



Roanoke Valley-Alleghany  
**REGIONAL**  
**commission**

**FY 2019 Work Program**

**Adopted May 24, 2018**

**Roanoke Valley-Alleghany Regional Commission**  
**FY 2019 Work Program**

***Table of Contents (page number at top)***

Staff .....	3
Overview .....	4
Service Area .....	5
Acronyms .....	6
Section I-Regional Commission-Regional and Local Projects	
Regional Projects (non-transportation) .....	7
Local Projects (non-transportation) .....	14
Other Activities .....	17
Section II-Roanoke Valley Transportation Planning Organization (RVTPO) Work Program .....	
	19
Section III-Rural Transportation Work Program.....	44
Section IV-RIDE Solutions Work Program.....	52

## STAFF

Wayne Strickland, *Executive Director*

Dorian Allen, *Transportation Planner I*

Sherry Dean, *Director of Finance*

Cristina Finch, *AICP, LEED AP, Director of Transportation*

Bryan Hill, *AICP, Regional Planner III*

Jeremy Holmes, *LEED GA, Director of Alternative Transportation Programs*

Amanda McGee, *Regional Planner II*

Matt Miller, *Director of Information Services*

Virginia Mullen, *Administrative Assistant*

Jackie L. Pace, *Office Manager*


Tim Pohlad-Thomas, *Outreach and Communication Specialist*

Rachel Ruhlen, *Transportation Planner I*

Eddie Wells, *AICP, CZA, Director of Community Development Programs*

### **NOTES:**

AICP	American Institute of Certified Planners
CZA	Certified Zoning Administrator
LEED AP	Leadership in Energy & Environmental Design Accredited Professional
LEED GA	Leadership in Energy & Environmental Design Green Associate

	
<p>Roanoke Valley-Alleghany <b>REGIONAL commission</b></p>	
<p><u>Mailing Address:</u> P.O. Box 2569 Roanoke, VA 24010</p>	<p><u>Physical Address:</u> 313 Luck Ave., SW Roanoke, VA 24016</p>
<p>Ph: 540-343-4417 rvarc@rvarc.org <a href="http://www.rvarc.org">www.rvarc.org</a></p>	

## OVERVIEW

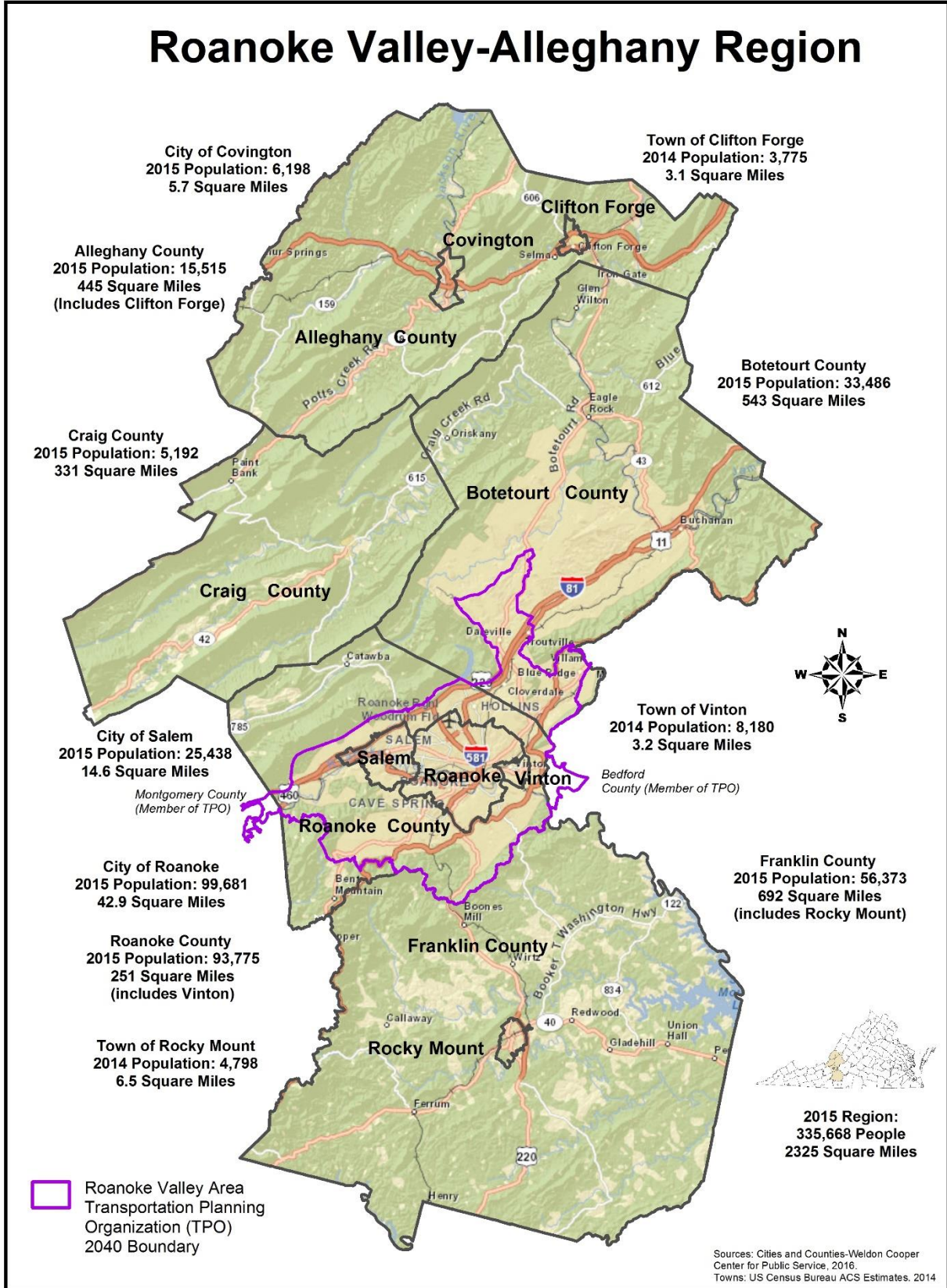
The annual Comprehensive Work Program is the basis for achieving the objectives and strategies outlined in the Roanoke Valley-Alleghany Regional Commission's Strategic Plan. The Commission strives to maximize its limited staff and resources by developing a comprehensive work plan based on current needs and priorities of the region.

This Work Program is a compilation of projects presented by Commission members, Chief Administrative Officials, the Roanoke Valley Transportation Planning Organization (RVTPO) Policy Board, regional economic development-related organizations, and Commission staff. Projects are reviewed and ranked according to importance, funding availability, staff time and other constraints. The intent is to obtain the most benefit from the least direct cost to the local governments. Requests not included in this year's work program are added to a list of potential projects for future work programs. These potential projects may be included in next year's work program if the need still exists and funding is available.

To meet State and Federal requirements several program areas are required to have specially formatted work programs which are also submitted and approved separately from the RVARC work program. In most instances, these programs have already been approved by the time the RVARC adopts this work program document. These programs include, the Roanoke Valley Transportation Planning Organization Unified Planning Work Program, Rural Transportation Work Program, and the RIDE Solutions Work Program. These work programs are shown in Sections II-IV of this document.

The work program is revised annually and may be amended as deemed necessary by the member governments that we serve.

# Roanoke Valley-Alleghany Region



## ACRONYM DESCRIPTIONS

AICP	American Institute of Certified Planners
APA	American Planning Association
ARC	Appalachian Regional Commission
CAC	Citizens Advisory Committee
CEDS	Comprehensive Economic Development Strategy
CDBG	Community Development Block Grant
CLRMTF	Constrained Long Range Multimodal Transportation Plan
CMP	Congestion Management Plan
CTB	Commonwealth Transportation Board
DEQ	Department of Environmental Quality
DGA	Designated Growth Area
DHCD	Department of Housing & Community Development
EAC	Early Action Compact
EJ	Environmental Justice
EPA	Environmental Protection Agency
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
GIS	Geographic Information System
GRTC	Greater Roanoke Transit Company
IMPLAN®	Impact Analysis for Planning Software
LEP	Limited English Proficiency
LRTDMP	Long Range Transportation Demand Management Plan
LRTP	Long Range Transportation Plan
MPO	Metropolitan Planning Organization (also see TPO)
MSA	Metropolitan Statistical Area
NTD	National Transit Database
PBAC	Regional Pedestrian & Bicycle Advisory Committee
PDC	Planning District Commission
PL	Planning funds ( <i>Virginia Department of Transportation</i> )
RADAR	Roanoke Area Dial-a-Ride
RSTP	Regional Surface Transportation Program
RVARC	Roanoke Valley-Alleghany Regional Commission (Cities of Covington, Roanoke and Salem, Counties of Alleghany, Botetourt, Craig, Franklin and Roanoke and Towns of Clifton Forge, Rocky Mount and Vinton)
RVTPO	Roanoke Valley Transportation Planning Organization (Cities of Roanoke and Salem, Counties of Bedford, Botetourt, Montgomery and Roanoke, Town of Vinton)
RVBA	Roanoke Valley Broadband Authority
SPR	State Planning Research funds ( <i>Virginia Department of Transportation</i> )
STIP	State Transportation Improvement Program
SYIP	Six Year Improvement Plan
TA	Transportation Alternatives
TDM	Transportation Demand Management
TDP	Transit Development Plan
TIP	Transportation Improvement Program
TMA	Transportation Management Area
TPO	Transportation Planning Organization (also see MPO)
UDA	Urban Development Area
UPWP	Unified Planning Work Program
USDOT	United States Department of Transportation
UHSTS	Unified Human Services Transportation System
VAPDC	Virginia Association of Planning District Commissions
VDEM	Virginia Department of Emergency Management
VDOT	Virginia Department of Transportation
VDRPT	Virginia Department of Rail & Public Transportation
VSTP	Virginia Surface Transportation Plan
VTRANS	Virginia Statewide Long-Range Transportation Plan
WIB	Workforce Investment Board
WWVDB	Western Virginia Workforce Development Board
WVRIFA	Western Virginia Regional Industrial Facilities Authority

## REGIONAL SUPPORT ACTIVITIES

*(Non-transportation projects involving two or more localities)*

### **Alleghany Highlands Drone Project**

Continued technical support to convert the former Edgemont Elementary School property in Covington into the Alleghany Highlands Drone Center, focused on drone-related business development, education, and recreation. Continued support is needed for project implementation and additional funding.

*Deliverables:* Ongoing technical assistance and recommendation on project implementation and obtaining funding including alternative grant application preparation.

*Localities Served:* City of Covington and Alleghany County

*Project Leader:* Eddie Wells

*Funding Source & Estimated Hours:* Local-50 hrs., EDA-50 hrs.

### **Alleghany Highlands Broadband Assistance**

Continued technical support to the Alleghany Highlands on implementation of Broadband initiatives.

*Deliverables:* Ongoing technical assistance and recommendation on project implementation and obtaining funding including alternative grant application preparation.

*Localities Served:*

*Project Leader:* Matt Miller

*Funding Source & Estimated Hours:* Local-50 hrs., ARC-50 hrs, EDA-50 hrs.

### **Alleghany Highlands Hazardous Materials Plan**

Update the Alleghany Highlands Hazardous Materials Plan to keep the plan current per State requirements.

*Deliverables:* Updated Hazardous Materials Plan

*Localities Served:* City of Covington, Alleghany County, and the towns of Clifton Forge and Iron Gate.

*Project Leader:* Eddie Wells

*Funding Source & Estimated Hours:* ARC-50 hrs.

### **Alleghany Regional Commerce Center**

Provide technical assistance for the development of pad ready sites in the Alleghany Regional Commerce Center. Identify funding sources for construction.

*Deliverables:* Technical assistance and recommendations

*Localities Served:* City of Covington, Alleghany County, and the Town of Clifton Forge.

*Project Leader:* Eddie Wells

*Funding Source & Estimated Hours:* Local-50 hrs., EDA-50 hrs.



## **Assistance to the Blue Ridge Interagency Council on Homelessness**

Staff will continue coordination of the BRICH and related tasks as needed to encourage and facilitate cooperation between local governments, service providers and community-based organizations to address homelessness in the Blue Ridge Continuum of Care region.

*Deliverable:* Continued coordination of the BRICH and technical support and assistance as needed.

*Localities Served:* Cities of Covington, Roanoke, and Salem; Counties of Alleghany, Botetourt, Craig, and Roanoke; and Towns of Clifton Forge and Vinton.

*Project Leader:* Bryan Hill

*Funding Source & Estimated Hours:* Local-40 hrs.

## **Comprehensive Economic Development Strategy**

Staff will work with the localities to promote economic development in the region, including updating the Comprehensive Economic Development Strategy required by the Economic Development Administration; continue to support tourism initiatives with grant writing and coordination of project activities.

*Deliverable:* Updated CEDS

*Localities Served:* Cities of Covington, Roanoke and Salem, Counties of Alleghany, Botetourt, Craig and Roanoke and Towns of Clifton Forge, Rocky Mount and Vinton

*Project Leader:* Eddie Wells

*Funding Source & Estimated Hours-* Local-380 hrs., EDA-380 hrs

## **Chesapeake Bay Watershed Planning**

Staff will work with the Department of Environmental Quality, relevant Soil and Water Conservation Districts, and localities to undertake Phase III of the statewide Chesapeake Bay Watershed initiative. Focus will be on identifying effective combinations of DEQ best management practices and cost estimates for implementation.

*Deliverable:* to be determined

*Localities Served:* Chesapeake Bay Watershed within the RVARC region

*Project Leader:* Amanda McGee

*Funding Source & Estimated Hours-* DEQ-179

## **General Technical Assistance**

The staff will research, develop, maintain, and analyze data for use in a variety of technical and planning support activities, including issues related to federal and state legislation relevant to the region.

*Deliverable:* Technical assistance

*Localities Served:* Cities of Covington, Roanoke and Salem, Counties of Alleghany, Botetourt, Craig, Franklin and Roanoke and the Towns of Clifton Forge, Rocky Mount and Vinton

*Project Leader:* Staff

*Funding Source & Estimated Hours:* Local-639 hrs., EDA-183, ARC-293



## **Grant Writing**

The staff will continue to aid localities in writing grant applications and researching funding opportunities for regional and local development projects. Project includes attendance at grant workshops.

*Deliverables:* various grant applications

*Localities Served:* Cities of Covington, Roanoke and Salem, Counties of Alleghany, Botetourt, Craig, Franklin and Roanoke and the Towns of Clifton Forge, Rocky Mount and Vinton

*Project Leader:* Staff

*Funding Source & Estimated Hours:* Local 55 hrs.

## **Economic Impact Analysis**

Staff will assist localities and regional partners with estimating economic impact of a variety of projects and events upon request.

*Deliverables:*

*Localities Served:* Cities of Covington, Roanoke and Salem, Counties of Alleghany, Botetourt, Craig, Franklin and Roanoke and Towns of Clifton Forge, Rocky Mount and Vinton

*Project Leader:* Matt Miller

*Funding Source & Estimated Hours:* Local-75 hrs., EDA-75

## **Regional Community Health Assessments and Improvement Plans**

Provide technical assistance to the Virginia Department of Health's Alleghany Health District as they develop the Community Health Assessments and Community Health Improvement Plans for various regional localities.

*Deliverables:* technical assistance

*Localities Served:* Cities of Roanoke and Salem, Roanoke County

*Project Leader:* Bryan Hill

*Funding Source & Estimated Hours:* Local-26 hrs.

## **Regional Greenway Technical Assistance (Recreational)**

Staff will be responsible for data collection from trail counters on local recreational greenways and trails including the Appalachian Trail. Staff will work to maintenance materials, calibrate data, and expand count locations as needed. Staff will provide other assistance for greenways if feasible.

*Deliverables:* Trail counts, mapping and other data that will be used to support grant applications and justify expenditures on greenways and trails.

*Localities Served:* Cities of Roanoke and Salem, Counties of Botetourt and Roanoke and Vinton

*Project Leader:* Amanda McGee

*Funding Source & Estimated Hours:* Local-93 hrs.

## **Regional Stormwater Management Technical Assistance**

Staff will assist Municipal Separate Storm Sewer System (MS4) localities in developing regional stormwater branding, education, and public outreach and continue coordination of the regional stormwater advisory committee.

*Deliverables:* Technical assistance to localities

*Localities Served:* Cities of Roanoke and Salem, Counties of Botetourt and Roanoke and the Town of Vinton.

*Project Leader:* Amanda McGee

*Funding Source & Estimated Hours:* Local-123 hrs.

## **Roanoke River Public Blueway Mapping & Promotion**

Staff will continue development and promotion of the Roanoke River Blueway and management of the related Virginia Tourism Corporation promotional grant.

*Deliverables:*

*Localities Served:* Cities of Roanoke and Salem, Counties of Franklin and Roanoke and Town of Vinton

*Project Leader:* Amanda McGee

*Funding Source & Estimated Hours:* Local-120 hrs.

## **Roanoke Valley Urban Forestry Council**

Staff will continue to serve on the Roanoke Valley Urban Forestry Council and conduct or assist with other urban forestry activities as requested, including the Annual Roanoke Urban Tree Health Care Workshop.

*Deliverables:*

*Localities Served:* Cities of Roanoke and Salem, Roanoke County and Town of Vinton

*Project Leader:* Amanda McGee

*Funding Source & Estimated Hours:* Local-35 hrs.

## **Regional Water Supply Plans**

Staff will assist local governments in responding to Department of Environmental Quality concerning water deficits as covered in the State Plan. Staff will update three regional plans:

1. Craig County -Town of New Castle Regional Water Supply Plan
2. Roanoke Valley-Alleghany Regional Commission Water Supply Plan
3. Upper James River Basin Water Supply Plan

*Deliverables:* updated water supply plans

*Localities Served:* Cities of Covington, Roanoke and Salem, Counties of Alleghany, Botetourt, Craig, Franklin and Roanoke and the Towns of Clifton Forge, Rocky Mount and Vinton.

*Project Leader:* Amanda McGee

*Funding Source & Estimated Hours:* ARC – 65 hrs. Local – 40 hrs.

## Regional Leadership Collaboration

Staff will coordinate and facilitate regular meetings of the Mayors and Chairs, as well as Chief Administrative Officials in the region. Staff will continue to work with the Regional Coalition for Economic Development on future leadership trips.

*Deliverables:*

*Localities Served:* Cities of Covington, Roanoke and Salem, Counties of Alleghany, Botetourt, Craig, Franklin and Roanoke and the Towns of Clifton Forge, Rocky Mount and Vinton

*Project Leader:* Wayne Strickland

*Funding Source & Estimated Hours:* Local -100 hrs. ARC-100 hrs., EDA-30 To be reviewed by staff.

## Regional Food System Planning

Staff will continue to coordinate the Local Foods Committee to promote economic development, healthy living, environment and natural resources stewardship within the region. Staff will work with our member governments to promote regional agribusiness/agritourism initiatives, sites, and activities.

*Deliverables:*

*Localities Served:* Cities of Covington, Roanoke and Salem, Counties of Alleghany, Botetourt, Craig, Franklin and Roanoke and Towns of Clifton Forge, Rocky Mount and Vinton

*Project Leader:* Amanda McGee

*Funding Source & Estimated Hours:* Local-150 hrs., EDA-150 hrs.

## RVARC Strategic Plan

The Regional Commission completed its strategic plan in 2012 and dedicates a portion of the work program each year to achieving key issues addressed in the plan. During FY 2019, the Commission will move forward on adopting a new strategic plan.

*Deliverable: updated Strategic Plan*

*Localities Served:* Cities of Covington, Roanoke and Salem, Counties of Alleghany, Botetourt, Craig, Franklin and Roanoke and the Towns of Clifton Forge, Rocky Mount and Vinton

*Project Leader:* Wayne Strickland

*Funding Source & Estimated Hours:* Local -40 hrs.

## Regional Hazard Mitigation Plan

FEMA requires that all localities have an adopted Regional Hazard Mitigation Plan in order to qualify for disaster funding. The plan will outline measures that localities will undertake to reduce the potential losses identified in the risk assessment from natural disasters including selected the following disasters for inclusion in this Plan: earthquakes, flooding, hurricanes, straight line wind, karst, landslides, tornados, wildfires, and winter storms. Consideration for unique circumstances in each jurisdiction will be given. Potential loss reduction activities with evaluation guidelines will be developed for each locality. The project activity listing will include implementation timeline, funding sources, when possible, and the agency or personnel responsible for carrying out the actions.

*Deliverable:* Updated Regional Hazard Mitigation Plan

*Localities:* Counties of Alleghany, Botetourt, Craig, and Roanoke; cities of Covington, Roanoke and Salem; towns of Buchanan, Clifton Forge, Fincastle, Iron Gate, New Castle, Troutville and Vinton.

*Project Leader:* Eddie Wells

*Funding Source & Estimated Hours:* VDEM - 514 hrs. Local- 27 hrs.

## **Rural Bikeway Plan**

Staff will work to update the Region's Rural Bikeway Plan, last updated in 2006.

*Deliverable:* updated Rural Bikeway Plan

*Localities Served:* City of Covington, Counties of Alleghany, Botetourt, Craig, Franklin and Roanoke and the Town of Clifton Forge

*Project Leader:* Amanda McGee

*Funding Source & Estimated Hours:* ARC-275 hrs (staff will verify) (also funded in Rural Transportation Plan)

## **Triple Crown Management Plan Technical Assistance**

The proposed plan will address issues relating to management of the recreational assets associated with the Appalachian Trail, McAfee Knob, Dragons Tooth and Tinker Cliffs to promote sustainability and responsible use. The project will be coordinated by the Appalachian Trail Conservancy in partnership with local governments, RVARC, the Roanoke Valley Greenway Commission, the National Park Service, Virginia's Blue Ridge, Virginia Tech, the US Forest Service and other key stakeholders.

*Deliverables:* Technical Assistance to a Visitor Use Management Plan

*Localities Served:* City of Roanoke and counties of Botetourt and Roanoke

*Project Leader:* Amanda McGee

*Funding Source & Estimated Hours:* ARC – 60 hrs. Local-40 hrs.

## **Public Relations and Outreach**

The staff will continue with publication of brochures, newsletters, website update, social media and other outreach activities to promote activities and programs of the Commission. Staff will continue implementing the Public Relations and Communications Plan.

*Deliverables:* various newsletters, documents, news releases, and digital media products

*Localities Served:* Cities of Covington, Roanoke and Salem, Counties of Alleghany, Botetourt, Craig, Franklin and Roanoke and the Towns of Clifton Forge, Rocky Mount and Vinton.

*Project Leader:* Tim Pohlad-Thomas

*Funding Source & Estimated Hours:* Local -110 hrs.

## **Upper James Resource Conservation & Development Council**

Staff will continue to serve on the Upper James RC&D Council.

*Deliverables:**Localities Served:* City of Covington, Counties of Alleghany, Botetourt and Craig and Town of Clifton Forge*Project Leader:* Amanda McGee*Funding Source & Estimated Hours:* ARC-30 hrs.**Roanoke Valley Broadband Authority**

Staff will assist the regional broadband authority by providing technical assistance for mapping, board meetings, and planning activities.

*Deliverables:**Localities Served:* Cities of Roanoke and Salem, Counties of Botetourt and Roanoke County*Project Leader:* Matt Miller*Funding Source & Estimated Hours:* Roanoke Valley Broadband Authority – 73 hrs.**Western Virginia Workforce Development Board**

The Regional Commission will serve as the fiscal agent, employer of record, and office location of the Western Virginia Workforce Development Board (WVWDB). Regional Commission staff will provide the following additional services to the WVWDB: financial management, human resource management, communications, information services, and grant development.

*Deliverables:* management assistance*Localities Served:* Cities of Covington, Roanoke and Salem, Counties of Alleghany, Botetourt, Craig, Franklin and Roanoke.*Project Leader:* Sherry Dean*Funding Source & Estimated Hours:* Workforce Innovation and Opportunity Act – 827 hrs.**Western Virginia Regional Industrial Facility Authority**

Provide staff assistance for meetings, financial management and operations of the Western Virginia Regional Industrial Facility Authority.

*Deliverables:* staff support*Localities Served:* Cities of Roanoke and Salem, Counties of Botetourt, Franklin and Roanoke; and the Town of Vinton.*Project Leader:* staff*Funding Source & Estimated Hours:* WVRIFA-381 hrs.**Workshops**

The staff will continue participate and host various workshops related to funding agencies, continuing education and outreach.

*Deliverables:* attend and host workshops*Project Leader:* Bryan Hill*Funding Source & Estimated Hours:* ARC-55 hrs. Local-25 hrs.

## LOCAL SUPPORT ACTIVITIES

*(Non-transportation projects involving individual localities)*

### **Alleghany County Wrightsville Neighborhood CDBG Planning Grant Assistance**

Provide technical assistance to the county and serve on the Project Management Team.

*Deliverables:* Technical Assistance

*Locality Served:* Alleghany County

*Project Leader:* Eddie Wells

*Funding Source & Estimated Hours:* ARC-120 hrs.

### **Clifton Forge Comprehensive Plan Update**

Conduct a review and update of the Clifton Forge Comprehensive Plan.

*Deliverables:* Updated Clifton Forge Comprehensive Plan

*Locality Served:* Town of Clifton Forge

*Project Leader:* Bryan Hill

*Funding Source & Estimated Hours:* ARC-120 hrs.

### **City of Covington Jackson Street CDBG Planning Grant Assistance**

Provide technical assistance to the city and serve on the Project Management Team.

*Deliverables:* Technical Assistance

*Locality Served:* City of Covington

*Project Leader:* Bryan Hill

*Funding Source & Estimated Hours:* ARC-85 hrs.

### **City of Covington Lexington Avenue Redevelopment Assistance**

Provide technical assistance to the city including grant writing and mapping.

*Deliverables:* Technical Assistance

*Locality Served:* City of Covington

*Project Leader:* Bryan Hill

*Funding Source & Estimated Hours:* ARC-65 hrs.

### **Craig County Comprehensive Plan Update**

Conduct a review and update of the Craig County Comprehensive Plan.

*Deliverables:* Updated Craig County Comprehensive Plan

*Locality Served:* Craig County

*Project Leader:* Eddie Wells

*Funding Source & Estimated Hours:* ARC-20 hrs.

## **Craig County Community Center**

Provide technical assistance and grant writing for the further development of the Craig County Community Center and implementation of the associated DHCD Planning Grant.

*Deliverables:* Technical Assistance

*Locality Served:* Craig County

*Project Leader:* Eddie Wells

*Funding Source & Estimated Hours:* ARC-100 hrs.

## **Franklin County Summit View Trails Planning**

Technical assistance for developing a trail network that would provide connectivity between key points (such as businesses, public recreation sites, and neighborhoods), offer a variety of trail experiences (natural surface to paved surface and difficult to easy) for walking, running and cycling, and creating phases for development of trails.

*Deliverables:* Recommendations on trail development at the Summit View Business Park including location of the trails, surface types, and cost estimates.

*Locality Served:* Franklin County

*Project Leader:* Amanda McGee

*Funding Source & Estimated Hours:* Local-100 hrs.

## **Franklin County Bicycle Tourism**

With the emphasis on having the Virginia Blue Ridge Region a bicycle destination, localities are working to develop bicycle related infrastructure, programs and services. Staff will assist the County on identifying gaps in bicycling related services that meet community needs while also promoting tourism and economic development initiatives.

*Deliverables:* A document and mapping showing the infrastructure, programs, services and mapping to identify gaps in bicycling related services

*Locality Served:* Franklin County

*Project Leader:* Amanda McGee

*Funding Source & Estimated Hours:* Local-50 hrs.

## **City of Roanoke Bicycle Outreach**

Develop online interactive themed bicycle tours, such as Art by Bike and Endangered Historical Sites Bike Tour. Promote bicycling in the City of Roanoke through targeted events and/or presentations at civic or neighborhood meetings.

*Deliverables:* Online interactive themed bicycle routes, outreach interactions

*Locality Served:* City of Roanoke



*Project Leader:* Rachel Ruhlen

*Funding Source & Estimated Hours:* City of Roanoke-251 hrs.

## **Town of Rocky Mount CDBG Planning Grant Application Assistance**

Assist the Town in locating and applying for grants for infrastructure, planning and other activities for the North Main Street UDA area.

*Deliverables:* Grant writing and technical assistance

*Locality Served:* Town of Rocky Mount

*Project Leader:* Bryan Hill

*Funding Source & Estimated Hours:* Local-75 hrs.

## **Town of Vinton Land Zoning Ordinance Review**

Staff will review and analyze the town's current zoning ordinance and review Virginia State Codes pertaining to zoning and advise Town Staff and the Planning Commission if the current zoning needs to be amended. Additionally, staff will assist the town with needed amendments to the zoning ordinance to meet the current VA State Codes and any applicable Federal requirement such as for the telecommunication facilities.

*Deliverables:* A review of the zoning ordinances including zoning maps and amendments

*Locality Served:* Town of Vinton

*Project Leader:* Amanda McGee

*Funding Source & Estimated Hours:* Local-50 hrs.

## **Town of Vinton CDBG Planning Grant Assistance**

Provide technical assistance to the town and serve on the Project Management Team.

*Deliverables:* Grant writing and technical assistance

*Locality Served:* Town of Vinton

*Project Leader:* Bryan Hill

*Funding Source & Estimated Hours:* Local-50 hrs.

## **OTHER ACTIVITIES**

### **National, State, Regional and Local Collaborative Efforts**

Staff will promote and assist with regional planning initiatives by participating in the following local, regional, state and national organizations.

#### **National**

- Development District Association of Appalachia and Network Appalachia
- National Association of Development Organizations Board of Directors
- Southeastern Regional Directors Institute Board of Directors
- Rural Planning Organizations of America Council of Peers

#### **State**

- Bike Virginia Board
- Virginia Association of Metropolitan Planning Organizations
- Virginia Association of Planning District Commissions
- Virginia Chapter of the American Planning Association Legislative Affairs Committee
- Virginia Department of Conservation and Recreation's Recreational Trails Advisory Committee

#### **Regional**

- Blue Ridge Interagency Council of Homelessness
- Blue Ridge Transportation Safety Board
- Cool Cities Coalition
- Council of Community Services Board of Directors
- Council of Community Services – Hand On Blue Ridge
- Greater Roanoke Valley Asthma and Air Quality Coalition
- Hands on Blue Ridge Committee
- Healthy Roanoke Valley
- I-81 Corridor Coalition
- PATH Community Coalition
- Pathfinders for Greenways
- Regional Pedestrian & Bicycle Advisory Committee (PBAC)
- Regional Stormwater Management Committee
- Regional Stormwater Technical Committee
- Regional Stormwater Citizen Advisory Committee
- Partnership for a Livable Roanoke Valley
- Roanoke Refugee Dialogue Group – Transportation Committee
- Roanoke Regional Chamber of Commerce Board
- Roanoke Regional Chamber of Commerce – Transportation Advocacy Committee
- Roanoke Regional Chamber of Commerce – Global Business Owners Committee
- Roanoke Regional Housing Network
- Roanoke Valley Broadband Authority
- Roanoke Valley Greenway Commission
- Roanoke Valley Urban Forestry Council
- RSVP Advisory Council at the Council of Community Services
- Salem-Roanoke County Chamber of Commerce Board of Directors

- United Way Community Investment Council
- Upper Roanoke River Roundtable Advisory Committee
- Upper James River Resource Conservation and Development District (RC&D)
- Virginia Western Community College-Integrated Environmental Studies Advisory Group

**Local**

- City of Roanoke Downtown Mobility Workgroup
- City of Roanoke School System ROTEC Advisory Committee
- Roanoke County Public Schools Technology Advisory Committee

---

## SECTION II



(Official Name: Roanoke Valley Area Metropolitan Planning Organization)

## UNIFIED PLANNING WORK PROGRAM Fiscal Year 2019

(July 1, 2018 – June 30, 2019)

**Approved April 26, 2018**

Roanoke Valley Transportation Planning Organization (RVTPO)  
c/o Roanoke Valley-Alleghany Regional Commission  
313 Luck Avenue, SW, P.O. Box 2569  
Roanoke Virginia 24010  
Ph: 540-343-4417, Fax: 540-343-4416  
rvtpo.org

---

Prepared on behalf of the Roanoke Valley Transportation Planning Organization (RVTPO) by the staff of the Roanoke Valley-Alleghany Regional Commission through a cooperative process involving the cities of Roanoke and Salem, the counties of Botetourt, Bedford, Montgomery and Roanoke, the town of Vinton, the Greater Roanoke Transit Company, the Roanoke Blacksburg Regional Airport Commission, the Virginia Department of Transportation, the Virginia Department of Rail and Public Transportation, the Federal Highway Administration, and the Federal Transit Administration.

The preparation of this program was financially aided through grants from the Federal Highway Administration, Federal Transit Administration, Virginia Department of Rail and Public Transportation and the Virginia Department of Transportation.

*The RVTPO will strive to provide reasonable accommodations and services for persons who require special assistance to participate in its public involvement opportunities. Contact the Public Involvement and Community Outreach Coordinator at (540) 343-4417 for more information.*

*The RVTPO fully complies with Title VI of the Civil Rights Act of 1964 and related statutes and regulations in all programs and activities. For more information, or to obtain a Discrimination Complaint Form, see [www.rvarc.org](http://www.rvarc.org) or call (540) 343-4417.*

# TABLE OF CONTENTS

## FY 2019 UNIFIED PLANNING WORK PROGRAM

Program Administration, Activities, and Budget

---

<u>I.</u>	<u>INTRODUCTION</u> .....	1
<u>II.</u>	<u>METROPOLITAN PLANNING AREA</u> .....	2
<u>III.</u>	<u>AIR QUALITY CONSIDERATIONS</u> .....	3
<u>IV.</u>	<u>RESPONSIBILITIES FOR TRANSPORTATION PLANNING</u> .....	4
<u>V.</u>	<u>TOTAL PROPOSED FUNDING BY FEDERAL SOURCE FOR FY2019</u> .....	5
<u>VI.</u>	<u>FY 2019 WORK PROGRAM TASKS AND BUDGET</u> .....	5
1.	<u>PROGRAM SUPPORT &amp; ADMINISTRATION</u> .....	6
1.01	<u>General Administration &amp; Operations</u> .....	6
1.02	<u>Training and Staff Development</u> .....	6
1.03	<u>Work Program Management</u> .....	6
2.	<u>PROGRAM ACTIVITIES</u> .....	7
2.01	<u>Long-Range Metropolitan Transportation Planning</u> .....	7
2.02	<u>Transportation Improvement Program, Regional Surface Transportation Program, Transportation Alternatives, and Performance Measures reporting</u> .....	9
2.03	<u>Congestion Management Process</u> .....	11
2.04	<u>Public Transportation Planning</u> .....	11
2.05	<u>Public/Stakeholder Involvement, Environmental Justice</u> .....	13
2.06	<u>Corridor/Area, Safety, Security, Resiliency and Reliability Planning</u> .....	14
2.07	<u>Bicycle and Pedestrian Planning</u> .....	16
2.08	<u>Regional Land Use and Transportation</u> .....	17
2.09	<u>General Technical Assistance</u> .....	17
<u>VII.</u>	<u>FY 2019 RVTPO PROPOSED REVENUES AND EXPENDITURES BY FEDERAL, STATE AND LOCAL SOURCES</u> .....	17
	<u>Proposed Revenue</u> .....	17
	<u>Proposed Expenditures</u> .....	18



313 Luck Avenue, SW  
 Roanoke, Virginia 24016  
 P: 540.343.4417 / F: 540.343.4416  
 rvtpo.org

The 26<sup>th</sup> day of April 2018

## RESOLUTION

by the Policy Board of the Roanoke Valley Transportation Planning Organization  
 Approving the FY 2019 Unified Planning Work Program

**WHEREAS**, the FY 2019 Unified Planning Work Program will serve as the basis for all federal Department of Transportation (DOT) funding participation and will be included in all requests for DOT planning funds within the Roanoke Valley TPO Service Area; and

**WHEREAS**, this Work Program details all transportation and transportation-related planning activities anticipated within the area during the coming fiscal year; and

**WHEREAS**, this Work Program has been reviewed by the TPO's Transportation Technical Committee;

**NOW THEREFORE BE IT RESOLVED**, that the Policy Board of the Roanoke Valley Transportation Planning Organization does hereby approve the FY 2019 Unified Planning Work Program, as presented.

  
 Ray Ferris  
 Chairman

**TPO POLICY BOARD:** Cities of Roanoke and Salem; Counties of Bedford, Botetourt, Montgomery and Roanoke;  
 Town of Vinton; Greater Roanoke Transit Company (*Valley Metro*); Roanoke-Blacksburg Regional Airport;  
 Virginia Department of Rail & Public Transportation; Virginia Department of Transportation

**Roanoke Valley Area Metropolitan Planning Organization**



## **INTRODUCTION**

The Unified Planning Work Program (UPWP) for transportation planning identifies all activities to be undertaken in the Roanoke Valley Transportation Planning Organization (RVTPO) study area for this fiscal year. The UPWP provides a mechanism for the coordination of transportation planning activities in the region, and is required as a basis and condition for all federal funding assistance for transportation planning by the joint metropolitan planning regulations of the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA).

The work tasks within this UPWP are reflective of issues and concerns originating from transportation agencies at the federal, state and local levels. An overarching theme to the RVTPO's transportation work is the establishment and pursuit of performance targets, the use of performance measures to track progress towards meeting those targets, and a performance-driven outcome-based approach to transportation planning and decision making.

Specifically, FHWA and FTA have requested that the following three priority areas of emphasis be incorporated into the work undertaken through the UPWP.

### **1) MAP-21 and FAST Act Implementation**

MAP-21 and FAST Act contain the following planning factors that must be addressed in the transportation planning process:

- A. Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity and efficiency;
- B. Increase the safety of the transportation system for motorized and nonmotorized users;
- C. Increase the security of the transportation system for motorized and nonmotorized users;
- D. Increase the accessibility and mobility of people and for freight;
- E. Protect and enhance the environment, promote energy conservation, improve quality of life, and promote consistency between transportation improvements and State and local planned growth and economic development patterns;
- F. Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight;
- G. Promote efficient system management and operation;
- H. Emphasize the preservation of the existing transportation system;
- I. Improve transportation system resiliency and reliability;
- J. Reduce (or mitigate) the stormwater impacts of surface transportation; and,
- K. Enhance travel and tourism. [23 U.S.C. 134 (h)(1)(I) & (J)]

### **2) Regional Models of Cooperation**

In order to ensure a regional approach to transportation planning, the RVTPO will promote cooperation and encourage stakeholders to think beyond traditional borders and adopt a coordinated approach to transportation planning. A coordinated approach supports common goals and capitalizes on opportunities related to project delivery, congestion management, safety, freight, livability, and commerce across local government and urban/rural boundaries.

### **3) Ladders of Opportunity**

As part of the transportation planning process, the RVTPO will identify transportation connectivity gaps in accessing essential services including employment, health care, schools/education, and recreation. The RVTPO's work will involve the relevant stakeholders to develop infrastructure and operational solutions that provide the public, especially the traditionally underserved populations, with adequate access to essential services.

Reflecting the federal priorities, the following descriptions of the tasks to be accomplished and the associated budgets are based on a best estimate of what can be accomplished with the available federal, state and local resources.

The Roanoke Valley Transportation Planning Organization (RVTPO) has developed this work program to address the final metropolitan planning regulations and the new requirements the FAST Act, Section 1201; 23 U.S.C. 134.

#### **Historical Context for Transportation Planning**

*The Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991 created a number of planning requirements. In October 1993, the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA) issued final regulations regarding metropolitan planning.*

*The Transportation Equity Act of the 21<sup>st</sup> Century (TEA-21), which became law in June 1998, reaffirms the structure of the metropolitan planning process. Most of the modifications to the process are aimed at streamlining and strengthening the provisions included in ISTEA. The Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) which became law August 10, 2005 and the Moving Ahead for Progress in the 21<sup>st</sup> Century (MAP-21) which became law on July 6, 2012, and the Fixing America's Surface Transportation Act (FAST Act) which became law on December 4, 2015 further reaffirm and extend the structure of the metropolitan planning process that began with ISTEA.*

*On February 14<sup>th</sup>, 2007, the FHWA and the FTA released their long-awaited Statewide and Metropolitan Planning Rule (72 Fed. Reg. 7224). The final rule revises planning regulations at 23 C.F.R. Part 450 and 49 C.F.R. Part 613 to reflect the many changes made by the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) (Pub. L. 109-59 August 10, 2005).*

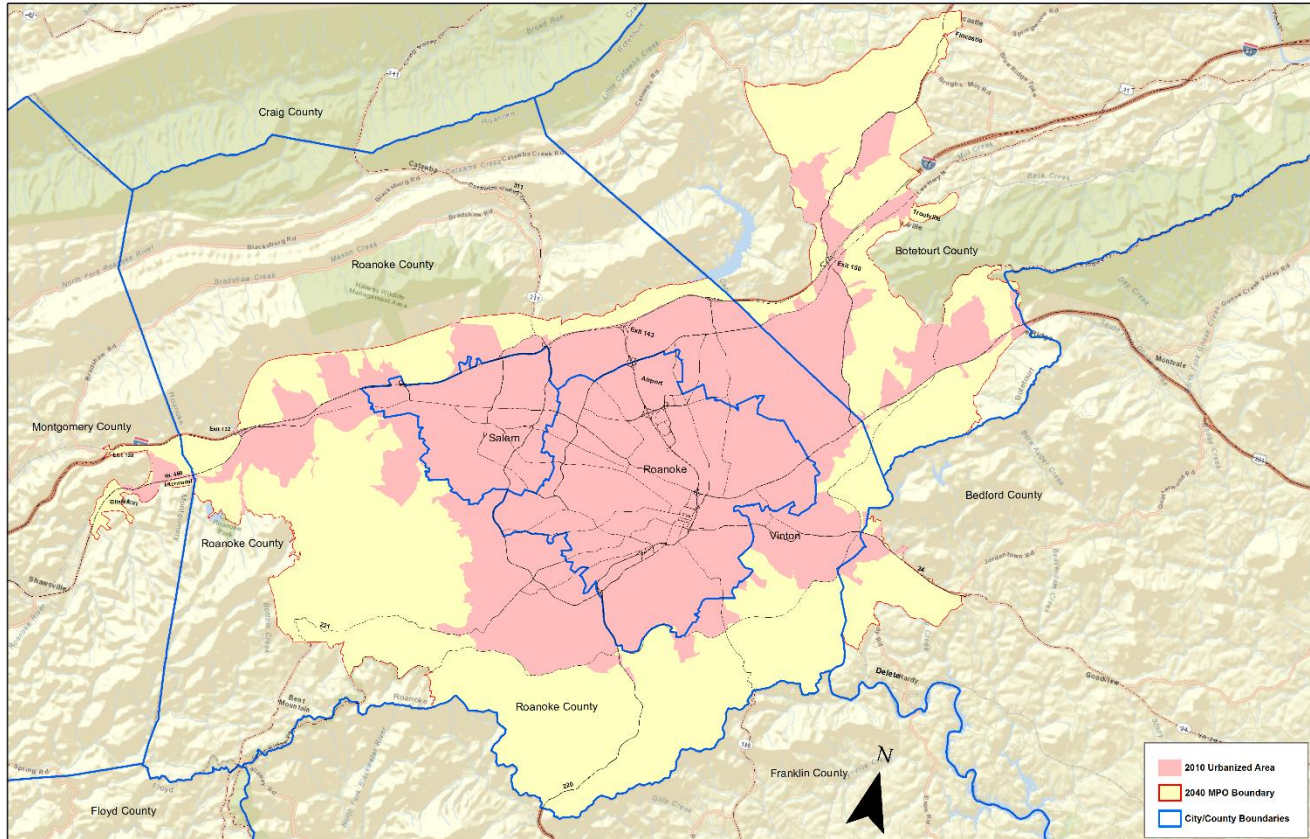
## **METROPOLITAN PLANNING AREA**

The RVTPO study area consists of the Cities of Roanoke and Salem, the Towns of Fincastle, Troutville and Vinton, and portions of the Counties of Bedford, Botetourt, Montgomery and Roanoke. See Figure 1 for an illustration of the region. Based on the 2010 Census, the RVTPO 2040 study area population was 231,337 and encompasses a land area of 247 sq. miles.

On March 26, 2012 the US Census Bureau released the Urbanized Area Boundaries (UZAs) (see the following map) based on Census 2010 results. The RVTPO's Census 2010 UZA contains a population of 210,111, and the RVTPO was subsequently classified as a Transportation Management Area (TMA) MPO.

On March 2 – 3, 2016 the RVTPO went through its first official Federal Compliance Review which will be repeated every 4-years.

Figure 1: RVTPO 2040 Study Area Map



Roanoke Valley-Allegheny Regional Commission, 2012

## **AIR QUALITY CONSIDERATIONS**

In 1997, the Environmental Protection Agency (EPA) made an amendment to the Clean Air Act's National Ambient Air Quality Standards (NAAQS). The amendment essentially replaced the 1-hour ozone standard with a more stringent 8-hour standard. In the late 1990s the ozone levels taken at an air quality monitor in the Roanoke area had exceeded the newer 8-hour standard. Due to these exceedances, the RVTPO and its member localities worked with the Virginia Department of Environmental Quality (DEQ) to establish a nonattainment boundary for the Roanoke area. This agreed upon boundary encompassed the entire Roanoke MSA (1990 definition – counties of Roanoke and Botetourt, cities of Roanoke and Salem and town of Vinton.)

In the fall of 2002 the EPA extended an opportunity to regions which were to be designated nonattainment under the 8-hour standard, but which were in attainment for the previous 1-hour standard, to pursue an Ozone Early Action Compact (EAC) followed by an Ozone Early Action Plan (EAP). This opportunity extends from a protocol that was developed in EPA's Region 6 and subsequently extended through administrative action to other EPA Regions in the country. The RVTPO is located in EPA's Region 3.

The EAC is essentially an agreement between local governments, the DEQ and the EPA to pursue an Ozone EAP before an air quality plan would have been otherwise required under traditional nonattainment designation. The EAP must incorporate the same scientific rigor as the traditional approach, and the EAP will be incorporated into the State Implementation Plan (SIP).

In early March 2008 the Federal EPA revised the nationwide 8-hour Ozone Standard to 75 parts per billion (ppb) based on a 3-year average. The Roanoke Region's 3-year average for the 2006, 2007 and 2008 Ozone seasons were at 74 ppb, within the new nationwide standard.

In October 2015, the Federal EPA lowered the 8-hour Ozone standard to 70 parts per billion (ppb). Recent trends in ground level ozone for the Roanoke Valley are summarized in the graph below and indicate that RVTPO is in compliance with the October 2015 8-hour Ozone standard. According to Virginia DEQ, the Roanoke design value for 2012-2014 was 62 ppb and for 2013-2015 it was 59 ppb.

## **RESPONSIBILITIES FOR TRANSPORTATION PLANNING**

The Roanoke Valley Transportation Planning Organization (RVTPO) is the organization responsible for conducting the continuing, comprehensive, and coordinated (3-C) planning process for the Roanoke Valley area in accordance with requirements of Section 134 (Title 23 U.S.C.) of the Federal Highway Act of 1962, and Section 8 of the Federal Transit Act. The RVTPO – Doing Business As (DBA) name (official name: Roanoke Valley Area Metropolitan Planning Organization) is the official Metropolitan Planning Organization for the Roanoke Valley area, designated by the Governor of Virginia, under Section 134 of the Federal Aid Highway Act, and the joint metropolitan planning regulations of FHWA and FTA.

The policy making body of the RVTPO is its Board which consists of sixteen voting members. The voting membership of the Policy Board consists of two representatives each from the Cities of Roanoke and Salem, the Counties of Botetourt and Roanoke, and the Town of Vinton; and one representative each from the County of Bedford, County of Montgomery, the Greater Roanoke Transit Company, Virginia Department of Transportation, the Virginia Department of Rail and Public Transportation, and the Roanoke Regional Airport Commission.

### **Voting Membership on the RVTPO Policy Board**

Bedford County	1 representative
Botetourt County	2 representatives
Roanoke County	2 representatives
Montgomery County	1 representative
City of Roanoke	2 representatives
City of Salem	2 representatives
Town of Vinton	2 representatives
Greater Roanoke Transit Company	1 representative
Virginia Department of Transportation	1 representative
Virginia Department of Rail and Public Transportation	1 representative
Roanoke Blacksburg Regional Airport Commission	1 representative

More details about the Board's structure can be found online at [rvarc.org](http://rvarc.org).

Staff of the Roanoke Valley-Alleghany Regional Commission perform the day-to-day operations of the RVTPO. The staff, in conjunction with RVTPO's member agencies, collect, analyze and evaluate demographic, land use, and transportation data to gain a better understanding of the transportation system requirements of the area. Staff members also prepare materials for use at Board and Committee meetings as well as any sub-committee meetings.



Professional staff members participate in all RVTPO meetings, provide expertise as needed, and provide administration of the transportation-planning program. In addition, staff members represent the agency at other meetings of importance to planning activities within the region.

### **TOTAL PROPOSED FUNDING BY FEDERAL SOURCE FOR FY2019**

The primary funding sources for transportation planning activities included in this work program are the FHWA Section 112 (PL) and FTA Section 5303. The funding to support this UPWP includes unobligated PL funds from FY2017. The proposed funding amounts (including state and local matching funds) for the RVTPO work program are shown in the following table.

#### **FY 2019 RVTPO PROPOSED FUNDING BY FEDERAL, STATE AND LOCAL SOURCES (July 1, 2018 to June 30, 2019)**

	<b>FHWA – Section 112 (PL) 80% Fed &amp; 20 % State/Local</b>	<b>FTA – Section 5303 80% Fed &amp; 20 % State/Local</b>	<b>GRAND TOTAL</b>
New FY 2019	\$373,130	\$165,993	\$539,123
Direct Carryover FY 2018	\$0	\$0	\$0
Carryover FY 2017	\$52,621	\$0	\$52,621
<b>TOTAL</b>	<b>\$425,751</b>	<b>\$165,993</b>	<b>\$591,744</b>

### **FY 2019 WORK PROGRAM TASKS AND BUDGET**

As a result of the Federal TMA Certification Review in the Spring 2016, one overarching recommendation is to update TPO planning document to include system resiliency/reliability, stormwater mitigation, as well as travel and tourism enhancement. This FY19 Work Program will continue that process. In addition, it was noted that becoming a TMA requires more formalized decision-making processes, especially given today's funding constraints and the need to strategically prioritize investments, and the TPO should begin to focus on a process-oriented approach when developing planning programs and work products that goes beyond simply developing static plans. These processes include methods to collect, prioritize, and evaluate the effectiveness (or progress) of planning and public engagement efforts. This will be an overarching focus of the work in FY19.

Unless otherwise stated, the tasks listed in the following sections will be performed and led by RVARC staff.

# 1. PROGRAM SUPPORT & ADMINISTRATION

## General Administration & Operations

**Objective and Description:** This task includes ongoing activities that ensure proper management and operation of a continuing, comprehensive, and coordinated (3-C) planning process as described in the 3-C Memorandum of Understanding. The primary objectives of this task are (1) to implement the UPWP throughout the fiscal year and provide all required administrative functions including all accounting functions, personnel administration, office management, financial reporting, contract administration, and purchase and upkeep of necessary office equipment; and (2) to support the activities of the RVTPO through the preparation of reports, presentations, agendas, minutes and mailings for all Policy Board and Technical Committee meetings, as well as attendance at those meetings. Attendance at staff meetings, stakeholder coordination meetings, and timekeeping are included in this task as well.

**Products:** Efficient office operation, accurate financial information, preparation of quarterly reports, preparation of information in support of RVTPO activities.

**Estimated Budget:** \$87,683 (\$62,654 PL and \$25,029 FTA/5303) (included for planning purposes only; not intended to be restrictive).

## Training and Staff Development

**Objective and Description:** To meet the growing demands of an ever-changing region, and those of new and updated federal transportation regulations/guidelines, it is important to educate and maintain a staff and board/committee members that can respond to these challenges. This task will help insure that by providing on-going training and development of staff and RVTPO Policy Board members.

**Products:** Well-trained and informed staff and Policy Board members.

**Estimated Budget:** \$3,024 (\$1,458 PL and \$1,566 FTA/5303) (included for planning purposes only; not intended to be restrictive).

## Work Program Management

**Objective and Description:** To meet the requirements of 23 CFR Part 420 and 23 CFR Part 450, the RVTPO, in cooperation with the Virginia Department of Transportation, the Virginia Department of Rail and Public Transportation, and the Greater Roanoke Transit Company, is responsible for the development of a Unified Planning Work Program (UPWP). This UPWP describes all regional transportation planning activities anticipated in the Roanoke Valley area in the next fiscal year that will utilize federal funding. The UPWP also identifies state and local matching dollars for these federal planning programs.

This task provides for management of the FY 2019 UPWP. If during this fiscal year, an amendment to the UPWP is deemed necessary, due to changes in planning priorities and/or the inclusion of new planning projects, staff will identify and detail such amendments for consideration by the TPO Policy Board.

This task also provides for the development of a UPWP for the next fiscal year. The document will incorporate suggestions from federal funding agencies, state transportation agencies, transit

operating agencies, local governments participating in RVTPO. The new UPWP will be presented in draft to the Transportation Technical Committee and RVTPO Policy Board in March 2019, and as a final document for adoption in April 2019. The approved UPWP will be distributed to the Policy Board and made available to the public on the RVARC website (rvarc.org).

**Products:** UPWP for FY 2020, maintenance and amendments to the FY 2019 UPWP as needed.

**Schedule:** Ongoing maintenance and amendments as needed; UPWP FY 2020 development January – April 2019.

**Lead:** RVARC staff

**Estimated Budget:** \$13,432 (\$8,742 PL and \$4,690 FTA/5303) (included for planning purposes only; not intended to be restrictive).

## 2. PROGRAM ACTIVITIES

### 2.01 Long-Range Metropolitan Transportation Planning

**Objective and Description:** The long-range metropolitan transportation planning effort enables local stakeholders to think beyond traditional borders and adopt a coordinated approach to transportation planning for people and freight. This effort may include scenario planning to evaluate where funds are invested based on regional transportation needs and goals. The region’s long-range Metropolitan Transportation Plan, “Vision 2040: Roanoke Valley Transportation, was approved in September 2017. Preparations for the next plan, “Vision 2045: Roanoke Valley Transportation” have begun and will continue this fiscal year.

As the RVTPO continues its performance-based planning and programming, staff will further develop the performance management approach to transportation planning and programming. Performance-based planning and programming includes using transportation performance measures, setting targets, reporting performance, and programming transportation investments directed toward the achievement of transportation system performance outcomes.

This item covers the general long-range transportation planning activities. The overall approach to long-range planning in the Roanoke Valley will be performance-driven, outcome-based that considers all modes, ages, and abilities in the development of its intermodal transportation system. This item includes:

#### New Activities:

- **“Vision 2040: Roanoke Valley Transportation” Amendment Process:** Development of an amendment process and any necessary long-range plan amendments during the fiscal year.
- **Plan and Schedule for Public Engagement and Development of “Vision 2045: Roanoke Valley Transportation” Development:** This item includes creating a plan and schedule for involving the public and developing the performance-based Vision 2045 plan. Public engagement efforts will be consistent with the Public Participation Plan to allow for “early and continuous” public input as well as “ample opportunity” to comment on Vision 2045. The schedule will consider the TPO’s other major commitments in order to accommodate sufficient time for the plan’s development. The plan for developing Vision 2045 will include a



draft of the table of contents with each major section identified and a statement about the purpose of each section.

- **Integrate Outcomes of Regional Study on Transportation Project Prioritization for Economic Development and Growth:** Building from the region's priority transportation needs and projects identified through the Regional Study on Transportation Project Prioritization for Economic Development and Growth (TED Study), activities will include incorporating this work into the Vision 2045 plan.
- **RVTPO Framework for Prioritization:** As was used in the TED Study, development of the Vision 2045 plan will continue utilization of the RVTPO's Framework for Prioritization as a guide for prioritizing regional transportation needs, identifying strategies, and prioritizing projects based on the Vision 2040 goals. Whereas the TED Study focused on economic growth, this year will focus on safety as it relates to the work being done as part of the CMP update.
- **Development of the 2045 Study Area Boundary:** The 2040 study area boundary will be reviewed, and adjustments made as needed to appropriately capture the anticipated area to be urbanized by 2045.
- **Participation in Freight Academy:** Staff will participate in a Freight Academy sponsored by the Center for Advanced Infrastructure and Transportation (CAIT) and any follow-up work required by the training program. Prior to participation, staff will participate in FHWA's Integrating Freight into the Transportation Planning Process.

#### **Ongoing Activities:**

- **“Vision 2040: Roanoke Valley Transportation” Amendments:** Any necessary long-range plan amendments during the fiscal year.
- **Federal Transportation Performance Measures Integration:** Federal guidance concerning the integration of specific performance measures in TMA MPO long-range transportation planning processes will continue in FY19. This sub-item is intended to address any necessary work to integrate federally required and federally recommended performance measures and performance measures targets into the new performance-based long-range transportation planning process. This item will include an assessment of the data needs required for the performance-based approach to long-range planning.
- **Air Quality and Environmental Analysis and Planning:** The Federal EPA revised the nationwide 8-hour Ozone Standard, in early October 2015, to 70 parts per billion (ppb) based on a 3-year average. All indications from the Virginia Department of Environmental Quality (DEQ) are that RVTPO is in compliance with the October 2015 standard. Similarly, RVTPO staff is monitoring announcements and news concerning both fine particulate PM2.5 and Greenhouse Gases (GHGs) in case the federal government requires transportation planning process compliance for those two classes of pollutants in addition to ground level Ozone. This subtask is intended for any applicable air-quality or environmental analysis and planning that may be required by the federal EPA. Currently RVTPO is in an Ozone Early Action Compact – Early Action Plan area and is not subject to conformity analysis.
- **Travel Demand Model / Transit Travel Demand Model Application:** RVTPO staff received and were trained on a new state of the art travel demand model in the Spring of 2016. The new model has capabilities new to the RVTPO including, time-of-day travel demand estimation, a formal mode choice step and formal transit network including vision components. This sub-item provides staff time and resources to apply the new model to planning situations and scenarios and continue coordination with VDOT modelers as needed during FY19. Likewise, RVTPO staff have received training on TBEST, a transit travel demand model, and will continue to apply the model to evaluate potential improvements to the regional transit system.

- **Coordination with Other Long-Range Plans:** In particular, ensure that metropolitan transportation planning is coordinated with the VTrans statewide transportation plan, the rural long-range transportation plan, and furthers the vision presented in the Livable Roanoke Valley plan.
- **Other Technical Work:** Any other technical long-range plan process work.

“2.01 Long Range Transportation Planning” is the element responsible for demonstrating FAST Act compliance for the long-range transportation planning process.

***Products and Schedule:***

- CLRMTP 2040 Amendments/Adjustments (Summer 2018 and/or as needed),
- Plan and schedule for Vision 2045 development (Fall/Winter 2018)
- Adoption of the 2045 study area boundary (Spring 2019)
- Identification of regional priority safety needs, strategies, and projects (Summer 2019)
- Coordination with VTrans, VDOT’S Rural Long-Range Transportation Planning Process, Livable Roanoke Valley plan implementation (ongoing),
- Travel Demand Model application (ongoing),
- Monitoring of Ozone and PM 2.5 trends with regards to continued air quality compliance; Monitoring of federal and state policies concerning Greenhouse Gas (GHG) and their possible impact on the RVTPO planning process; Public outreach and maintenance of air quality action day communications lists (as needed).
- Other long-range transportation planning technical work as required (ongoing)

***This item supports the federal planning factors to the extent possible given time, financial and other constraints.***

***Lead:*** RVARC staff

***Estimated Budget:*** \$77,564 (\$57,802 PL and \$19,762 FTA/5303) (included for planning purposes only; not intended to be restrictive).

**Transportation Improvement Program, Regional Surface Transportation Program, Transportation Alternatives, and Performance Measures reporting**

***Objective and Description:*** As required by federal planning regulations, the Transportation Improvement Program (TIP) for the Roanoke Valley area is a four-year program of highway, transit, bicycle, and pedestrian projects receiving federal funds. State and locally funded projects may also be included in the TIP for coordination purposes. The TIP is updated every three years, with major amendments in intervening years, as needed, and must be approved by the RVTPO Policy Board and the governor of Virginia. The TIP is required as a condition for all federal funding assistance for transportation improvements within the RVTPO area.

The RVTPO’s federal apportionment of Surface Transportation Block Grant Program (STBG) funding is referred locally as the Regional Surface Transportation Program (RSTP). RSTP is a category of funding that is determined by the RVTPO Policy Board through a process described in a separate document titled the “RSTP Project Development and Selection Procedures”. The Transportation Alternatives Set-Aside (TA) is a smaller category of funding for which the RVTPO Policy Board will select projects within the RVTPO Study Area Boundary. The Roanoke Valley also receives FTA 5310 funds (transportation for the elderly and people with disabilities). Although DRPT manages these funds for the RVTPO, staff are involved with the coordination of projects and monitors the use

of these funds as they are programmed in the TIP and ultimately approved by the RVTPO Policy Board.

The Performance Measures tracking and reporting process will reflect federal and state-mandated performance measures as well as any additional measures elected by the RVTPO Policy Board to be tracked. It is anticipated that additional performance measures and target-setting guidance will continue to be received from the FTA and FHWA and will need to be integrated into the existing state-mandated process. The effort will include collecting performance data and reporting the transportation system's performance based on those targets.

This task item primarily involves work related with the above-mentioned items; some activities covered in this task may include but are not limited to:

**New Activities:**

- Development of a report on the state of transportation and transportation funding in the RVTPO region.

**Ongoing Activities:**

- Continue to approve new performance targets as required by the federal government.
- Monitoring the projects submitted for SMARTSCALE funding, any developments with the SMARTSCALE process, and preparing for the next round of applications.
- Amendments and/or Adjustments to current TIP.
- Coordination with VDOT and VDRPT on TIP, STIP, SMARTSCALE, and Six-Year Improvement Program (SYIP) details, procedures and updates.
- Coordination with FTA, Valley Metro (GRTC) and RADAR (UHSTS) on transit-related funding and programming with regards to the SYIP and TIP.
- Coordination with VDOT, VDRPT, Valley Metro and RADAR on the Publication of the Annual Obligations Report.
- Provide assistance with grant funding applications, as requested.
- Facilitate the TPO's approval of RSTP and TA funding; Monitor projects to ensure the timely delivery of projects and committed funding.
- Data collection and analysis for the Annual Performance Measures Report update.
- Evaluation and data collection of new performance measures and targets for incorporation into the annual report.

***Products and Schedule:***

- TIP amendments/adjustments (Summer 2018 and/or as needed)
- Annual Performance Measures Report (Fall 2018)
- RVTPO State of Transportation report (Winter 2018/2019)
- Annual listing of projects with federal obligations (Winter 2018/2019)
- FY20-25 RSTP Financial Plan and any adjustment to the FY20 TA funded projects (Fall 2018-Spring 2019)
- Up-to-date website with related information, data collection and analysis for annual listing of performance measures, and staff-administered public involvement process for products requiring input (ongoing)
- Additional products may include grant applications for transportation funding, funding analysis, RSTP project updates, new performance measures data development, and others (ongoing)

***This item is focused on programming funds and it supports all planning factors (#1 - #11) to the extent that programming funds are available in a given 4-year time horizon.***

**Lead:** RVARC staff

**Estimated Budget:** \$56,259 (\$42,004 PL and \$14,255 FTA/5303) (included for planning purposes only; not intended to be restrictive).

### **Congestion Management Process**

**Objective and Description:** This section provides for implementation of the Congestion Management Process (CMP) Plan's recommendations as well as routine maintenance of the CMP planning process including any amendments, adjustments of updates of the plan incorporation new data or findings.

The RVTPO's Federal Compliance Review, March 2<sup>nd</sup> and 3<sup>rd</sup>, 2016 uncovered a need for more extensive data collection and analysis with regards to the CMP plan. Item 2.03 will focus on:

#### **Ongoing Activities:**

- Continue the process of updating the CMP which will include a report on highway existing and future conditions related to level-of-service, volume/capacity, and travel time; staff will note any problem areas and create related maps. As part of the update, staff will review the need to update the stand-alone CMP Plan or incorporate the CMP into the long-range plan.
- Staff will continue developing and implementing regional CMP objectives/strategies, developing performance measures, collecting data, and analyzing congestion as well as integrating new data sources and data analysis into the CMP planning process. This work will support the Performance-Based Planning and Programming (PBPP) framework and feed into the long-range transportation planning process and programming of projects through the Transportation Improvement Program.

#### **Products and Schedule:**

- Report on highway existing and future conditions (Winter 2019)
- Ongoing CMP data collection, regional congestion analysis, and performance measures development and integration into the Annual Performance Measures Report.

***This item supports planning factors #1-Economic Vitality, #4-Accessibility and Mobility #5-Quality of Life, Environment and Energy Conservation, #7-Efficient System, #9-Reliability, #10-Reducing Stormwater Impacts, #11-Enhancing Travel and Tourism.***

**Lead:** RVARC staff

**Estimated Budget:** \$30,211 (\$16,188 PL and \$14,023 FTA/5303) (included for planning purposes only; not intended to be restrictive).

### **Public Transportation Planning**

**Objective and Description:** The Greater Roanoke Transit Company (Valley Metro) is the Roanoke Valley designated recipient and provider of fixed-route transit. Unified Human Services Transportation Systems, Inc. (RADAR) provides paratransit services in the Roanoke Valley under contract to Valley Metro (STAR service) and Roanoke County (CORTRAN service). On a smaller scale, Botetourt County also provides transit services to its senior and disabled populations. This item aims to provide public transportation planning assistance and support the Roanoke Valley's planning efforts for transit service enhancements. At a minimum this item will include:

### New Activities:

- **Brochure Update:** Update the “Traveling In, Out, and Around the Roanoke Area” brochure for paper and electronic publishing.
- **Research Regional Transit Service Alternatives for Seniors and People with Disabilities:** Staff will explore different and innovative delivery models for paratransit, senior, and disabled transit services for the TPO area across multiple jurisdictions to include vehicles of different types as well as ride sharing services such as Uber and Lyft.
- **Regional Transit Governance Structure:** Staff will work with local stakeholders to evaluate the governance structure of transit in the Roanoke Valley.

### Ongoing Activities:

- **Implementation of Roanoke Valley Transit Vision Plan:** This ongoing effort specifically reflects two of the federal priorities: regional models of cooperation and ladders of opportunity. Continuing activities include supporting localities and transit agencies with any examinations of existing transit services, current funding sources and implementation of the plan’s recommendations as well as continuing to engage stakeholders to implement the future vision for the region’s transit services. Activities may also include transit route analysis for modified or expanded transit services, changes in the route schedule or other assistance needed to implement the TVP recommendations.
- **Regional Transit Development Plans (TDPs):** The Virginia Department of Rail and Public Transportation requires every transit agency to maintain a six-year Transit Development Plan (TDP). A new TDP is scheduled to be completed with DRPT consultant assistance for each transit agency, Valley Metro and RADAR, during FY2017. Yearly updates are also required for the TDPs. Staff will participate and review any remaining work to be done for the new TDPs, will share and promote the new TDPs with local stakeholders, and provide support in the yearly updates. Activities will include working with the transit agencies to implement the recommendations of the TDPs.
- **Comprehensive Operations Analysis:** Staff will support any remaining work to be done as part of the consultant-led comprehensive operations analysis of the Roanoke Valley’s transit system and work with Valley Metro to implement its recommendations.
- **Update to the Coordinated Human Services Transportation Plan:** VDRPT and their consultant are taking the lead on the update to this plan. Staff will participate in the process and coordinate among stakeholders as needed. Staff will review products of the process, provide input, and assist with implementing the plan as needed.
- **Human Services-Public Transit Coordinated Transportation Planning:** Staff will provide assistance with coordinating human services transportation and will participate in related regional coordination meetings.
- **Passenger Rail and Public Transit Coordination:** Staff will support the ongoing effort to plan improvements for transfers between public transit and rail.
- **AVL/Real-time Transit Information Project:** Valley Metro is in the process of launching its new ITS transit information project which will include real-time transit arrival information to the public, enhanced dispatching capabilities, transit service information in real-time, NTD reporting and reports. Valley Metro is leading this project and staff will continue providing technical support in mapping, waypoints, transit stop geolocations, data analytics, etc.
- **Maintenance and Development of Transit-related GIS shapefiles and maps:** Staff will develop new or update existing transit-related GIS shapefiles and regional planning maps as modifications are made to the regional transit network.
- **General Transit Planning:** As needed, staff will incorporate transit components into other studies and plans identified in this Work Program and support any coordination of urban transit service planning with the rural area or other intercity transit services.



**Products and Schedule:**

- Update of “Traveling In, Out, and Around the Roanoke Area” brochure (Fall 2018)
- Report on Transit Service Delivery Models for Seniors/People with Disabilities (Spring 2019)
- Coordinated Human Services Plan Update (2018/2019)
- Other analysis, studies, mapping, etc. as needed (ongoing)

***This item supports all of the federal planning factors as well as Regional Models of Cooperation and Ladders of Opportunity.***

**Lead:** RVARC staff

**Estimated Budget:** \$53,975 (\$0 PL and \$53,975 FTA/5303) (included for planning purposes only; not intended to be restrictive).

**Public/Stakeholder Involvement, Environmental Justice**

**Objective and Description:** Public involvement, stakeholder outreach, and consideration of Environmental Justice are key elements of the RVTPO’s planning efforts. Activities will include but are not limited to the following activities:

**New Activities:**

- **Update the Title VI and Limited English Proficiency (LEP) Plan:** With a new Public Participation Plan (PPP) adopted by the RVTPO Policy Board in 2018, staff will follow-up by updating the Title VI and LEP Plan to ensure consistency with the new PPP.

**Ongoing Activities:**

- **Public Participation:** As described in the 2018 Public Participation Plan, seek “early and continuous” public input and provide “ample opportunity for public comment” on:
  - Development of the Long-Range Multimodal Transportation Plan,
  - Amendments to the Long-Range Multimodal Transportation Plan, the Transportation Improvement Program, or the Public Participation Plan,
  - Other key decision points.

As part of this work, the following item, initiated under the Bike/Ped Planning item for FY17 will be continued.

- **Engaging New and/or Traditionally Underserved Communities in Bicycle Planning and Outreach – Strategic Plan:** Public involvement in the planning process is often successful in engaging those citizens who have the time, means, interest and opportunity to attend public meetings and otherwise participate in the process. This strategic plan would focus on removing barriers to participation and/or facilitation participation for communities whose members may not have the means or opportunity to attend public meetings or participate through other well-established channels. These communities are often identified in other planning efforts as Environmental Justice (EJ) Communities and/or Title VI Communities. This strategic plan would start with EJ and Title VI communities as a launching point and investigate where there are also other new of traditionally underserved communities as well. Finally, a strategic plan will be produced for better engaging these communities specifically with regards to bicycle planning.
- **TPO Website Strategy:** The RVTPO website should be periodically reevaluated and updated to ensure a smooth user interface. This subtask allocates resources specifically for website improvement as well as public involvement through social media and other methods.
- **TPO Demographic Profiles Maintenance and Updates:** RVTPO Demographic Profiles will be updated depending on new American Community Survey or other dependable data sources becoming available.

- **Multi-Regions Alternative Transportation Social:** Staff will participate in planning for the annual Multi-Regions Alternative Transportation Social that will feature alternative transportation project updates and new initiatives shared with counterparts across the Roanoke Valley and the New River Valley. It is anticipated that the New River Valley PDC will take the lead on this event in FY19.
- **Conferences, Webinars, Teleconferences and Seminars:** Staff will remain current on broader transportation, land use, and other related planning activities by participating in transportation and planning conferences and meetings such as the Association of Metropolitan Planning Organizations, Annual Governor's Transportation Conference, Virginia Chapter of the American Planning Association, Virginia Association of Metropolitan Planning Organizations, and the Virginia Transit Association. Additionally, the American Planning Association (APA) and the Association of Pedestrian and Bicycle Professionals (APBP) produce a series of teleconferences on planning issues. RVTPO staff will select relevant TPO related teleconferences and make arrangements to host a teleconference download site for local planners, citizens and other interested parties.
- **Public Involvement Forum, Fees, Subscriptions or Consulting Services:** Staff may need to enlist the services of on-line public involvement forums or other specialized citizen and community-based forums.
- **General public and stakeholder involvement opportunities:** Staff may pursue a wide variety of public and stakeholder involvement opportunities not specifically listed in the aforementioned items.

**Products and Schedule:**

- Multi-Regions Alternative Transportation Social (Fall 2018)
- Update to the Title VI/LEP Plan (Summer 2019)
- Necessary amendments or adjustments to the Public Participation Plan, Title VI Plan and/or Limited English Proficiency (LEP) Plan, public and stakeholder outreach at various scales (ongoing)
- Conferences, webinars, teleconferences, seminars, TPO website maintenance, and update of TPO Demographic Profiles. (ongoing)

***This item supports planning factor #4–Accessibility by increasing accessibility to public input and participation in the transportation planning process and supports Regional Models of Cooperation.***

**Lead:** RVARC staff

**Estimated Budget:** \$97,502 (\$78,816 PL and \$18,686 FTA/5303) (included for planning purposes only; not intended to be restrictive).

**Corridor/Area, Safety, Security, Resiliency and Reliability Planning**

**Objective and Description:** Corridor and area studies can further analyze transportation needs to identify potential projects that feed the CLRMTTP. Likewise, the long-range plan can suggest corridors that warrant pre-NEPA corridor studies to help move the project to the next stage. Analysis of each corridor or area may include but is not limited to: access management, safety, security, operations evaluation, resiliency, reliability, multimodal connections, parking, current and future land use, existing activity density, and adjacent land zoning.

**New Activities:**

- ***I-581 Exit 2 Interchange Study:*** Participate in this consultant-led study and work with Roanoke County and the City of Roanoke to identify operational improvements along Peter's Creek Road from Valleypointe Parkway to Thirlane Road, NW, and specifically to evaluate improvements to the interchange with I-581.
- ***Gus Nicks Blvd/Washington Avenue Corridor Improvement Study/Plan:*** Study the Gus Nicks/Washington Ave. corridor from U.S. 460 to Bypass Road to identify aesthetic, bike/pedestrian, peak traffic flow, turning lane/access management, and other related transportation improvements. This study will include alternatives and cost estimates for each alternative.

**Ongoing Activities:**

- ***Crash Analysis and Reporting (Data Collection, Visualization and Analysis)*** – Staff is working with VDOT, RideSolutions, and other stakeholders to document roadway, pedestrian and bicycle crash data, patterns, and trends in the RVTPO noting key high crash locations.
- ***Access Management and Corridor Preservation Studies*** – VDOT is leading pilot studies on these topics in the RVTPO area along U.S. 460 and U.S. 220.
- ***Route 419 Improvements Study from Route 220 to Route 221*** – The purpose of this study is to continue scoping the potential for widening, access management, pedestrian/bicycle accommodations, and other improvements on Route 419 from Route 220 to Route 221. Example work tasks include but are not limited to the following:
  - Review Route 419 Corridor Plan to determine if updates are necessary.
  - Suggest implementation strategies from the Route 419 Corridor Plan.
  - Coordinate with Virginia Department of Transportation, Roanoke County and City of Roanoke.
  - Document vehicle, bicycle and pedestrian usage.
  - Collect and analyze accident data.
  - Develop alternative recommendations for project development.
  - Determine next steps to move project forward to preliminary engineering.
  - Deliverables: At least two alternative scenarios for project scope, including conceptual road sections.
- ***Regional Multimodal Corridors:*** DRPT is leading this effort to apply the Multimodal System Design Guidelines to one or more corridors in the RVTPO area to study the corridor's needs and multimodal opportunities as well as the surrounding land use compatibility. RVTPO staff, VDOT, and local stakeholders will be involved in the corridor analysis.
- ***Completion of the Brambleton Avenue Corridor Study from the previous UPWP.***
- ***Participation in the I-81 Corridor Coalition and related activities.***
- ***Other corridor/area, safety, security, resiliency, and reliability work as needed.***

***Products and Schedule:***

- Gus Nicks Blvd/Washington Avenue Corridor Improvement Study/Plan (Summer 2019)
- Assistance with other corridor and area studies, corridor evaluations and/or corridor data summaries as needed. (ongoing)

***This item supports planning factors #2- Safety, #3-Security, #7-Efficient System, #8 – Preservation of Existing System, #9-Resiliency and Reliability, #11-Enhance Travel and Tourism.***

***Lead:*** RVARC staff



**Estimated Budget:** \$44,727 (\$37,806 PL and \$6,921 FTA/5303) (included for planning purposes only; not intended to be restrictive).

### **Bicycle and Pedestrian Planning**

**Objective and Description:** A continued effort to implement bicycle and pedestrian transportation recommendations from the Regional Bikeway Plan, the Regional Pedestrian Vision Plan, Regional Greenway Plan and the Regional Transit Vision plan is the organizing framework underlying this item. In addition to this general effort, the following specific plans, studies and tasks will be accomplished in next fiscal year.

#### **New Activities:**

- **Washington Avenue Intersections Study:** A study of the four priority intersection on the Washington Avenue Corridor for improvements to include signalized pedestrian and/or other types of pedestrian crossings so that people can safely cross the street. This study will include alternatives and cost estimates for each alternative. It and will be coordinated with the related study mentioned in section 2.06.

#### **Ongoing Activities:**

- **National Bicycle and Pedestrian Documentation Project Counts** - Partner with local governments to continue bicycle and pedestrian snapshot counts as part of the National Bicycle and Pedestrian Documentation Project. This work will evaluate the value of the locations counted in the past and identify if other locations would benefit from being included in the effort. Such new locations may include those that are planned to receive bicycle and pedestrian improvements to assess before/after usage. Approximately 10-15 locations are planned to be surveyed this year. This work will support the RVTPO's Annual Performance Measures Report.
- **Greenway User Counts** – Continue monitoring greenway usage in support of the RVTPO's Annual Performance Measures Report. The number and location of count sites will be reviewed to ensure the data received accurately reflects the information sought by the transportation performance measures. This task will include field work to maintain, download data, and relocate counters as needed as well as to manage, analyze, and map data.
- **Regional Bicycle & Pedestrian Advisory Committee** - RVTPO staff will continue to manage the Regional Bicycle & Pedestrian Advisory Committee (PBAC).
- **Maintenance and Development of bicycle/pedestrian/greenway shapefiles and maps** – Staff will develop new or update existing bicycle- or pedestrian-related GIS shapefiles and regional transportation planning maps as improvements are made to the regional bicycle/pedestrian network.

#### **Products and Schedule:**

- Washington Avenue Intersections Study (Winter 2019)
- NBPD Bike/Ped Counts (Fall 2018)
- Greenway user counts (ongoing)
- Pedestrian & Bicycle Advisory Committee support (ongoing)
- Maintenance of GIS databases and mapping (ongoing)

***This item supports planning factors #1–Economic Vitality, #4–Accessibility and Mobility, #5–Quality of Life, Environment and Energy Conservation #6–Connectivity and #8–Preservation of Existing System, #10–Reducing Stormwater Impacts, and #11–Enhance Travel and Tourism.***

**Lead:** RVARC staff

**Estimated Budget:** \$23,804 (\$23,804 PL and \$0 FTA/5303) (included for planning purposes only; not intended to be restrictive).

### **Regional Land Use and Transportation**

**Objective and Description:** The relationship between land use and transportation is critical to the success of a region. This task will focus on coordinating activities that involve both.

Specifically, this task involves coordinating local government efforts around transportation and land-use by: utilizing the existing Urban Development Areas and Multimodal Centers and Districts Framework; analyzing local zoning and land use compatibility with regional multimodal transportation; conducting visual preference surveys to solicit preferences of the existing built environment; instilling and fostering principles of Smart Growth (e.g. compact building design, mixed-use and transit oriented development); and utilizing the VDOT Transportation Efficient Land Use and Design guide. Products of this effort may include model comprehensive plan/zoning ordinance language, overlay districts, urban design guidelines, area specific pattern books, and other products that could be used by localities in their own planning efforts.

#### **Products and Schedule:**

- Mapping of parcel-level development patterns in UDAs and multimodal centers/districts. (Winter 2018)

***This item supports planning factors #1–Economic Vitality, #4–Accessibility and Mobility, #5–Quality of Life, Environment and Energy Conservation, #6–Connectivity, #8– Preservation of Existing System, #9–Resiliency and Reliability, #10–Reducing Stormwater Impacts, and #11–Travel and Tourism.***

**Lead:** RVARC staff

**Estimated Budget:** \$13,489 (\$13,489 PL and \$0 FTA/5303) (included for planning purposes only; not intended to be restrictive).

### **General Technical Assistance**

**Objective and Description:** Staff will research, develop, maintain, and analyze data for use in a variety of transportation planning technical support activities. Work activities will be organized around the following subtasks. Any combination of subtasks may be completed in FY19 as opportunities and needs arise; however, circumstances may not permit all subtasks to be finalized by the end of FY19.

- **General Technical Assistance** to federal/state/local governments, transit agencies or other stakeholders and citizens as requested.
- **Technical Support Activities** – a variety of planning activities to support work program projects identified previously and/or the general planning process.
- **Support to Statewide Multimodal Planning** – as needed.

This item also contains provisions for a consultant(s) to provide general technical assistance to the RVTPO related to the activities described previously in this UPWP.

**Lead:** RVARC staff

**Estimated Budget:** \$90,074 (\$82,988 PL and \$7,086 FTA/5303) (included for planning purposes only; not intended to be restrictive).

## FY 2019 RVTPO PROPOSED REVENUES AND EXPENDITURES BY FEDERAL, STATE AND LOCAL SOURCES

(July 1, 2018 to June 30, 2019)

	PL	State	Local	Total PL	5303	State	Local	Total 5303	Total
<b><u>Proposed Revenue</u></b>									
<i>New FY 2019</i>	298,504	37,313	37,313	<b>373,130</b>	132,793	16,600	16,600	<b>165,993</b>	539,123
<i>Direct Carryover FY 2018</i>	0	0	0	<b>0</b>	0	0	0	<b>0</b>	0
<i>Carryover FY 2017</i>	42,097	5,262	5,262	<b>52,621</b>	0	0	0	<b>0</b>	52,621
<b>Total Revenue</b>	340,601	42,575	42,575	<b>425,751</b>	132,793	16,600	16,600	<b>165,993</b>	591,744

*Note: Rounding of numbers may result in minor calculation discrepancies.*

**Proposed Expenditures****Program Support & Admin*****1.01 General Administration & Operations******1.02 Training & Staff Development******1.03 Work Program Management*****Total for Program Support & Administration:**

PL	State	Local	Total PL	5303	State	Local	Total 5303	Total
50,123	6,265	6,266	62,654	20,025	2,502	2,502	25,029	87,683
1,166	146	146	1,458	1,252	157	157	1,566	3,024
6,994	874	874	8,742	3,754	468	468	4,690	13,432
<b>58,283</b>	<b>7,285</b>	<b>7,286</b>	<b>72,854</b>	<b>25,031</b>	<b>3,127</b>	<b>3,127</b>	<b>31,285</b>	<b>104,139</b>

**Program Activities*****2.01 Long-Range Plan******2.02 TIP, RSTP, TA and Performance Measures******2.03 Congestion Management Process (CMP)******2.04 Public Transportation Planning******2.05 Public and Stakeholder Involvement******2.06 Corridor, Area Studies, Safety Planning******2.07 Bicycle and Pedestrian Planning******2.08 Regional Land Use and Transportation******2.09 General Technical Assistance*****Total for Program Activities:**

PL	State	Local	Total PL	5303	State	Local	Total 5303	Total
46,242	5,780	5,780	57,802	15,810	1,976	1,976	19,762	77,564
33,604	4,200	4,200	42,004	11,404	1,425	1,426	14,255	56,259
12,951	1,618	1,619	16,188	11,218	1,402	1,403	14,023	30,211
0	0	0	0	43,180	5,397	5,398	53,975	53,975
63,053	7,881	7,882	78,816	14,949	1,869	1,868	18,686	97,502
30,246	3,779	3,781	37,806	5,537	692	692	6,921	44,727
19,043	2,380	2,381	23,804	0	0	0	0	23,804
10,791	1,349	1,349	13,489	0	0	0	0	13,489
66,389	8,299	8,300	82,988	5,668	709	709	7,086	90,074
<b>282,319</b>	<b>35,286</b>	<b>35,292</b>	<b>352,897</b>	<b>107,766</b>	<b>13,470</b>	<b>13,472</b>	<b>134,708</b>	<b>487,605</b>

**Total Expenses:**

PL	State	Local	Total PL	5303	State	Local	Total 5303	Total
<b>340,602</b>	<b>42,571</b>	<b>42,578</b>	<b>425,751</b>	<b>132,797</b>	<b>16,597</b>	<b>16,599</b>	<b>165,993</b>	<b>591,744</b>

## Roanoke Valley Transportation Planning Organization

VDOT Salem District Support (SPR funding) for Planning Activities within the RVTPO Area during FY 2019

<b>Work Program Activity</b>	<b>Total SPR (District)</b>
<b>VDOT District Planning Activities</b>	<b>\$26,220</b>
<b>TOTAL</b>	<b>\$26,220</b>

## SECTION III

**FY 2019 Rural Transportation Planning**  
**Work Program**  
**SCOPE OF WORK**  
for the  
**Roanoke Valley-Alleghany Regional Commission**  
**(July 1, 2018 – June 30, 2019)**



Roanoke Valley-Alleghany

**REGIONAL**  
**commission**

P.O. Box 2569, Roanoke, VA 24010

Ph: 540.343.4417

[rvarc@rvarc.org](mailto:rvarc@rvarc.org)

[www.rvarc.org](http://www.rvarc.org)

Approved on March 22, 2018

## TABLE OF CONTENTS

### FY 2019 Rural Transportation Planning Work Program - Scope of Work Program Management and Activities, and Budget

PURPOSE AND OBJECTIVE .....	1
I. PROGRAM ADMINISTRATION.....	2
II. PROGRAM ACTIVITIES .....	3
A. Long-Range Planning, Programming and Stakeholder Outreach .....	3
B. Corridor/Area Studies, Land Use and Traffic Analysis .....	3
C. Public Transportation Planning and Analysis.....	4
D. Bicycle and Pedestrian Planning .....	5
E. General Technical Assistance.....	6
III. BUDGET .....	7

## RESOLUTION

*Prepared by the Roanoke Valley-Alleghany Regional Commission staff through a cooperative process involving the City of Covington, the Towns of Clifton Forge and Rocky Mount, the Counties of Alleghany, Botetourt, Craig, Franklin and Roanoke, the Virginia Department of Transportation, and the Federal Highway Administration.*



## PURPOSE AND OBJECTIVE

The Virginia Department of Transportation (VDOT) allocates part of the State Planning and Research (SPR) funding to provide annual transportation planning assistance for non-urbanized areas within the Commonwealth. The Rural Transportation Planning (RTP) Program was created to aid the State in fulfilling the requirements of the State Planning Process to address the transportation needs of non-metropolitan areas. Funds appropriated under 23 U.S.C. 307(c) (SPR funds) are used in cooperation with the Department of Transportation, Commonwealth of Virginia for transportation planning as required by Section 135, Title 23, U.S. Code. These Federal funds provide 80 percent funding and require a 20 percent local match.

In this fiscal year each planning district commission / regional commission that has rural area will receive \$58,000 from VDOT's Rural Transportation Planning Assistance Program. The corresponding planning district commission / regional commission will provide a local match of \$14,500 to conduct rural transportation planning activities. This resource may be supplemented with additional planning funds. The arrangement of all such funds involves the development of a scope of work, approval and other coordination in the Transportation & Mobility Planning Division's administrative work programs.

The scope of work shall include specific activities as requested by VDOT and/or the Federal Highway Administration. The scope of work may also include activities or studies addressing other transportation planning related issues that may be of specific interest to the region. The criteria for the determination of eligibility of studies for inclusion as part of this work program are based upon 23 U.S.C. 307 (c), State Planning and Research.

### **Program Administration (\$14,806)**

**Background and Objective:** The purpose of this work element is to facilitate regional participation and consensus building on transportation-related issues through a continuing, comprehensive, and coordinated planning process.

**Description:** This activity includes all ongoing department-wide management and administrative activities, not attributable to specific program activities. There are four (4) objectives for this work task:

- (1) administration of the current transportation planning work program activities;
- (2) preparation for the next year's work program activities;
- (3) participation in meetings with staff and stakeholders regarding the management and administration of the work program, and
- (4) the completion of necessary contracts, invoices, progress reports, correspondence, and grant applications in support of the work program.

**Deliverable End Products and Schedule:** The primary result of this task will be a well-functioning transportation program.

- Preparation of Commission and Rural Transportation Technical Committee (RTC) agendas, notices, minutes and memorandums.
- Participation in Commission, RTC, and other administrative meetings.
- Preparation of the next fiscal year's Work Program and any amendments or revisions to the existing scope of work as needed.
- Preparation of quarterly financial and work program progress reports.
- Purchase of professional reports, materials, equipment, and services as needed to assist staff in work activities.

**Lead:** RVARC staff

<b>SPR Funds (80%)</b>	<b>\$11,845</b>
<b>PDC Funds (20%)</b>	<b>\$2,961</b>
<b>Total Budgeted Expenditure for Program Administration</b>	<b>\$14,806</b>

## II. Program Activities (\$57,693)

**Background and Objective:** Address regional transportation issues that are identified by the member local governments, Transportation Technical Advisory Committee, and/or the Planning District Commission. Individual projects and work elements are described below:

### A. Long-Range Planning, Programming and Stakeholder Outreach (\$10,170)

**Objective and Description:** Participate in long-range planning, financial programming, and stakeholder outreach meetings throughout the fiscal year pertaining to:

- Participate in VTrans meetings and webinars regarding Needs Consolidation / Recommendations and SMART SCALE Regional Meetings
- Participate in meetings with VDOT staff regarding Title VI and Environmental Justice compliance
- Participate in the CTB's Six-Year Improvement Program Fall/Spring Transportation Meetings and when possible, provide a display to serve as outreach to the region's citizens.
- Participate with the MPOs and VDOT on setting and tracking performance measure goals.
- Participate in statewide rural transportation planning meetings including WEBEX Webinars (various topics and on a monthly basis)
- Participate in any additional outreach meetings that may arise and provide / review data as requested by VDOT throughout the fiscal year
- Support local governments prepare grant applications such as SMART SCALE, Transportation Alternatives, FTA 5310, FTA 5311, etc.

**Deliverable End Products:** Specific assistance to be requested by member localities, VDOT, or others as necessary to provide input into the statewide transportation planning process.

**Lead:** RVARC staff

### B. Corridor/Area Studies, Land Use and Traffic Analysis (\$9,233)

**Objective and Description:** Analysis of existing and future transportation conditions, as well as the evaluation of traffic conditions at specific intersections, corridors, or proposed developments. At a minimum, this item will include the following projects:

- **Franklin County and Boones Mill Wayfinding Signage** – Including the Town of Boones Mill in a continuation of Franklin County's wayfinding signage program; and to build upon the wayfinding proposals of the Town of Rocky Mount with ideas, locations, funding sources and design for tourists and citizens to locate points of interest in the County to improve tourism/recreation.
- **VDOT Highways Existing/Future Conditions Report** – In working with VDOT Salem District, this report will include level-of-service, volume/capacity, and travel times on rural highways in the Salem District. Any problem areas will be noted and related maps created.
- **Crash Analysis and Reporting (Data Collection, Visualization and Analysis)** – Staff will continue to work with VDOT Salem District, RideSolutions, and other

stakeholders to document roadway, pedestrian, and bicycle crash data, patterns and trends in the rural RVARC localities within the Salem District noting key high crash locations.

As needed or requested, this item may also include the following:

- Compilation of available regional (current and future) land use GIS layers and attribute data for updating Statewide Planning System and Statewide Travel Demand Model.
- Capture unavailable regional GIS land use and attribute data using VDOT templates.
- Provide assistance to local governments identifying multimodal districts or urban development areas.
- Other corridor/area, land use, or traffic analysis.

**Deliverable End Products:** Continued implementation of Franklin County's Wayfinding Signage program; Existing/Future Conditions Highways Report; and Crash Analysis Report.

**Lead:** RVARC staff – Eddie Wells, Rachel Ruhlen

### C. Public Transportation Planning and Analysis (\$18,487)

**Objective and Description:** The Unified Human Services Transportation Systems, Inc. (RADAR) provides deviated fixed-route transit service in the Alleghany Highlands. Other specialized transit services are provided by the Alleghany Highlands Community Services Board, Botetourt County's Senior and Accessible Van Program, and the County of Roanoke Transportation (CORTRAN) operated by RADAR.

This item aims to provide transportation planning assistance to support a well-coordinated and efficient transit and travel demand management service within the rural area as well as to the Roanoke Valley urban area. At a minimum this item includes:

- **Franklin County Connection to Passenger Rail** – Continuing the work started in FY17, study public transportation options for residents to access regional passenger rail facilities.
- **Alleghany Highlands/Roanoke Valley Public Transportation Connection Study** – Assist Clifton Forge in evaluating commuter patterns and potential demand for bus transit connections between the Alleghany Highlands and the Roanoke Valley for a variety of purposes such as access to employment opportunities, healthcare, education, AMTRAK connections in Roanoke and Clifton Forge, etc.
- **Alleghany Highlands Transit Service Evaluation** – Support follow-up activities related to the DRPT consultant study initiated in FY17 on the cost effectiveness and efficiency of the Mountain Express.
- Provide VDOT's Transportation Mobility and Planning Division – Central Office with updated Travel Demand Management Plans when submitted to DRPT.

**Deliverable End Products:**

- A study with multiple scenarios/recommendations on how to transport individuals from Franklin County and the Alleghany Highlands to regional rail stations, and
- Commuter and ridership statistics between the Highlands and the Roanoke Valley and recommendations for new or modified public transportation services.

**Lead:** RVARC staff

#### D. **Bicycle and Pedestrian Planning (\$12,353)**

**Description:** Planning and development of non-motorized transportation infrastructure, such as sidewalks, trails, greenways, bike lanes, and other facilities. This item will include the following projects:

- **Update to the Rural Bikeway Plan** – The current Rural Bikeway Plan from 2006 will be updated. Staff will meet with local governments and obtain citizen input as necessary to support the plan's update. The RVTPO Bikeway Plan recommendations will be considered for consistency between the RVARC urban and rural areas.

**Deliverable End Products:**

- Update to the Rural Bikeway Plan
- Bicycle and Pedestrian Mapping
- Alleghany Highlands/Roanoke Valley Bicycle/Pedestrian Connections Plan and identified funding sources

**Lead:** RVARC staff

#### E. **General Technical Assistance (\$7,450)**

**Description:** RVARC staff will research, develop, maintain, and analyze data for use in a variety of technical support and planning support activities. Work activities will be organized around the following subtasks. Any combination of subtasks may be completed this fiscal year as opportunities and needs arise; however, circumstances may not permit all subtasks to be finalized by the end of the fiscal year.

- **General Technical Assistance** to local governments, planners and citizens as requested.
- **Technical Support Activities** – a variety of planning support activities to support work program projects and/or the general planning process (i.e. turning movement counts).

**Deliverable End Products:** Specific technical assistance products requested by member local governments and other partner agencies.

**Lead:** RVARC staff

<b>SPR Funds (80%)</b>	<b>\$</b>	<b>46,154</b>
<b>PDC Funds (20%)</b>	<b>\$</b>	<b>11,539</b>

---

**Total Budgeted Expenditure for Program Activities**  
**III. BUDGET**

**\$ 57,693**

<b>Tasks</b>	<b>VDOT (SPR)</b>	<b>Local</b>	<b>Total</b>
<u>Program Administration</u>			
<b>Total Administration</b>	<b>\$11,845</b>	<b>\$2,961</b>	<b>\$14,806</b>
<u>Program Activities</u>			
A. Long Range	\$8,136	\$2,034	\$10,170
B. Corridor Studies	\$7,386	\$1,847	\$9,233
C. Public Transportation Planning & Analysis	\$14,790	\$3,697	\$18,487
D. Bike/Pedestrian	\$9,882	\$2,471	\$12,353
E. General Technical Assistance	\$5,960	\$1,490	\$7,450
<b>Total Program Activities</b>	<b>\$46,154</b>	<b>\$11,539</b>	<b>\$57,693</b>
<b>TOTALS</b>	<b>\$58,000</b>	<b>\$14,500</b>	<b>\$72,500</b>

## SECTION IV



*Fiscal Year 2019 Work Program, PR and Marketing Plan*

## Table of Contents

Table of Contents .....	2
1. Program Overview .....	3
2. Service Area .....	3
3. Program Structure and Staff .....	4
4. Annual Operating Budget .....	5
5. General Work Plan .....	6
7. Program Components .....	8
Guaranteed Ride Home .....	8
Marketing .....	9
Employer Outreach .....	9
Ridematching and Commuter Services .....	9
Sustainable Transportation Consultation/Support .....	10
Bike Month and Bicycle Friendly Community/Business Outreach and Implementation.....	10
8. Goals and Evaluation .....	10
Website Registrations .....	10
Workplace Outreach .....	11
Inquiries .....	11
Presentations/Events .....	11
8. Strategic Goals.....	12



## 1. Program Overview

RIDE Solutions serves central and southwest Virginia with a variety of TDM services aimed at individual commuters, municipalities, and employers. It is headquartered in Roanoke with the Roanoke Valley-Alleghany Regional Commission and serves three other regions in partnership with the New River Valley Regional Commission, the Region 2000 Local Government Council, and the West Piedmont Workforce Investment Board.

Like the other 14 TDM agencies throughout Virginia, RIDE Solutions promotes a variety of transportation alternatives to single-occupancy vehicles (SOV) 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.

As the region's TDM agency, RIDE Solutions provides TDM-related services to residents, employers, and employees in its service area, including commuter information, carpool ridematching, guaranteed ride home, telework assistance, and information and support for bicyclists and pedestrians. It also promotes the use of transit service, but does not directly operate any transit. The program delivers its services through various methods, including a web site, telephone contact, in-person assistance at worksites, and through mailed and emailed information distribution.

In addition to provide direct TDM services, RIDE Solutions staff participate in a number of organizations that directly or indirectly support an environment conducive to promoting and improving transportation. Examples include the Roanoke Valley Cool Cities Coalition, Live Healthy Lynchburg, the Greater Roanoke Valley Air Quality and Asthma Coalition, Healthy Roanoke Valley, Pulaski and Montgomery County chambers of commerce, the NRV Regional Coordinating Transit Council, and the Transportation Information Network in Martinsville.

RIDE Solutions also serves as a special promotional and program development partner to our area transit providers. This includes transit-oriented programming through the year with special emphasis on our spring Art by Bus program, May's Ride Smart Challenge, and September's Try Transit Week to increase ridership and information about these valuable transportation resources.



## 2. Service Area

RIDE Solutions serves the member localities of our partner regional organizations. This includes the counties of Alleghany, Botetourt, Roanoke, Franklin, Patrick, Pittsylvania, Henry, Montgomery, Giles, Floyd, Pulaski, Bedford, Amherst, Appomattox, and Campbell. The cities of: Radford, Roanoke, Salem, Lynchburg, Martinsville, Danville, Covington. The towns of: Vinton, Rocky Mount, Bedford, Blacksburg, Christiansburg, and Clifton Forge.

In addition to those localities served directly, RIDE Solutions serves commuters travelling into or out from those communities. The resulting commute shed for the program extends from Bluefield,

WV in the north; Albemarle County in the east, Wytheville in the west, and Greensboro, NC in the south.

### 3. Program Structure and Staff

RIDE Solutions program administration, software services, and financial oversight is managed through the Roanoke Valley-Allegheny Regional Commission (RVARC) with partnership cooperation from the New River Valley Regional (NRVRC), the Region 2000 Local Government Council (R2K), and the West Piedmont Planning District Commission (WP). RIDE Solutions does not have a unique governing board but rather, is a service agency of each partner organization and as such, governed by partner's Board. RIDE Solutions' Program Director, a RVARC staff member, and regional Program Coordinators develop annual program reports and yearly grant application authorization to present to their Boards for authorization. Program reports and participation summaries are also presented to the metropolitan planning organization (MPO) policy boards.

Each Board has the authority to review and define important RIDE Solutions concerns, including the budget and work program. The NRVRC, R2K, and WP each execute agreements with RVARC that spell out the relationship between the four agencies. But, in general, the boards of each parent organization provides staff, under the guidance of the individual Executive Directors, the authority of program planning and day-to-day operations, allowing the program to pursue its preferred course in most things. In this sense, within the parameters defined for the program by RVARC, NRVRC, and R2K, RIDE Solutions maintains a substantially independent operation, albeit one with an integrated relationship to its partner agencies.

RIDE Solutions is comprised of the following staff:

Roanoke:

- **Program Director:** The program director oversees all administrative elements of the program across all its regions; develops and sets marketing and promotional campaigns along with each regional coordinator; oversees social media campaigns, website maintenance, and the broad RIDE Solutions digital and online presence; implements program strategy as defined in the Long Range Transportation Demand Management Plan; participates in public outreach campaigns, presentations, speaking events, and related community events; is the main media contact for the Roanoke and NRV programs; manages the employer outreach tasks for Roanoke and supports other coordinators as necessary; and event planning and support for RIDE Solutions events.
- **RIDE Solutions Outreach and Communications Specialist:** The Specialist provides technical, graphic design, marketing, and related support to the Roanoke program and each regional coordinator as requested. The Specialist manages the ridematch process, including customer communications and customer relationship management; answers the telephones and the general RIDE Solutions emails; and provides other customer support as needed. In addition, the Specialist provides support in graphic design, ad copy, the development of marketing collateral, and related marketing and advertising services for Roanoke and the regional coordinators as needed; and event planning and support for RIDE Solutions events.
- **Business Services:** The Business Services position is a shared position with the Western Virginia Workforce Development Board (WVWDB). The Business Services position provides outreach and sales services for the WVWDB and RIDE Solutions by meeting with employers, attending networking events, making cold calls, and similar activities to sell the benefits of TDM to area employers, along with a range of other training and workforce development products. Companies that are interested in TDM services are sent to the Program Director for final program development.

#### New River Valley

- Coordinator: The NRV Coordinator provides administrative and employer outreach services in the area defined by the New River Valley Regional Commission. The NRV Coordinator also works with the Program Director to develop and implement advertising campaigns taking advantage of the shared Roanoke/New River Valley Media Market.

#### Region 2000

- Coordinator: The Region 2000 Coordinator provides administrative and employer outreach services in the area defined by the Region 200 Local Government Council. In addition, the Region 2000 Coordinator, in conjunction with the Program Director, develops and implements appropriate and specific marketing and promotional campaigns within the Region 2000 media market.
- Business Outreach: Region 2000 partners with the Region 2000 Workforce Development Board to provide TDM outreach services to businesses through the WDB's business services position.

#### West Piedmont

- NOTE: While this is a continuation of our previous work in the Martinsville/Danville area, this work program represents a transition from housing RIDE Solutions work at the West Piedmont Workforce Investment Board to the West Piedmont Planning District Commission. This is consistent with our existing regional expansions in the New River Valley and Greater Lynchburg area, both of which are housed at their regional planning agencies.
- Coordinator: The West Piedmont Coordinator provides administrative and employer outreach services in the area defined by the West Piedmont Planning District Commission. In addition, the West Piedmont Coordinator, in conjunction with the Program Director, develops and implements appropriate and specific marketing and promotional campaigns within the West Piedmont media market.

### **4. Annual Operating Budget**

For FY2019, RIDE Solutions is seeking to increase its budget by \$27,000. This increase utilizes bikeshare revenue from the Zagster program launched in May 2018 to create a dedicated pot of marketing money to support the sponsorship of bikeshare stations in areas where corporate sponsors have not yet been obtained. This will support three stations to be established in underserved neighborhoods and free up marketing dollars to support RIDE Solutions other programming. Because of the popularity and importance of the bikeshare system to the RIDE Solutions brand and overall program awareness, we feel it is important to commit a percentage of the Roanoke marketing budget to the program, though it should be noted that the vast majority of system operations will continue to come from private sponsorship dollars.

The operating budget for FY2019 reflects \$89,895 in match from RVARC, NRVRC, R2K, and WP, including \$5,400 in Zagster bikeshare revenue.

From time to time, specific events – such as those based around the spring Ride Smart event – may raise money via sponsorships. Revenue raised from the proposed Bikeshare system will also be reinvested in the program to lower sponsorship requirements.

Expenses	Roanoke	NRV	R2K	West Piedmont	Total
Salaries	\$72,384.00	\$3,723.00	\$5,062.00	\$5,062.00	\$86,231.00
Other Salary	\$31,000.00	\$0.00		\$0.00	\$31,000.00
Fringe Benefits	\$25,619.00	\$1,615.00	\$2,196.00	\$2,196.00	\$31,626.00
Insurance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Supplies	\$2,500.00	\$0.00	\$0.00	\$0.00	\$2,500.00
Postage	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Dues	\$1,800.00	\$0.00	\$0.00	\$0.00	\$1,800.00
Printing	\$3,000.00	\$0.00	\$1,000.00	\$1,000.00	\$5,000.00
Training	\$500.00	\$0.00	\$1,000.00	\$750.00	\$2,250.00
Travel	\$4,000.00	\$0.00	\$1,050.00	\$2,627.00	\$7,677.00
Conferences	\$1,000.00	\$0.00	\$0.00	\$750.00	\$1,750.00
Furn. and Equip.	\$500.00	\$0.00	\$0.00	\$0.00	\$500.00
Advertising	\$31,579.00	\$5,306.00	\$13,000.00	\$10,000.00	\$59,885.00
Meetings	\$500.00	\$0.00	\$0.00	\$0.00	\$500.00
Contract Services	\$1,000.00	\$0.00	\$0.00	\$0.00	\$1,000.00
Subcontract	\$28,600.00	\$33,680.00	\$40,000.00	\$40,923.00	\$143,203.00
Computer Serv.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Indirect Costs	\$32,188.00	\$1,980.00	\$2,692.00	\$2,692.00	\$39,552.00
<b>Total</b>	<b>\$236,170.00</b>	<b>\$46,304.00</b>	<b>\$66,001.00</b>	<b>\$66,000.00</b>	<b>\$414,476.00</b>

### 5. General Work Plan

RIDE Solutions will undertake the following activities over the course of FY2019.

Item	Responsible	Zone
<p><b>Google Transit Maintenance and Expansion</b> Support GTFS (General Transit Feed Specification) development and maintenance for all transit agencies in the service area who request it via the TransLoc open source software application. <b>Strategic goals: 4.0</b></p>	Prog. Dir.	ALL
<p><b>Roanoke Employment Center Targets</b> Focus workplace outreach and programming to the following target areas to increase impact:</p> <ul style="list-style-type: none"> <li>• Roanoke Centre for Industry and Technology</li> <li>• North Plantation Road</li> <li>• Rocky Mount</li> <li>• West Salem</li> <li>• Downtown Roanoke</li> </ul> <p><b>Strategic goals: 4.0</b></p>	Prog. Dir. Bus. Out.	ROA

<p><b>RIDE Solutions Bikeshare</b> Maintain and promote the regional RIDE Solutions Bikeshare program, including promotion of service to members and employer partners, development of promotional membership rates, and seeking sponsorship dollars <b>Strategic goals:</b> 4.0</p>	Prog. Dir.	ROA
<p><b>Bicycle Valet Program Development</b> Develop a program to integrate bicycle valet service into existing high-profile regional events such as Festival in the Park, Down by Downtown, Microfestivus, and more. Recruit standing volunteer group to staff event. Coordinate with DRI and other event management orgs and venues to promote service. <b>Strategic goals:</b> 4.0</p>	Out. Spec.	ROA
<p><b>Ride Smart Celebration 2019</b> Organize events and partners for Ride Smart Celebration 2018. Ride Smart includes the following lynchpin events:</p> <ul style="list-style-type: none"> <li>• Ride Smart Challenge – employer-based competition for pledges to commute by alternative mode during May, and logging trips by alternative mode – commute or otherwise.</li> <li>• Night Rider’s Ball – Roanoke based musical performance into which cyclists get in free. In partnership with Martin’s downtown Roanoke venue.</li> <li>• Bike Shorts Film Festival – Screening of local, national, and international short bicycle films. Premiere in Roanoke, subsequent screenings in each additional service area.</li> <li>• Social Ride Series – Create urban-network bicycle tours focused on introducing casual riders to transportation connections appropriate to bicyclists.</li> </ul> <p><b>Strategic goals:</b> 4.1, 5.2</p>	All	ALL
<p><b>RIDE Solutions Annual Report</b> Present to local stakeholders on performance of RIDE Solutions in support of various regional and local goals. Produce summary report of RIDE Solutions activities and impacts and distribute to the press. <b>Strategic goals:</b> 5.1</p>	Out. Spec.	ROA
<p><b>Art by Bus 2019</b> Continue annual Art by Bus program in coordination with Roanoke Arts Commission. Art by Bus includes the Writer by Bus, Art on the Bus, and Star Line Series of musical performances. <b>Strategic goals:</b> 1.1</p>	Prog. Dir. TDM Tech.	ROA
<p><b>Safe Bike Route Mapping and Promotion</b> Develop digital products to identify safe commuting and recreational routes for the region. Use ArcView GIS Storybook tool and community partners such as Arts Commission, Virginia Museum of Transportation, Roanoke Valley Preservation Foundation, and others to create content for routes. Will work to partner with existing organizations as much as possible including the local chapters of the YMCA, local bike clubs, local government entities, and the West Piedmont Planning District Commission. <b>Strategic goals:</b> 1.1, 4.1</p>	Prog. Dir.	ROA WP
<p><b>Bike Friendliness Coordination</b> Lead on Bicycle Friendly Community and Bicycle Friendly Business outreach efforts and certification success. <b>Strategic goals:</b> 1.1, 4.1</p>	Prog. Dir	ROA

<b>Vanpool Program</b> Develop regional vanpool program. Apply for mid-cycle Transportation Management Program grant. <b>Strategic goals:</b> 3.1, 3.5	Prog. Dir.	ALL
<b>Bike to the Ballpark</b> Initiate a partnership program with Hillcats and GLTC to include special alternative transportation nights at some home games. Will include a punch card for throughout the season and 8 special game events <b>Strategic goals:</b> 1.1	R2K Coord	R2K
<b>Lynchburg Art by Bus</b> Partnership with GLTC, Academy of Arts Center, James River Council for Arts & Humanities to develop a special ride, walk, bike to art events in L'burg over June. Special extended bus service and ride promotion, including First Friday follow-up alternative transportation art exhibit. <b>Strategic goals:</b> 1.1	R2k Coord	R2K
<b>Lynchburg/Madison Heights Park-and-Ride Site Development Plan</b> Will work with Lynchburg City Parking Manager and GLTC to consider location of Park-and-Ride locations. Will be developed in coordination with the pending Downtown Street Work. <b>Strategic goals:</b> 1.1	R2K Coord	R2K
<b>Develop West Piedmont Program and Train Staff</b> Shepard transfer of operations from West Piedmont Workforce Investment Board to West Piedmont Planning District Commission. Hire and train staff. Develop outreach materials. Establish partnerships between WIB, WPD, and other appropriate agencies. <b>Strategic goals:</b>	Prog. Dir WP Coord.	ROA WP
<b>Regional Ridematch Software Development</b> Under guidance of DRPT, lead RFP and procurement process for implementation of rideshare software to replace existing GIST-Rideshare application. <b>Strategic goals:</b>	All	All

## 7. Program Components

The major activities of RIDE Solutions programming include:

### *Guaranteed Ride Home*

RIDE Solutions provides Guaranteed Ride Home services for all commuters in our database regardless of mode. Guaranteed Ride Home offers up to 4 free taxi rides a year for certain qualifying trips. For employees of RIDE Solutions Workplace partners, the number of trips available each year is unlimited. Guaranteed Ride Home services are also offered to businesses who are applying for the League of American Bicyclists' *Bicycle Friendly Business* designation to encourage bicycle commuting. The program uses a combination of vouchers for providers who execute an MOU with RIDE Solutions, and a reimbursement program to support ride-hailing services such as Lyft and Uber, or taxi or other providers who choose not to execute an MOU.

**Budget:** \$1000

**FTE:** GRH administration takes up a fraction of the hours of the PT TDM Technician

**Anticipated Outcomes:** Increased program registration

### *Marketing*

RIDE Solutions markets its services throughout the year in a variety of ways. Much of this marketing comes from earned media, such as newspaper stories, op-eds, exposure on regional blogs, and related avenues. RIDE Solutions also makes heavy use of social media such as Facebook and Twitter, growing its fanbase both through free social media engagement strategies as well as paid advertising campaigns within the site. Some of the marketing budget is earmarked to specific projects as noted in the work program items, above; other dollars are reserved for the sponsorship of events and other advertising opportunities as they arise throughout the year.

**Budget:** \$89,485

**FTE:** Primary duty of Program Director. Region 2000 Coordinator and West Piedmont Coordinator has some duties in regard to local mass media market

**Anticipated Outcomes:** Increased database registration, less attrition from database

### *Employer Outreach*

Employer outreach is the core of our growth. In addition to the targeted employers mentioned in the work plan above, RIDE Solutions staff constantly reaches out to areas businesses to introduce employer-based TDM programs. Staff will provide focused outreach to employers in our rural counties (Alleghany, Botetourt, Franklin, Craig, Giles, Pulaski, Floyd, Montgomery, Henry, Patrick, Pittsylvania, Appomattox, Amherst, Bedford and Campbell) as well as employers who may draw employees from these counties. Outreach efforts will include marketing in geographies not directly associated with our service area, but which may serve as commuter sheds into our service area.

**Budget:** \$90,000

**FTE:** Primary duty of Roanoke Business Services, Program Director, NRV Coordinator, Region 2000 Coordinator, West Piedmont Coordinator, West Piedmont Business Services Team

**Anticipated Outcomes:** Addition of new employers and increased participation from existing employers (see *Goals and Evaluation*, below).

### *Ridematching and Commuter Services*

The bulk of RIDE Solutions' activities involve direct ridematching services through the use of our regional database, or other TDM services through customer support via telephone, web, social media, or other services. This includes everything from providing information on transit routes, safe biking accommodations, rates and fees for transit passes, connection to the Telework!VA program, and other services. Information is delivered primarily through our two websites, ridesolutions.org, through a range of tools from interactive mapping tools to simple reference pages. Commuter services are also offered via presentations and workshops with local businesses and our presence at various festivals and community events such as Earth Day and the Green Living Expo.

**Budget:** \$85,000

**FTE:** 4.5: All staff are involved

**Anticipated Outcomes:** Increased database registrations and mode shift.

**Services:** Include but are not limited to maintenance of websites (ridesolutions.org and bikeroanoke.com), administration and support of the GIS/T-Rideshare database, development of educational and registration materials, development of custom materials upon request of organizations, apartment complexes, and other stakeholders.



### ***Sustainable Transportation Consultation/Support***

The RIDE Solutions program has been established as *the* go-to source for sustainable transportation information and programming. As such, RIDE Solutions staff serves on a number of local, regional, and state-wide committees and volunteer groups providing expertise on improving TDM-related infrastructure and on the environmental impact of our transportation system. These activities include participation on area committees, such as Roanoke City' Citizens for Clean and Green committee, Greater Lynchburg Transit Company's Citizen Advisory Committee, and others. RIDE Solutions also provides, in a sense, general technical support throughout the year for individuals and organizations looking to apply specific TDM strategies to their organization and for technical support expertise in general alternative transportation, complete streets, and transit-oriented development initiatives within our service area. This has included assisting the local Economic Development Partnership on prospect presentations to businesses interested in sustainability issues.

**Budget:** \$40,000

**FTE:** 2: Primarily supported by Program Director and regional coordinators

**Anticipated Outcomes:** New TDM programs or facilities

**Services:** Meeting attendance and presentations, primarily

### ***Ride Smart Celebration and Bicycle Friendly Community/Business Outreach and Implementation***

With the support of the City of Roanoke, Carilion Clinic, and other major regional stakeholders, RIDE Solutions leads planning and deployment of key Bike Month events in the greater Roanoke Valley. This includes our three keystone events – the Bike Shorts Film Festival, the Night Rider's Ball, and the Ride Smart Challenge – along with leadership in and support of other, smaller events. Execution of Bike Month events is one of the key duties of the proposed Bicycle and Pedestrian Coordinator. In addition to development and implementation of the events, the Bicycle and Pedestrian Coordinator will also be responsible for fundraising through private sector sponsorships and grant support, with the ultimate goal of having the keystone Bike Month events be self-sustaining.

**Budget:** \$20,000

**FTE:** 2: Led by Bicycle and Pedestrian Outreach Coordinator, TDM Technician, and Program Director

**Anticipated Outcomes:** Increased mode split between bicycle and other modes; increased miles of bicycle accommodations; increased participation, as measured by even attendance, registrations, and trips logged, in primary bike month events.

**Services:** Meeting attendance and presentations, primarily

## **8. Goals and Evaluation**

RIDE Solutions believes in specific measurements for our success. Our primary measurements are based on the commuters who come into our database. Softer measurements, such as Facebook Fans, Twitter Followers, blog and website traffic, and similar numbers are captured, but at this point we do not set goals for them.

### ***Website Registrations***

26	Registrations per month
9	Registrations from Roanoke
7	Registrations from NRV
4	Registrations from Region 2000



## 6 Registrations from West Piedmont

***Workplace Outreach***

- 4 New Workplaces per quarter / 24 annually
  - 1 NRV Workplace
  - 1 Region 2000 Workplace
  - 1 Roanoke Workplace
  - 1 West Piedmont
- 60 Employer contacts per quarter (new or existing employers)
- 4 Registration event/promotion per month

***Inquiries***

- 50 Inquiries per month (RIDE Solver, phone, email, web forms)

***Presentations/Events***

- 30 Presentations and/or events, including civic league speeches, Expo participation, and related events annually.

## 8. Strategic Goals

### 1.0 Goal: TDM is recognized and deployed as an essential component of the region's ability and success in building a green and sustainable community.

**1.1 Objective 1:** Build awareness of and support for TDM as a core component of the region's sustainability model.

#### 1.1.1 Short-term Strategies:

- Position TDM as a core component of the region's sustainability model. Showcase linkage between TDM and smart and sustainable growth and quality of life/unprecedented natural resources.
- Pursue internal and on-site education for RIDE Solutions' personnel on sustainability and link to TDM.
- Create a comprehensive advocacy education program that can "speak to" a range of target audiences, including college students, business leaders/employers, and retirees.
- Actively pursue opportunities in the community to provide sustainability-TDM relationship "education" through public speaking, serving as sustainability/TDM expert member of community/civic/professional organizations and consulting.
- Implement Advocacy Plan on community specific level, e.g., Roanoke and New River and expanding to Lynchburg (starting in 2010).
- Further mine the New River Valley and Lynchburg regions. Create and implement micromarketing plans for each area.

#### 1.1.2 Medium-term Strategies:

- Continue to showcase linkages between TDM and smart and sustainable growth and quality of life/unprecedented natural resources. Use earned media and business partnership's owned media to profile linkages.
- Continue to pursue actively opportunities in the community to provide sustainability education" through public speaking, serving as sustainability/TDM expert member of community/civic/professional organizations and consulting.

#### 1.1.3 Long-term Strategy:

- Work with partners to showcase Roanoke as national model on TDM-inspired sustainability. Provide national earned media to local TDM advocates to spread the word and validate TDM's role and impact in the community.

**1.2 Objective 2:** Build the number of active TDM advocates or ambassadors across the community.

#### 1.2.1 Short-term Strategies:

- Continue to use RIDE Solutions' Ridematching database as a growing social network of TDM advocates.
- Establish strong call to action – "join the cause" request and related collateral material to sign people up or obtain "green behavior pledge" as part of advocacy education program. Tailor call to action to a range of target audiences, including college students, business leaders/employers, and retirees.
- Drive people to register on RIDE Solutions' Web site to stay connected and involved. Over time, exposing them to rideshare and other transportation-related ways to support community sustainability.

#### 1.2.2 Medium-term Strategies:

- Formally brand RIDE Solutions' growing number of TDM advocates as a popular social movement.

- Create a speakers bureau and provide training for members of this group to advance TDM sustainability practices throughout the region within their personal spheres of influence.

### 1.2.3 Long-term Strategy:

- Potentially, turn the growing advocate movement into a formal 501(C)(3) association with mission, events, memberships, etc.

2.0 **Goal:** RIDE Solutions is THE regional expert and authority on TDM and transportation-related green house gas footprint (GHG) assessments and mobility solution planning.

**2.1 Objective 1:** Build awareness of and support for RIDE Solutions as THE green mobility expert – the regional authority on GHG footprints – impacts and solutions related to transportation choices and behaviors.

#### 2.1.1 Short-term Strategies:

- Position and develop RIDE Solutions' position as THE green mobility expert – the regional authority on GHG footprints – impacts and solutions related to commuters transportation choices and behaviors.
- Move to a Smart Trips model of ridematching product - RIDE Solutions will grow on its reputation for individual customer service with the move to a Smart Trips model of ridematching product. Until the region is aware of the array of options available, and local governments invest more into expanding those options, the role of RIDE Solutions will be to use its ridematching product as both a service (providing answers to specific commute services requests; i.e., carpool match lists) and educational tool (providing information on commute options not requested by the customer but still applicable; i.e., transit routes and stops). The effect will be to meet the customer's needs and then "up-sell" them on options they might not have considered and the associated benefits. Because this is labor intensive, RIDE Solutions will move to increase staff by a part-time administrative assistance in 2010.
- Expand Web site with neighborhood-to-neighborhood generalized trip planning product modeled after Arlington County's Carfree Diet marketing campaign.

#### 2.1.2 Medium-term Strategies:

- Hold public symposiums with business partners showcasing the relative roles and impacts.
- Create and conduct annual impact presentation and annual reports to all elected bodies and major associations in the region.
- Produce and deliver annual impact report to all RIDE Solution stakeholders.
- Implement automation of Smart Trips-type commuting product.
- Develop a vanpool framework and provide consulting services to businesses and organizations wanting to start vanpools for commuters

#### 2.1.3 Long-term Strategy:

- Subscribe to latest technology software that will be available in 10-15 years that make SmartTrips planning a ubiquitous self-service "application." Integrate Smart Trips service model into strategic partners' domains businesses, business associations, news media, civic groups, etc. Ensure that everywhere residents turn, they are accorded the tools and resources to make smarter trip decisions.

**2.2 Objective 2:** Secure the in-house expertise, resources, and tools for RIDE Solutions to accurately measure and report individual commuters' and organization level GHG footprints.

#### 2.2.1 Short-term Strategies:

- Work with DRPT to utilize the new GHG Calculator to conduct corporate GHG footprint audits. Once in the door, use GHG footprint audits as the introduction to the

power of employer-based TDM programs. Show impact scenarios. Based on response, deliver appropriate TDM plans and assist with corporate-wide implementation. Train staff to become more informed and knowledgeable on GHG footprint related to transportation to ensure proper use of the new GHG Calculator and other resources and tools for RIDE Solutions to accurately measure and report individual commuters' and organization level GHG footprints.

**2.2.2 Medium-term Strategy:**

- Include sustainability/GHG expertise as required skill of RIDE Solutions new hire.

**2.2.3 Long-term Strategy:**

- Work with local Chamber and economic development officials to quantify Roanoke's community's overall GHG Footprint. Showcase role of employers' individual GHG Footprints and actions to reduce footprints through influence over employees' commute decisions.

**3.0 Goal:** RIDE Solutions is an integral part of the region's business community's enlightened focus on regional sustainability and corporate-related green actions to protect and enhance the area's quality of life/outdoors living opportunities for the region's highly skilled and educated workforce.

**3.1 Objective 1:** Increase awareness and familiarity of corporate GHG footprints related to employee commutes and the relatively easy steps that can be taken to reduce corporate footprints and realize indirect corporate business practice benefits (retention, recruitment, productivity gains, etc.).

**3.1.1 Short-term Strategy:**

- Help orchestrate through partners a sustained business-to-business communications campaign showcasing leading companies and CEOs embracing TDM /sustainability – and demonstrating the role and impact of RIDE Solutions in bringing about business GHG reductions.
- Project: Chamber events and recognition outlets, commercials

**3.1.2 Medium-term Strategy:**

- Evolve business communications campaign into "success campaign" – difference made to date...why 100 companies have contributed.

**3.1.3 Long-term Strategy:**

- Unify all of the players around a community-wide seamless approach. Create a region-wide emissions reduction "United Way-like" campaign. Create community-wide reporting mechanism to fuel momentum and celebrate the number of program participants.

**3.2 Objective 2:** Increase the number of business partnerships with other leading business associations and organizations advancing the sustainability cause where RIDE Solutions is THE "go to" resource for GHG transportation-related footprint assessment and mobility-related solutions.

**3.2.1 Short-term Strategy:**

- Make strategic business arrangements with the leading business associations and organizations advancing the sustainability cause in the region where RIDE Solutions is THE "go to" resource for GHG transportation-related footprint assessment and mobility-related solutions.
- Project: chamber memberships, presentations and comments to committees and on actions

**3.2.2 Medium-term & Long-term Strategy:**

- Continue to cultivate existing and make new strategic business partnerships.

**3.3 Objective 3:** Directly serve a growing number of the area’s largest employers – VTC medical school, Va. Tech, Carilion Health System, etc. to make TDM-related sustainability a major corporate focus and action.

**3.3.1 Short-term Strategy:**

- Create RIDE Solutions’ targeted business development sales plan for the largest employers such as VTC medical school, Va. Tech, Carilion Health System, etc. – to make TDM-related sustainability a major corporate focus and action.

**3.3.2 Medium- and Long-term Strategies:**

- Continue to directly target and approach largest businesses. Where appropriate, create targeted business development plans for optimal prospects.
- Continue to work with largest companies and organizations (VTC medical school, Va. Tech, Carilion Health) to help serve as testimonials and corporate ambassadors to recruit other business.

**3.4 Objective 4:** Increase the total number of RIDE Solution partners with GHG footprint reduction mobility plans in place.

**3.4.1 Short-term Strategy:**

- Finalize corporate green certification partnership with local Cool Cities, CN2020, and local Chamber. Provide service support. Finalize corporate green certification partnership with local Cool Cities, CNR2020, and local Chamber. Provide service support as the Chamber provides highly efficient sales program to open doors for RIDE Solutions as part of green/sustainability audit team. RIDE Solutions will focus on GHG footprint related to employees commute decisions and behavior.

**3.4.2 Medium-term & Long-term Strategy:**

- Continue to work with Cool Cities, CN2020, and local Chamber in targeting and servicing businesses. Focus efforts on business categories most receptive to participation in GHG audit program and most effective in changing employees’ commute behavior.

**3.5 Objective 5:** Increase the overall demand for additional business related sustainability services from the success of RIDE Solutions’ involvement.

**3.5.1 Short-term Strategies:**

- Document and merchandise the reduction in corporate GHG footprints and the corporate business practice benefits (retention, recruitment, productivity gains, etc.) realized by partners.
- Work with partners and media to showcase impact of participating businesses.

**3.5.2 Medium-term & Long-term Strategy:**

- Continue to assess opportunities

**4.0 Goal:** Meet new and emerging market needs in the region by expanding and strengthening RIDE Solutions’ service and program offerings.

**4.1 Objective 1:** Expand RIDE Solutions’ customer base by serving emerging market needs.

**4.1.1 Short-term Strategies:**

Work closely with VTC health care complex as it opens and expands.

Work with PDCs and rural counties to support human services program needs. Start by studying with the PDC the most appropriate roles in serving the underserved today and the future with shifting demographics.

**4.1.2 Medium-term and Long-term Strategy**

Identify and explore new opportunities through annual planning process.

**4.2 Objective 2:** Build RIDE Solutions’ product and service offerings.

**4.2.1 Short-term Strategies:**

- Conduct annual customer and business partner feedback surveys to assess RIDE Solutions' ability to meet current customer and partner needs and identify any unmet needs.
  - Use customer and partner feedback to inform the creation of annual service development plan that explores and prioritizes needs.
  - Through annual service plans, plan for vanpool service startup framework and customized one-to-one trip planning service.
- 4.2.2 Medium-term Strategies:**
- Continue to hone customer feedback loops.
  - Launch and sustain vanpool service and customized one-to-one trip planning service.
  - Offer event ridematching services
- 4.2.3 Long-term Strategy:**
- Continue to hone customer feedback loops to direct new service development efforts.
- 4.3 Objective 3:** Increase the number of Telework!VA corporate clients across the region.
- 4.3.1 Short-term Strategy:**
- Work with Telework!VA to launch, and support a major telework initiative across the region.
- 4.3.2 Medium-term and Long-term Strategy:**
- Continue to support Telework!VA's success across the region.
- 5.0 Goal:** Continually improve the operation, funding resources and services provided by RIDE Solutions' Strategies.
- 5.1 Objective 1:** Measure and report RIDE Solutions' outcomes and customer satisfaction of RIDE Solutions' programs and services.
- 5.1.1 Short-term Strategy:**
- If resources are available, evaluate RIDE Solutions' customer satisfaction levels, and programs and service outcomes.
- 5.1.2 Medium-term Strategies:**
- Continue to monitor success and customer satisfaction of RIDE Solutions' programs and services.
  - Continue to conduct appropriate regular surveys for measuring customer satisfaction with all services.
- 5.2 Objective 2:** Obtain additional funding sources.
- 5.2.1 Short-term Strategy:**
- Formulate a plan to identify and seek additional funding sources. Include potential sources such as the Carilion Foundation and the Foundation for Roanoke Valley, as well as fees from GHG audits.
- 5.2.2 Medium-term and Long-term Strategy:**
- Implement funding development plan – seek to cultivate new and diverse sources.
  - **5.3 Objective 3:** Evolve RIDE Solutions into the optimal long-term organizational structure as it serves a growing clientele across an expanded territory.
- 5.3.1 Short-term Strategy:**
- Formulate a plan to explore the optional long-term organizational structure for RIDE Solutions as it serves a growing clientele across an expanded territory.
- 5.3.2 Medium and Long-term Strategy:**
- Continue to periodically review and update RIDE Solutions' Long-term TDM Plan based on market experience, new opportunities, and feedback from customers and stakeholders.