur in the area cannot be economically served by traditional transit services.
- Development policies that encourage ample free parking and roadway expansion create limited incentives for residents and employees in new developments to rideshare.
- Local intraregional travel may continue to be difficult to serve due to dispersed employment centers. TDM services may have to be developed on an employer by employer basis.
- Divergent needs and planning goals of the growing metropolitan region and more rural jurisdictions in the region may make planning and implementing regional TDM solutions difficult.
- Awareness of TDM and support for the RideSmart program must be cultivated at all levels within the NSVRC, local jurisdictions, and the general public.
- Expansion of some park and ride lots face site constraints.

4.0 TDM Program Organization and Operations Review

In 2014 NSVRC commissioned a survey, sponsored by the Winchester-Frederick County Metropolitan Planning Organization, of RideSmart's customer base: commuters who live or work within its service area, and whose commute is 20 minutes or longer. The Southeastern Institute of Research conducted the survey, providing RideSmart with actionable intelligence to guide the design and marketing of its services. Data was collected on

- Demographics and commuting patterns;
- Experience with and perceptions of ridesharing alternatives;
- Employer specifics and transportation-related services and benefits offered at work;
- Communications preferences and media habit; and
- Experience with and perceptions of the RideSmart website.

A summary of survey results and key findings is presented in the Appendix. RideSmart staff relied heavily on the insights derived from the survey results in reviewing and amending the program's goals and objectives.

5.0 Service Changes and Expansion Plan

As RideSmart's service area continues to grow and change over the short, medium, and long term, the services required and desired by residents will change as well. The customer base that RideSmart serves will grow and may change to include a more diverse group of employees, employers, and non-commuters (students, tourists, seniors). New services will need to be developed to serve new needs, and existing services and programs will need to be expanded to better meet the needs of all stakeholders.

This section outlines the strategic framework that will guide the growth and development of RideSmart and its services over the short term (2015-2021).

By program:

Ridematching- The growth of our commuter database will continue to be a prime focus as we move forward in decreasing SOV riders. More outreach events and more connectivity between RideSmart and local business will help in achieving this. Free ridematching, vanpool subsidies, and commuter information will be the three key assets RideSmart will offer local residents through future marketing efforts.

Vanpool assistance- RideSmart will continue to provide assistance to individuals/groups who are looking to start up a vanpool, as well as current established vanpools who may need assistance. Through outreach events, and marketing, RideSmart will build on its existing regional vanpool list. The main focus for growing our vanpool base will be those who already commute HOV and would be interested in creating or joining a vanpool. In addition, we will be researching ways to inform other commuters of possible vacant seating on vanpools. Funding for marketing will remain constant over the next six years, but funds for van subsidies by \$1,000 for the first two years then plateau.

Employer outreach- Over the next few years RideSmart will continue to grow its network and connections with local businesses to further promote ridesharing and transit opportunities, as well as incentive programs for business owners and their employees who. RideSmart will assist these employers who are interested in setting up an employee database or are looking for more information.

Marketing and promotion- Marketing and advertising over the next six years will begin to focus more towards online advertisements instead of television/billboard advertisements. A 2014 commuter survey by the Southeastern Institute of Research showed that radio and online channels are the most preferred means of obtaining information about commuting options.² Efforts to update outdated and existing commuter information signs along our region's roads

² SIR "Commuter Research Survey" <http://ridsmartva.org/commuting-research.html>

and interstates will also be a top priority over the upcoming years. These signs (unlike billboards) are cheaper to produce and are a permanent form for advertising the RideSmart program. The marketing and promotion budget over the course of the following six years will remain constant (\$89,638). Marketing RideSmart will continue to focus on expanding commuters' awareness of carpool, vanpool, and transit options/services. This includes free ride-matching, Guaranteed Ride Home program, and vanpool subsidies.

GRH program- New data from our commuter survey shows that the Guaranteed Ride Home Program is one of the top motivators that could help stimulate trial of ridesharing.³ In response, we will be looking to expand the Guaranteed Ride Home Program to commuters who commute to the Northern Shenandoah Valley to work, as well as those who live and work within the region.

³ "Commuter Research Survey"

6.0 Financial Plan

This section presents the current and future budget and funding sources for the RideSmart program. As a result of being housed within NSVRC, RideSmart benefits from some shared overhead costs and staff. Since the formation of the program, RideSmart's primary funding source has been an annual state TDM grant awarded by DRPT, supplemented by a required 20 percent local match. RideSmart staff coordinates with NSVRC staff to incorporate these funds into the larger NSVRC budgeting process.

Table 6.1 shows the breakdown of RideSmart's operating budget for FY '16-'21. The majority of funds are dedicated to program administration and marketing of non-single-occupancy vehicle transportation options.

Table 6.1 RideSmart FY 2016-2021 Operating Budgets

Expenses	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Program Staff and Administration	\$ 111,700	\$ 114,493	\$ 117,868	\$ 120,815	\$ 123,835	\$ 126,930
Marketing and Promotion	\$89,638	\$89,638	\$89,638	\$89,638	\$89,638	\$89,638
Subsidies	\$5,000	\$6,000	\$7,000	\$7,000	\$7,000	\$7,000
Travel and Training	\$3,350	\$5,000	\$4,000	\$5,000	\$4,000	\$5,000
Computer Software and Equipment	\$825	_____	_____	\$1,000	_____	_____
Total Expenditures	\$ 210,513	\$ 215,131	\$ 220,506	\$ 223,453	\$ 224,473	\$ 228,568

Revenues for RideSmart's operations are obtained from state and local sources. Currently, all state funds for the TDM program come from DRPT TDM grants. Local match funding for the grant is provided by member jurisdictions of NSVRC. The amounts RideSmart is expected to receive for the next six years is shown in Table 6.2.

Table 6.2 RideSmart FY 2016-2021 Operating Revenue Sources

Source	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
State TDM Grant	\$ 168,410	\$ 172,105	\$ 176,405	\$ 178,762	\$ 179,578	\$ 182,854
Local Funds	\$ 42,103	\$ 43,026	\$ 44,101	\$ 44,691	\$ 44,895	\$ 45,714
Total	\$ 210,513	\$ 215,131	\$ 220,506	\$ 223,453	\$ 224,473	\$ 228,568

The included program components and their estimated costs are discussed in more detail below:

- *Program Staff and Administration* –As RideSmart continues to grow and develop its programs, it may need to add additional staff. These staff will manage the growing workload of the program and also may be selected from candidates with particular backgrounds (e.g., planning, advocacy, employer outreach) in order to broaden the expertise and knowledge base of the program. Some specific administrative needs may include:
 - » Technology enhancements to maintain and improve TDM databases and ensure that RideSmart’s services are made conveniently available through the most current outlets (e.g., social media, “iPhone” applications).
 - » Staff to maintain and expand outreach and collaboration with employers, jurisdictions, agencies, and other stakeholders.
- *Marketing and Promotion* – RideSmart will continue marketing efforts to promote TDM and transit in the Northern Shenandoah Valley.
- *Subsidies* – RideSmart will continue to support ridesharing in the Northern Shenandoah Valley by providing subsidies to maintain and form new vanpools and carpools. Funding requirements for existing programs such as VanStart/VanSave are not expected to change from the short term.
- *Other Program Elements* –Transit services, park-and-ride facilities, and human mobility will likely be the focus of RideSmart’s “other” programming efforts. Funding needs for these projects will depend upon the specific services and facilities that are identified in future updates of local comprehensive plans and planning studies.

7.0 TDM Program Monitoring and Evaluation

This section outlines the criteria that will be used to monitor and evaluate the program goals, objectives, and strategies listed above. Wherever possible, these criteria will be quantitative in nature.

RideSmart currently does not track any formal performance measures or conduct regular surveys or database audits to assess their performance. Implementing a structured follow-up and performance management program is one of the short-term strategies the program will pursue.

The program is, however, monitored through several state and regional studies conducted by the Metropolitan Washington Council of Governments and other outside agencies. These resources serve as a starting point for developing additional performance measures to evaluate the impact of the program and monitor RideSmart's progress towards its goals and objectives. Table 7.1 lists performance measures currently monitored triennially through the Virginia State of the Commute Survey.

Table 7.1 Potential RideSmart Performance Measures

Performance Measure	Population
Leading Indicators:	
Average Commute Length (Minutes)	Residents/Employees
Desire To/Interest in Telecommuting (Percent)	Residents
Dissatisfied with Commute (Percent)	Residents
Distance to Work (Miles)	Residents/Employees
Vehicle Ownership (Percent)	Residents
Mode Split:	
Single-Occupancy Vehicle – Commute (Percent)	Residents
Transit – Commute (Percent)	Residents
Carpool/Vanpool – Commute (Percent)	Residents
Commute by Train (Percent)	Residents
Commute by Bus (Percent)	Residents
Commute by Bike (Percent)	Residents
Commute by Walking (Percent)	Residents
Transportation Use:	
Daily Vehicle Miles Traveled (Thousands)	RideSmart area
Annual Unlinked Trips (Thousands)	RideSmart area
Use High-Occupancy Vehicle Lanes (Percent)	Residents/Employees
Infrastructure:	
Employer Offers Free On-Site Parking (Percent)	Residents/Employees
High-Occupancy Vehicle Lanes Available (Percent)	Residents/Employees
Less than Half a Mile to Nearest Bus Stop from Home (Percent)	Residents/Employees
Less than Half a Mile to Nearest Train Station from Home (Percent)	Residents/Employees
Park-and-Ride Lot Use (Percent)	Residents

Table 7.1 Potential RideSmart Performance Measures (Cont'd)

Performance Measure	Population
<i>RideSmart Program Impacts:</i>	
Contacted RideSmart (Percent)	Residents/Employees
Receive Ride Match Lists (Percent)	Residents
Using Workplace-Based TDM Programs (Percent)	Residents/Employees
Commute Difficulty versus Last Year – Percent Easier	Residents/Employees
Commute Difficulty versus Last Year – Percent More Difficult	Residents/Employees
Employer Offers Commute Incentives/Support Services (Percent)	Residents/Employees
Offered Workplace-Based TDM Programs (Percent)	Residents/Employees
RideSmart After Ride Matching Services are Offered (Percent)	Employees
<i>Service Awareness and Use:</i>	
Aware/Use Commuter Connections (Percent)	Residents/Employees
Aware of RideSmart (Percent)	Residents/Employees
Knew of a Commute Info Resource Organization (Percent)	Residents/Employees
Aware of Guaranteed Ride Home (Percent)	Residents/Employees
Use Washington Metropolitan Area Transit Authority Web Site (Percent)	Residents/Employees
Used Commute Info Resource Organization (Percent)	Residents/Employees
<i>Employer Conditions</i>	
Compressed Work Schedule (Percent)	Residents/Employees
Flextime (Percent)	Residents/Employees
Job Responsibilities Do Not Allow Telecommuting (Percent)	Residents/Employees
Standard Work Schedule (Percent)	Residents/Employees
Telework More than One Day (Percent)	Residents/Employees
Telework Offered by Employer (Percent)	Residents
Teleworking (Percent)	Residents/Employees

Appendix:

Findings, 2014 Regional Commuter Survey