

RideShare

Transportation Demand Management Plan Update

FY16-FY21

Thomas Jefferson Planning District Commission

Chapter 1 - Overview of the Transportation Demand Management Program

History

RideShare was founded in the 1980s as a commute information and assistance service of the Thomas Jefferson Planning District Commission (TJPDC), which serves as the Planning District Commission (PDC) for Planning District 10: City of Charlottesville and counties of Albemarle, Fluvanna, Greene, Louisa, and Nelson.

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

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

Governance

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

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



The TJPDC's staff leadership and the TJPDC Board recognize the importance of TDM and have included RideShare and RideShare's TDM programs in regional plans to advance viable transportation choices.

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

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

RideShare does not have currently have an advisory board.

Organizational Structure

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

The Program Manager of RideShare is currently a full-time TJPDC staff member and is responsible for all program activities including service delivery for ridematching, commuter information, and guaranteed ride home throughout the service area, employer outreach, and administrative functions such as marketing, budgeting, and program planning.

Previously the RideShare Outreach Specialist, a full or part time TJPDC staff member, is responsible for customized commuter planning and assistance, as well as overall database management and placement follow-up. This position was not filled for FY 2015 and will most likely remain vacant for FY 2016.

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

The combined time of the Program Manager and the RideShare Outreach Specialist is divided among several activities as shown in Table 1.1.

Table 1.1. Staff Time Allocation

Activity	Staff Time
Ridematching	30%
Outreach	20%
Marketing/Advertising	20%
Management/Administration	15%
Service/Organizational Planning	5%
Community Outreach	10%

Ridematching accounts for 30% of staff time, all of which is performed by the Program Director. Another 20% of staff time is devoted to Outreach. Marketing and advertising account for about 20% of staff time. This is primarily the responsibility of the Program Manager, although the RideShare Outreach Specialist may assist the Program Manager to identify media and information distribution opportunities within the service area. Management/administration and planning functions take about 15% of staff time.

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

There is no formal planning group at RideShare, either for service or activity planning or for participation in regional planning activities. Internal planning is performed by the Program Manager for development of the annual work program and new service planning. New service ideas are generated from market research studies, customer requests, review of best practices observed among peer agencies, and other methods.

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

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

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

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

TDM Service Area

At this time, RideShare serves ten counties and six independent cities with a combined area of approximately 5,607 square miles and a population of 525,212¹.

Figure 1.1 RideShare's Service Area Map



Source: TJPDC Web site, www.tjpd.org

¹ US Census Bureau. 2010 Quick Facts Community Profiles. www.census.gov.

Table 1.2 Jurisdictions in RideShare’s Service Area

Thomas Jefferson PDC	
1.	City of Charlottesville
2.	Albemarle County
3.	Fluvanna County
4.	Greene County
5.	Louisa County
6.	Nelson County
Central Shenandoah PDC	
1.	City of Buena Vista
2.	City of Harrisonburg
3.	City of Lexington
4.	City of Staunton
5.	City of Waynesboro
6.	Augusta County
7.	Bath County
8.	Highland County
9.	Rockbridge County
10.	Rockingham County

The major employment opportunities are more concentrated toward the downtown urban core of Charlottesville and the main campus of the University of Virginia (UVA) and UVA’s health sciences facilities. The major activity centers, where there are the highest concentrations of population and employers, are shown in Table 1.3.

Table 1.3 Major Activity Centers in RideShare’s Service Area

1.	University of Virginia
2.	Charlottesville Downtown area
3.	Pantops area – US 250
4.	Fontaine Research Park
5.	University Research Park - Northfork
6.	Rt. 29 Corridor - US 250 to the Airport

When compared to other regions of Virginia, the RideShare service area (Thomas Jefferson Planning District) is relatively sparsely populated, with an average of 108 persons per square mile versus 202 for the State average. The City of Charlottesville has the highest density in the region, with 4,246 persons per square mile within the city limits.

Transportation Facilities

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

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

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

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

In 2008, total employment in the RideShare service area was estimated to be 97,000. Table 1.4 shows the ten largest employers in the Ride Share service area.

Table 1.4 Top 10 Employers in RideShare's Service Area

Largest Employer RideShare Service Area	
1.	University of Virginia / Blue Ridge Hospital
2.	University of Virginia Medical Center
3.	Albemarle County
4.	Martha Jefferson Hospital
5.	City of Charlottesville
6.	State Farm
7.	UVA Health Services Foundation
8.	Charlottesville City School Board
9.	US Department of Defense
10.	Fluvanna County Public School Board

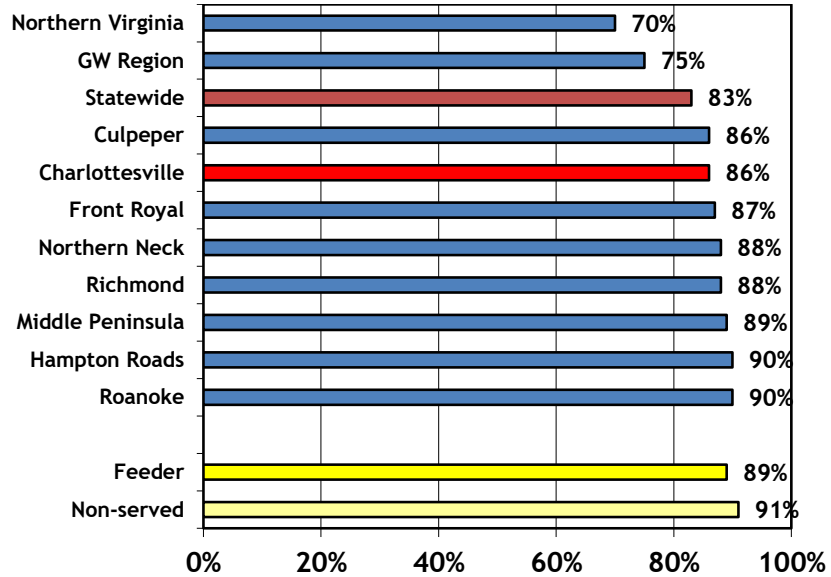
Source: Virginia Employment Commission, 2015.

Mode Split

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

Figure 1.2 shows that the region's work mode split is higher than the state-wide average of 83%, which is significantly influenced by the Northern Virginia market where the mode split is 70% drive alone.

Figure 1.2 RideShare Region Mode Split

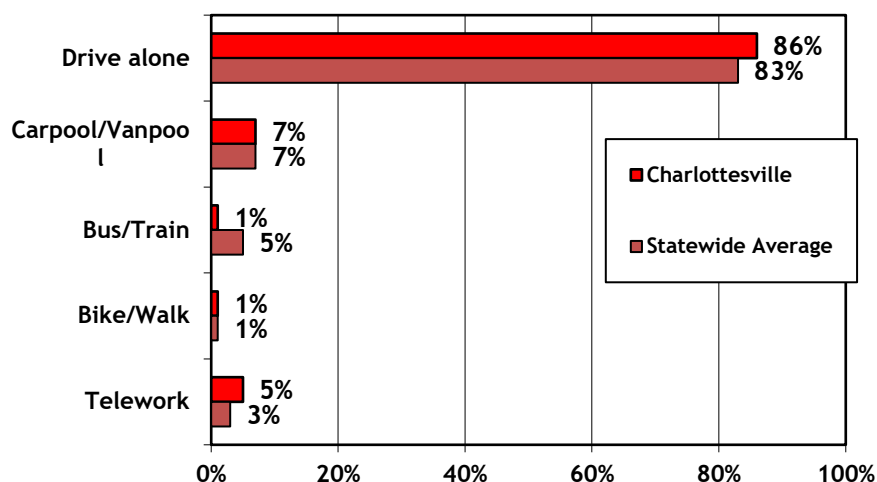


VASOC Q15. *Now thinking about LAST week, how did you get to work each day?*

Source: 2008 Virginia State of the Commute Survey

Figure 1.3 shows the use of alternatives to the drive alone commute: 4% use car and vanpooling, 3% Telework, 2% use bus, and 1% bike/walk.

Figure 1.3 RideShare Region Use of Alternatives to Drive Alone Commute



VASOC Q15. *Primary Mode*

Source: 2008 Virginia State of the Commute Survey

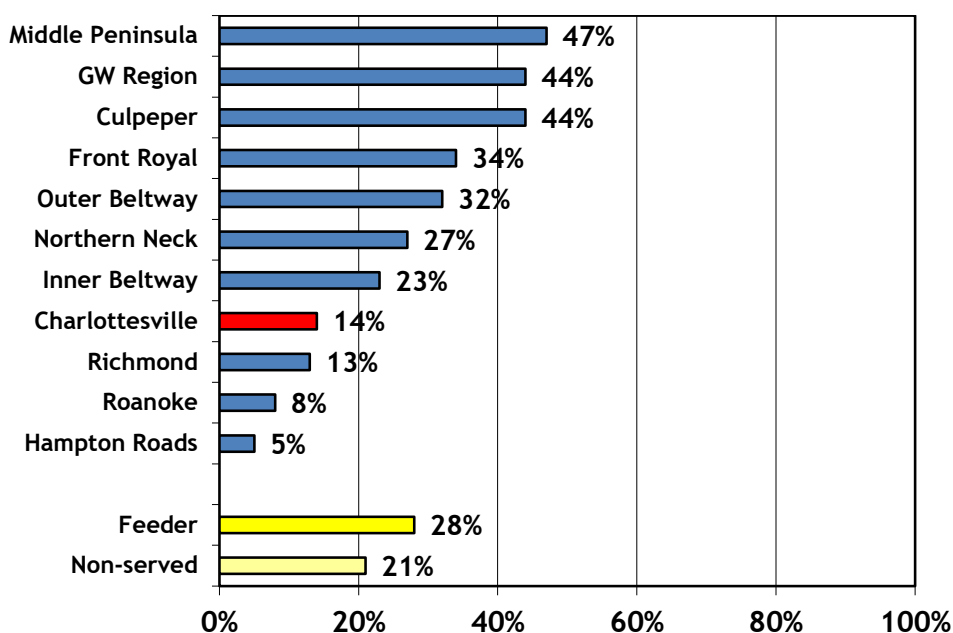
Commuting Patterns

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

Residents in RideShare's primary service area who work outside the home remain in the area for work. As

Figure 1.4 shows, only 14% of the region's workforce commutes outside of the market. This region has the fourth lowest level of outbound commuters in the state. As a result, RideShare must operate as both an origin- and destination-based TDM program, and therefore focuses on both employers and residents.

Figure 1.4 RideShare Region Percent Commute Outbound



Key Stakeholders

RideShare's key stakeholders include:

- **The Virginia Department of Rail & Public Transportation (DRPT):** DRPT is RideShare's primary funding agency and a partner in service delivery. RideShare looks to DRPT to support, guide, and promote TDM at the State and regional level.
- **The Thomas Jefferson Planning District Commission (TJPDC) Board:** The TJPDC serves the localities in Planning District 10, which include the City of Charlottesville and the counties of Albemarle, Fluvanna, Greene, Louisa, and Nelson. The TJPDC provides services to a geographic area of 2,168 square miles with a population of 235,212 making it the Commonwealth's sixth largest in terms of population.
- **The Central Shenandoah Planning District Commission (CSPDC) Board:** In 2009, RideShare enter into a partnership with the CSPDC to provide rideshare support services (ridematching and Guaranteed Ride Home services) to the Central

Shenandoah Valley region. As a contracted service provider to this region, Rideshare now has the CSPDC and CSPDC Board as a customer stakeholder.

CSPDC's member localities are the cities of Buena Vista, Harrisonburg, Lexington, Staunton, and Waynesboro and the counties of Augusta, Bath, Highland, Rockbridge, and Rockingham. CSPDC provides services to a geographic area of 3,439 square miles with a population of 290,000; making it the Commonwealth's largest, geographically speaking, and fifth largest in terms of population. It is located along the I-81 & I-64 corridors in the Central Shenandoah Valley.

- **Thomas Jefferson Metropolitan Planning Organization and the Central Shenandoah Metropolitan Planning Organization (MPO):** Both PDC's operate in a governmental structure where regional transportation planning is managed by Metropolitan Planning Organizations (MPOs). MPOs and MPO committees such as the MPO Technical Committee review, comment, and make recommendations on regional transportation plans and programs. As RideShare's TDM current and future services are part of regional transportation planning, the MPO and MPO committee members are key stakeholders.
- **Governing Boards of Local Jurisdictions:** Across both PDCs, RideShare currently serves ten counties and six independent cities. All of these jurisdictions are independent of one another. They all have their own governments. Through their membership on each regional MPO, each jurisdiction has a direct influence on RideShare.
- **RideShare's Employer Clients:** RideShare currently has 15 direct working "partner" relationships with employers across TJPDC's region. These employers receive TDM support services from RideShare.
- **University of Virginia (UVA):** UVA is the region's TDM engine. The University is committed to TDM; it is part of their culture. TDM is part of the University's smart land use planning approach. It is supported at the highest levels of the administration. UVA's enthusiasm and ongoing investment in TDM is well-documented in the form of a professionally crafted Master TDM Plan and two Micro-TDM Plans (Fontaine Research Park and University Research Park-Northfork). An executive summary of UVA's Master TDM Plan is available at <http://www.virginia.edu/parking/TDM/index.html>. The Master TDM Plan's theme is *"Be Active. Be Driven. Be Involved."*)
UVA has a number of active TDM programs. University Transit System (UTS) and bike support services are the largest programs. The smallest is the recently launched Zipcar service – self-service community rental cars for faculty, staff members, and students. The future focus for UVA's TDM program includes measuring GHG emissions and supporting more of the long distance commuters. Despite all of its financial and intellectual investment in TDM, UVA does not provide ride-matching services as part of its TDM portfolio. Instead, the University relies on RideShare for ridematching support.

- **CommuterInformation.com:** CommuterInformation.com is a joint effort by RideShare, JAUNT, Charlottesville Area Transit (CAT), University Transit Service (UTS), and Greene County Transit (GCT). This self-named “Commuter Information Team” created this virtual information center to enhance the quality of life and mobility of people in the Thomas Jefferson Planning District by promoting the use of alternatives to single occupant vehicles to reduce traffic congestion through private-public partnerships, community outreach, and individualized service. RideShare’s staff works to keep this Web site updated.
- **Regional Transit Services:** The region’s independent transit companies play a large role in providing convenient options to SOV travel. JAUNT, Charlottesville Area Transit (CAT), and University Transit Service (UTS) are strategic partners in offering mobility options. These organizations and RideShare all work together to maximize service delivery and marketing outreach.
- **The Charlottesville Regional Chamber of Commerce (CRCC) and the Thomas Jefferson Partnership for Economic Development (TJPED):** The CRCC and the TJPED, the region’s economic development organization, are RideShare’s stakeholders from an employer outreach perspective. Combining the reach, credibility and resources, and ongoing input from these two leading business groups affords RideShare easier and more relevant and meaningful access to private businesses across the Greater Charlottesville Region.
- **Third-party organizations that promote TDM:** *Charlottesville Tomorrow* was launched in September 2005 and is a 501(c) (3) non-profit organization. Their purpose is to inform and engage the public by providing clear, non-partisan information and research on land use, transportation, and community design issues with the confidence an informed public will make decisions that will protect and build upon the distinctive character of the Charlottesville-Albemarle area.
- **Local agencies and organizations in the emerging green-sustainability cause:** Emerging stakeholders include public and private pro-environmental agencies/organizations that are advancing and/or supporting TDM as part of their cause. The City of Charlottesville is leading the way. It has undertaken a major new effort to build trails within parks to create loops for walking and biking, and also to connect parks, schools, and other public spaces to each other. Another example is the new organization that the City of Charlottesville and the County of Albemarle are set to launch – Local Energy Alliance Program (LEAP). LEAP (www.va-leap.org) is a community-based, comprehensive energy efficiency and renewables program. LEAP will focus on saving money, saving energy, reducing greenhouse gases, and being an active participant in a growing local green economy. The program officially launched in early 2010.

It is important to recognize that all of these stakeholder groups have different levels of interactions with and expectations for RideShare. For example, local governments, through their regional MPOs, provide funding to RideShare. They view the organization as an extension of their work – a transportation

service provider that helps address local and regional transportation needs. Employers on the other hand, receive services from RideShare as *customers*. Understanding these different stakeholder relationships is critically important to RideShare's long-term success.

Public Outreach/Participation

RideShare participates in community events in the areas we serve. In the TJPDC area, RideShare is an active member of Interagency Councils in each county. This helps foster relationships with community leaders and fosters collaboration with other human service agencies. And as mentioned above, RideShare participates in both the MPO Technical Committee and the Rural Transportation Advisory Committee.

Chapter 2- Existing TDM Services and Staffing

Ridematching

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

RideShare's ridematching service is administered through a database program that matches commuters who want to carpool or vanpool with other commuters who have similar origins and destinations, routes, and time of day travel preferences as do the applicant commuters.

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

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

The RideShare formation numbers, number of carpools formed, however, may be under-reported for two reasons. First, the numbers are based on self-reports. RideShare staff sends an email to registrants about a month after registering and, then, once a year to ask if registrants were able to get into a carpool. Sometimes when people get a match, they may forget to call or email RideShare. Approximately 200-250 people are removed from the database each year by request or through non-response to RideShare's emails.

Vanpool Assistance

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

RideShare serves as the liaison to VRide, a company that has been operating vanpools across the country for over 25 years. VRide owns the van. The driver leases the vehicle from VRide. Riders share a fee that covers the cost of the vanpool lease and gas. The leasing price depends on the size of the van and the number of miles the vanpool travels each month. All maintenance, license, and insurance costs are included in the lease. All of VPSI's vans – the 15, 12 and 9-passenger vans – are specifically designed for commuters. Each is equipped with air-conditioning, individual vents and reading lights, AM/FM radio, and automatic transmission. Vans are replaced every two years.

VanStart gives new vanpools a chance to build ridership by temporarily subsidizing empty seats. Existing vanpools that have an unexpected loss of riders can call on the VanSave program to help tide them over

as they find new riders. Just as important, employers can help cover the cost of a vanpool and get a tax deduction through an IRS-approved fringe benefit plan called Commuter Choice.

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

Employer Outreach

RideShare's employer services are designed to encourage major employers in the service area to implement TDM services at their worksites. This outreach offers RideShare an opportunity to reach commuters through worksite-based promotions. Employers can also offer some RideShare services as benefits to their employees. The main services that RideShare provides to employers include:

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

For most corporate engagements, a RideShare representative meets with the company representative to assess company and employee transportation needs. This is usually done through a customized employee commuting survey provided by RideShare. Once the data is analyzed, a plan is formulated. The RideShare representative then reviews the survey analysis and offers specific recommendations. The RideShare representative helps the company implement the approved elements of the program at no charge.

Telework

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

development guidelines, telework office procedures, remote office safety checklists, teleworker agreements, and more.

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

Marketing and Promotion

RideShare advances its message using a range of communication methods to raise general program awareness and increase interest in specific program elements. RideShare rarely deploys traditional media – TV, radio ads, and newspaper. For the most part, the TDM agency attempts to leverage scarce marketing funds through the use of low cost “guerrilla marketing” communication methods. Examples include:

- Social Media – RideShare makes use of free online social networking sites, Facebook and Twitter. These social media sites not only provide a means to help reach new prospects for ridesharing, they also link RideShare’s growing network of commuter rideshare advocates and strategic partners.
- Partnership Marketing – RideShare provides its logo to all third-party strategic business partners for cross-promotion purposes.
- Promotions – RideShare sponsors regional events related to their services such as “Clean Commute Day.”
- Media Relations – RideShare periodically utilizes earned media – news stories – to help sustain awareness of RideShare and rideshare options.

RideShare’s Web site – www.rideshareinfo.org – is the center of the agency’s marketing efforts. All communication outreach activities and promotions direct prospects, customers, and partners back to this comprehensive online information resource center.

Customer Contact/Information Dissemination

The majority of customer contact occurs through RideShare’s Web site. Telephone is the second most utilized information conduit with approximately 25 information calls handled a month.

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

RideShare also disseminates information to commuters at employer sites.

Marketing Program Evaluation

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

Thus, RideShare uses surrogate measures to assess marketing program effectiveness. One measure includes the findings from the Virginia State of the Commute Survey. **Error! Reference source not found.** reveals that forty-six percent (46%) of residents/employees in RideShare's service area had heard of the program, one of the highest levels of awareness in the state.

Guaranteed Ride Home Program

RideShare offers the Guaranteed Ride Home (GRH) service to anyone who commutes at least two days each week via carpool, vanpool, transit or bicycle. This program is administered by the Rideshare Specialist who is responsible for registering users and approving rides. Users are registered for GRH using a similar database process as described in the ridematching section. At this time, there are approximately 175 registrants.

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

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

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

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

School Pool

SchoolPool is RideShare's innovative program that links parents who are interested in sharing rides to and from the same school — on a daily basis, occasionally, or in an emergency. Once a school has agreed to participate, parents receive a SchoolPool registration form to complete and return. The information is entered into the RideShare database where it is compared against information submitted by other parents at that school. Parents then receive through the mail a "match list" of other parents who live in the same neighborhood or within a convenient distance and who have similar schedules. The parents then contact each other and make mutually agreeable rideshare arrangements.

Match lists are sent only to parents who have registered with the SchoolPool program and have children attending the same school. Only the parent names are listed on the match list.

Other Services

Park and Ride lot inventory- The RideShare staff make quarterly visits to all Park and Lots in the service area. The inventory consists of number of cars using the lot, state/condition of the lot, and amenities (such as lighting, trash cans) of the lot are recorded. Staff has also conducted outreach through flyers and radio remotes and events at the lots. Since 2010, RideShare has established two new lots, the Ruckersville Wal-Mart lot and the Lake Monticello lot.

Chapter 3- Mission, Goals and Objectives

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

RideShare's Mission statement:

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

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

Goals

Goal 1: TDM will become an increasingly important role in the region's transportation system. TDM will be viewed as a sensible solution to help maintain mobility and access, which makes a significant contribution to the quality of life in the region.

Goal 2: RideShare will become the region's mobility expert and resource center. RideShare would like to be the "go to" source for the community for information and trip planning. This would encompass working with all the other transportation providers and expanding the promotion of more than just carpooling and vanpooling. There is a growing interest in cycling in the region both for recreation and for commuting. RideShare already offers GRH membership to those who bike to work at least two days a week, but we could be more involved in promotion of this mode of transportation. To fully accomplish this goal, we will need to look at different technology that offers more than just ridematching and will require partnerships with CAT, JAUNT and UTS.

Goal 3: RideShare will expand their customer base to ensure TDM has an even great impact on the community. RideShare would like to expand the number of employers that promote TDM to their employees. Currently most of our customers work traditional work hours, so there is a population of workers that we are not fully serving. Finding innovative ways to target shift workers and encouraging them to try TDM will be a challenge, but may have a big impact. Eventually, RideShare may expand beyond just work commutes; this could allow the program to truly address the needs of the community for all mobility issues.

Goal 4: RideShare will deliver unassailable results in reducing VMT and maintaining mobility throughout the region. This goal is all about results- generating a visible return on investment that warrants the community's and RideShare's stakeholders' continued investment in TDM.

Objectives

- 1.1- Increase community wide awareness of and support of TDM as a major pillar of the region's future transportation system.
- 1.2- Continue to build TDM into the region's formal transportation planning process.
- 2.1- Turn RideShare into the region's mobility expert and resource center.
- 2.2- Develop an innovative online, multimodal trip planning resource center.
- 3.1- Expand RideShare's primary customer base of employers.
- 3.2- Expand RideShare's customer base to go beyond the employer market to serve mobility needs of the community.
- 4 - Continually monitor and assess the performance impact and customer satisfaction of RideShare's program and services.

Chapter 4- TDM Program and Organization and Operations Review

Regional Stakeholders

RideShare participates on both the MPO Technical Committee and the Rural Transportation Advisory Committee in the TJPDC region. Both groups fully support TDM programming for the region. The two groups having different needs, but both the urban and rural areas can benefit from TDM programs. The urban area is more concerned with traffic and cycling, while the rural area sees many people commute out for their employment.

Focus Group

The focus group consisted of both current and former users of the program and was held at the CSPDC offices on April 18th, 2015. The group consisted of 3 males and 3 females who all commute at least 30 miles or more to work. Below is a summary of the group discussion.

- Attendees had a pre-meeting informal discussion about the Waynesboro Park and Ride Lot and the issue of it being used by cars of people going to the nearby Chick Fil'A. These cars were taking up parking spots needed by commuters.
- Sara Pennington gave an introduction about the Six-Year Plan. She asked the questions, "What will things look like in six years? What can we potentially do moving forward to provide the best services possible with the funding we have. She reassured the meeting attendees to please speak freely that we would appreciate their feedback and that their names would not be used in any reporting.
- There was a discussion of the Waynesboro to Charlottesville vanpool and why RideShare was able to get it started and why it ended. The biggest issue for sustaining the vanpool is that no one wants to be the driver and it is particularly difficult finding not only a driver but also a back-up driver as well.
- The question was raised regarding whether there could be fixed transit from the Waynesboro Park and Ride lot to Charlottesville for commuters and for people needing transportation to UVA for medical appointments.
- UVA does offer its employees both Zim Ride and RideShare programs. Zim Ride does allow potential carpool matches to chat within the site before committing to carpool together.
- The biggest barrier to carpooling can be finding someone whose schedule matches up with yours.
- One issue that can be a deterrent for using a vanpool is if the vanpool makes too many stops causing someone to have to leave incredibly early in the morning or arrive home incredibly late at the end of the day.

- UVA gives carpools parking spots (CAV pool). Could RideShare advocate to get CAV pool stickers for closer lots to buildings. i.e. the E3 - Scott Stadium lot.
- UVA upper tier medical students don't pay for parking but academic employees do have to pay.
- The largest number of RideShare carpools come from CSPDC region and commute to UVA in Charlottesville.
- There are a number of people travelling from the Harrisonburg area to work in the northern part of Charlottesville on Rt. 33.
- RideShare tries to educate people that the cost of commuting to work is not just the cost of gas but also the cost of car maintenance such as oil changes and wear/ tear on tires, and the cost of parking.
- Reasons attendees have for carpooling: car maintenance savings, look forward to weeks they don't drive, comrade of group, easier to deal with severe weather and accidents when other people are in the car, dependability/reliability of people in the carpool sustains it; good mesh of personalities in the carpool.
- Employer support of carpools is essential. I.e. not having late meetings at the end of the day when employees need to leave.
- Attendees recommended carpools being able to have an identifying sticker/window cling to identify that you were in a carpool. This could help carpools network with other carpools in Park and Ride lots to find carpools going to the same places.
- Recommendation was made that RideShare have a meeting with employers as to ways they can help their employees be able to carpool. For example, at UVA it can be a big deal if a supervisor is not letting people leave early when they are in a carpool.
- Disadvantage that RideShare could help deal with: smokers carpooling with non-smokers. Smoking in the car can be a deal breaker.
- RideShare could create a checklist of things that are preferences people could fill out before deciding to carpool together, such as schedule, eating and drinking in the car, severe allergies to perfume, music, whether they prefer not to use the air conditioner, whether they smoke.
- Suggestion was made that commuters signed up for the Guaranteed Ride Home (GRH) program would periodically get an e-mail with a list of who to contact when they need to use the Guaranteed Ride Home program so they could keep in case of an emergency.
- RideShare could make the GRH voucher electronic.

- Suggestion that RideShare send out an email to existing RideShare members about the carpooling program and ask them to forward it to others in their workplace and friends to encourage more people to sign up and start carpooling.
- (For UVA employees) It would be nice to know who in an office carpools and at which Park and Ride lot they meet so fellow employees might know who to approach if they need a ride in case of an emergency or if they need to switch carpools.
- “I Like To Carpool - I’m From Staunton/Waynesboro” stickers or window clings so carpoolers can network with each other.
- Comments about general awareness of the RideShare program included; have signs with information at the Park and Ride lots, radio advertising with funny ads to catch people’s attention, magnetic signs for cars “I Carpool - Contact RideShare”, being interviewed on tv about RideShare.
- VDOT needs to stay on top of maintenance of the Park and Ride lots. At the Waynesboro Park and Ride lot, the trash is being emptied a little more. They need to consider opening up a second entrance/exit to that lot because of traffic at Chick Fil’A that park along the side of the road and in the Park and Ride lot.
- RideShare should connect with other sustainability networks such as “Better World Betty”.
- Vanpool routes need to have convenient routes with not too many stops.
- Traffic is increasing on I-64 during rush hour peak time when people leave work in Charlottesville between 4:30 p.m. and 5:00 p.m.
- A suggestion was made that UVA could offer more flexible work time schedules so that people would be leaving at staggered times which would help with commuter traffic.
- Attendees were asked, “How would they like to receive communication from RideShare? And how often?” The preference was the quarterly e-mail newsletter and through social media such as twitter or mass text messages.
- Ms. Pennington thanked everyone for attending the focus group meeting and expressed her appreciation for all the input given by everyone during the session.

Changes/Trends in Customers Served

Unfortunately as gas prices have dropped dramatically over the last two years, we have seen a decrease in new registrations. Cost savings is the driving force for our region since we do not have large amounts of traffic congestion; it isn’t really a time saver to carpool. The good news is that those who are already in established carpools seem to continue the behavior even with the lower gas prices. With this in mind,

I think we need to look for other ways to show the importance and benefits of carpooling. For many years, especially during the recession, the main marketing focus has been on cost savings.

It is expected that the population in the entire service will continue to increase, which will certainly have an impact on transportation and congestion in the area.

Table 4.1 RideShare Region Population Projections

Locality	2020 Population Projection	2014 Population Estimates	2010 Decennial Census
Albemarle County	115,643	103,707	98,970
Fluvanna County	29,009	25,970	25,691
Greene County	20,397	19,618	18,403
Louisa	37,092	34,317	33,153
Nelson	15,091	15,074	15,020
City of Charlottesville	45,636	47,783	43,475
City of Buena Vista	7,149	6,867	6,650
Harrisonburg	57,114	52,612	48,914
Lexington	7,613	7,329	7,042
Staunton	24,605	24,647	23,746
Waynesboro	22,375	21,661	21,006
Augusta	80,655	74,642	73,750
Bath	4,714	4,771	4,731
Highland	2,282	2,297	2,321
Rockbridge	22,887	22,390	22,307
Rockingham	83,431	78,953	76,314
PDC Total	575,693	542,638	521,493

Source: US Census Bureau, University of Virginia Weldon Cooper Center population projections and estimates

Chapter 5- Service Changes and Expansion Plan

RideShare hasn't really seen an expansion since the inclusion of the CSPDC in 2009. We have the capacity to serve more commuters with ridematching and vanpool coordination, the real area of expansion will be in becoming more multimodal. RideShare would like to be more involved in promoting cycling and trip planning.

The main transportation project occurring in the TJPDC area is Route 29 Solutions, which will help mitigate traffic congestion on US Route 29. This project is an opportunity to promote RideShare and alternate modes of transportation, especially during construction. This project has just been begun and will continue through October 30, 2017.

Another potential area of expansion may be additional Park and Ride lots in the rural areas. It has been shown that it needs to be easy for people to make behavioral changes, and if there isn't an easy and convenient place to meet, people will not carpool. There may also be opportunities for bike facilities at some Park and Ride lots to help facilitate multimodal commutes. Studies would need to be conducted to better understand where these types of improvements should be made.

As of the end of fiscal year 2015 RideShare is down to only one full time employee, with occasional assistance from other TJPDC employees. Traditionally RideShare has had two employees, sometimes both full time, other times a combination of full time and part time employees. With the decrease in staffing, it has made future planning and expansion of services more difficult. RideShare would like increase funding in FY 2017 to provide for additional staff/support.

Chapter 6- Financial Plan**FY16 Budget Item:**

Advertising & Promotion Media	2360	\$9,463
Dues & Subscriptions	2380	\$910
Education & Training	2130	\$2,000
Fringe Benefits	2120	\$16,989
Guaranteed/Emergency Ride Trips	2631	\$1,800
Indirect Costs	2460	\$72,144
Printing & Reproduction	2340	\$800
Salaries and Wages	2110	\$64,067
Services & Maintenance Contracts	2440	\$2,700
Supplies & Materials (Other)	2240	\$600
TDM Program Subsidies	2630	\$600
Travel	2310	\$2,000

Total **\$174,073**

Funding Sources:

DRPT (80%)	\$139,258
TJPDC Local Match (20%)	\$ 34,815

FY17 Budget Item:

Advertising & Promotion Media	2360	\$15,000
Dues & Subscriptions	2380	\$1,510
Education & Training	2130	\$2,000
Fringe Benefits	2120	\$17,500
Guaranteed/Emergency Ride Trips	2631	\$2,000
Indirect Costs	2460	\$67,090
Printing & Reproduction	2340	\$800
Salaries and Wages	2110	\$67,500
Services & Maintenance Contracts	2440	\$2,700
Supplies & Materials (Other)	2240	\$600
TDM Program Subsidies	2630	\$600
Travel	2310	\$2,000

Total	\$179,300
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Funding Sources:

DRPT (80%)	\$143,440
TJPDC Local Match (20%)	\$ 35,860

The budget for FY17 is projected to grow to accommodate an increase in marketing and promotion for RideShare in conjunction with the construction on Route 29. RideShare will also look at increasing staffing to accommodate the increased workload.

FY18 Budget Item:

Advertising & Promotion Media	2360	\$15,000
Dues & Subscriptions	2380	\$1510
Education & Training	2130	\$2,000
Fringe Benefits	2120	\$17,500
Guaranteed/Emergency Ride Trips	2631	\$2,000
Indirect Costs	2460	\$67,090
Printing & Reproduction	2340	\$800
Salaries and Wages	2110	\$67,500
Services & Maintenance Contracts	2440	\$2,700
Supplies & Materials (Other)	2240	\$600
TDM Program Subsidies	2630	\$600
Travel	2310	\$2,000

Total	\$179,300
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Funding Sources:

DRPT (80%)	\$143,440
TJPDC Local Match (20%)	\$ 35,860

It is projected that RideShare should be able to maintain service levels at level funding for FY18.

FY19 Budget Item:

Advertising & Promotion Media	2360	\$15,000
Dues & Subscriptions	2380	\$1,510
Education & Training	2130	\$2,000
Fringe Benefits	2120	\$18,000
Guaranteed/Emergency Ride Trips	2631	\$2,000
Indirect Costs	2460	\$68,090
Printing & Reproduction	2340	\$800
Salaries and Wages	2110	\$69,586
Services & Maintenance Contracts	2440	\$2,700
Supplies & Materials (Other)	2240	\$600
TDM Program Subsidies	2630	\$600
Travel	2310	\$2,000

Total **\$182,886**

Funding Sources:

DRPT (80%)	\$146,309
TJPDC Local Match (20%)	\$ 36,577

We are projecting just a small increase due to cost of living/benefits and inflation expenses in FY19.

FY20 Budget Item:

Advertising & Promotion Media	2360	\$15,000
Dues & Subscriptions	2380	\$1510
Education & Training	2130	\$2,000
Fringe Benefits	2120	\$20,000
Guaranteed/Emergency Ride Trips	2631	\$2000
Indirect Costs	2460	\$70,000
Printing & Reproduction	2340	\$800
Salaries and Wages	2110	\$71,162
Services & Maintenance Contracts	2440	\$2,700
Supplies & Materials (Other)	2240	\$600
TDM Program Subsidies	2630	\$600
Travel	2310	\$2,000

Total	\$188,372
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Funding Sources:

DRPT (80%)	\$150,698
TJPDC Local Match (20%)	\$ 37,674

FY21 Budget Item:

Advertising & Promotion Media	2360	\$15,000
Dues & Subscriptions	2380	\$1510
Education & Training	2130	\$2,000
Fringe Benefits	2120	\$21,000
Guaranteed/Emergency Ride Trips	2631	\$2,000
Indirect Costs	2460	\$71,000
Printing & Reproduction	2340	\$800
Salaries and Wages	2110	\$74,815
Services & Maintenance Contracts	2440	\$2,700
Supplies & Materials (Other)	2240	\$600
TDM Program Subsidies	2630	\$600
Travel	2310	\$2,000

Total	\$194,025
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Funding Sources:

DRPT (80%)	\$155,220
TJPDC Local Match (20%)	\$ 38,805

Chapter 7- TDM Program Monitoring and Evaluation

Overview of Past Evaluation

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

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

Current Performance Monitoring

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

- **Ridematching Program Participation:** On a monthly basis, RideShare tracks participation in ridematching and GRH service through post-matching follow-up surveys designed to assess program performance across key performance indicators. These measures are listed below in Table 4.4. Resulting data are compiled in summary format and periodically shared with TJPDC and DRPT. An example of these periodic performance information reports is depicted in Table 2.9.
- **Marketing Effectiveness:** RideShare uses a short online feedback surveys as part of ridematching/GRH registration process. The online registration form asks registrants how they heard about RideShare. In addition, RideShare tracks and plots weekly advertising and promotional activities to weekly registrations to assess cause and effect. While this type of analysis cannot accurately account for all regional factors, it does provide a low cost way to study the impact of various advertising and promotional activities.

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

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

Chapter 8- TDMP Monitoring and Evaluation

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

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

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

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

Details of each anticipated phase follow.

- **Short-term Phase:** It is not anticipated that RideShare will have the budget available in 2010 to significantly change or rather expand program monitoring and evaluation. However, the opportunity to test drive one of the latest ridematching software packages such as NuRide or Zimride, at no cost, may present a way to measure, with a much greater degree of degree of accuracy and reliability, the impact of RideShare's program on behavior change. The latest ridematching software packages track specific performance outcomes measures that are important to RideShare. This includes reduced car trips, VMT reduced, tons of emissions saved, gallons of gas saved, and money saved by ridesharers.
- **Mid-term Phase:** In addition to one of the new ridematching software systems, RideShare will work with other TDM agencies in Virginia to formulate low-cost, but highly efficient performance assessment surveys that can be administered by RideShare's staff. While these surveys will be low budget initiatives, they will assess awareness and behavior change using acceptable research protocols and measurement practices.
- **Long-term Phase:** Assuming funding is available; a comprehensive *Strategy & Performance Evaluation Program* will be structured and launched. This will include research across all of RideShare's individual programs/services and customer touchpoints. This work will profile existing users and identify optimal prospects for individual services; identify any unmet needs and program/service development opportunities; create in-depth user/target profiles (demographical and psychographical); and identify barriers and benefits.

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

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