

# FY22 ANNUAL PERFORMANCE REPORT OETM

OFFICE OF EQUITABLE TRANSIT & MOBILITY



DEPARTMENT OF  
**PUBLIC  
WORKS**



A series of horizontal lines for writing, consisting of 18 lines in total. The lines are arranged in a repeating pattern of three lines per row: a top red line, a middle dark blue line, and a bottom dark blue line. There are six such rows on the page.

# FY2022 PERFORMANCE AND BASELINE

This report has been generated internally by the Office of Equitable Transit and Mobility (OETM), housed within the City of Richmond Department of Public Works (DPW). The report is designed to track progress on internal office goal areas and sets performance metrics and targets for each. This second iteration of the OETM performance report is designed to report on progress made towards objectives set by OETM staff and leadership in FY21.

The metrics contained herein represent a collaborative effort on behalf of OETM staff and support consultants. These metrics were developed through a series of virtual and in-person meetings and were refined through several iterations.

The purpose of reporting on these metrics is to help direct energy and resources where needed to meet internal office goals. As tracking continues in future years, the outcomes and effectiveness of programs and resource allocation will become more evident and thus help direct changes in OETM decision making.

The report is organized by eight categories of performance:

1. Budget, Contracting and Time Management
2. OETM Staff & Skills
3. Transit & Shared Mobility Partnerships
4. Active Modes Partnerships
5. Outreach & Engagement Goals
6. TDM Programs & Partnerships
7. Inter-Department Coordination
8. Main Street Station



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# PREFACE TO FY22 REPORT

## OETM REPORT CONTEXT

Going into July 2021, the Office of Equitable Transit and Mobility was hitting its stride as it continued to rebound and adapt to the changes that the Covid-19 pandemic required. This year marked the conclusion of the Path to Equity: Policy Guide for Richmond Connects, a milestone for the Office's planning staff. The office exceeded its engagement goals for the year, largely through the Path to Equity process, reaching 1.5 % of Richmonders. OETM also kept residents up-to-date on OETM projects with quarterly website updates and shared the innovative work of OETM at both the National APA conference as well as the Virginia Transit Association conference. The Virginia Chapter of the APA also awarded OETM an "honorable mention" for the Path to Equity plan.

This year also marked the continuation of fare-free transit in Richmond, and steady expansion of the bike-share network managed by OETM, with more stations and micro-mobility collaborations on the horizon. FY22 also marked a year of consistent equitable procurement practices, and office staff again met 100% of goals for timely invoice payments and lease management.

Main Street Station (MSS) continued to rebound from the impacts of Covid-19 and steadily increased use of the event space, closing in on goals for 100% self-sufficiency. The MSS crew began new programs and exhibits, such as the Black History Month exhibit and event, to help foster a sense of community at the station. Additionally, FY22 marked a year of financial maturation for OETM, with the Office being awarded more than double the funding awarded in FY21. Overall, FY22 marked a year of significant growth for OETM, with two additional staff being brought on to assist with regional collaboration as well as to assist with more robust and equity-centered outreach. While this marks a great year for OETM, areas for improvement are noted in the following pages and will help guide future investment of money, time, and staff energy.



Additional focus areas for improvement? If you have ideas on where and what OETM should be working on, please contact [dironna.clarke@rva.gov](mailto:dironna.clarke@rva.gov) and visit [www.rva.gov/public-works/transit-equity](http://www.rva.gov/public-works/transit-equity)

# PREFACE TO FY22 REPORT

## HOW TO INTERPRET THE COLORS & SYMBOLS



Indicates data was collected and target was not met or not close to being met in FY22



Indicates significant progress was made (half or more of target) but target not met



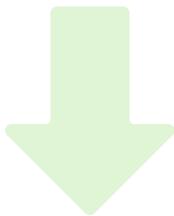
Indicates data was collected and target was met in FY22



Indicates some or all data, often FY21 baseline data, was missing for this metric for FY22. The data reported serve as the baseline or example of programs to track.



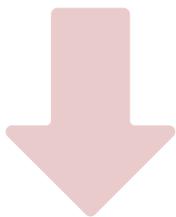
Special Year - Indicates COVID19 restrictions impacted this target



Green Arrows indicate trending in the right direction



Green Checks indicate target is met and maximum is achieved



Red arrows indicate trending in the wrong direction

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# OETM BUDGET, CONTRACTING, & TIME- MANAGEMENT FY2022 REPORT AND BASELINE

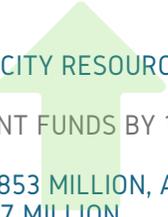
*Highlights: OETM increased funding opportunities by 123% in FY22 and increased the share of minority and small businesses to 90% of all small procurements completed.*



**GOAL: INCREASE GRANT APPLICATIONS**  
**TARGET: APPLY FOR 10 FEDERAL, STATE, AND OTHER GRANTS ANNUALLY**  
**PROGRESS: IN FY21 OETM APPLIED FOR 6 GRANTS, IN FY22 THAT NUMBER JUMPED TO 9 GRANTS.**



**GOAL: INCREASE LEVERAGING POWER OF CITY RESOURCES BY SECURING GRANTS**  
**TARGET: INCREASE PERCENTAGE OF GRANT FUNDS BY 10% ANNUALLY**  
**PROGRESS: IN FY21 GRANTS TOTALED 13.853 MILLION, AND IN FY22 SUPPORT RECIEVED TOTALED 30.937 MILLION.**



**GOAL: IMPROVE EFFECTIVENESS AND TIMELINESS OF ASSIGNMENTS**  
**TARGET: REVIEW QUARTERLY PROGRESS ON TASKS IN INDIVIDUAL EMPLOYEE WORK PLANS FOR 100% OF EMPLOYEES PRGORESS**



**ENSURE PROGRAMS AND PROJECTS ARE COMPLETED ON TIME, WITHIN BUDGET AND WITH EQUITY AS A FOCUS**  
**TARGET: 100% OF EMPLOYEES SCORE A 4 OR HIGHER UNDER ACCOUNTABILITY ON EMPLOYEE REVIEW**  
**PROGRESS: OETM STAFF REVIEWS WERE COMPLETED LATE AND DID NOT FALL IN FY22.**



**GOAL: EFFECTIVE LEASE PAYMENTS**  
**TARGETS: 100% OF RELEVANT LEASES AND MOUS ARE MAINTAINED AND EXECUTED ON-TIME; 100% LESSOR INVOICES ARE SENT ON-TIME; INSTITUTE A QUARTERLY REVIEW OF 100% OF LEASES**



**GOAL: ENSURE PROCUREMENT IS COMPLETED WITH EQUITY AS A FOCUS**  
**TARGET: ENSURE AT LEAST 50% OF IFB/FAX-BACK PROCUREMENTS WILL HAVE MINORITY BUSINESS ENTERPRISE (MBE), SMALL WOMEN AND MINORITY OWNED (SWAM) AND/OR EMERGING SMALL BUSINESSES (ESB) DESIGNATION**  
**PRGRESS: OETM JUMPED FROM 62% SMALL BUSINESS PRIMES TO 90% IN FY22**



**GOAL: ENSURE TIMELY OETM PAYMENT PROCESSING**  
**TARGET: 100% OF OETM INVOICES ARE SUBMITTED AND APPROVED WITHIN 2 DAYS OF RECEIPT**



# OETM STAFF AND SKILLS FY2022 REPORT AND BASELINE

*Highlights: OETM presented at national American Planning Association conferences and the Virginia Transit Association conference, and received two awards in FY22. Main Street Station's Black History Month exhibit and event, BRT Red Lanes implementation, and the Fairfield fare-free Bikeshare pilot were all launched as new programs in FY22.*



**GOAL: PROMOTE CONTINUING EDUCATION AND MAINTENANCE OF UP-TO-DATE KNOWLEDGE**  
**TARGET: EACH EMPLOYEE COMPLETE 12 HOURS OF SUBSIDIZED OETM STAFF EDUCATION AND TRAINING ANNUALLY (84 HOURS TRAINING TOTAL)**



**GOAL: BUILD REGIONAL, STATE & NATIONWIDE RECOGNITION FOR OETM**  
**TARGET: APPLY FOR, OR BE INVITED TO PRESENT AT, 5 AWARDS OR PRESTIGIOUS CONFERENCE PRESENTATIONS ANNUALLY**



**GOAL: COMMIT TO PARTICIPATION IN INNOVATIVE TRAINING THAT INCLUDES RESPECT BUILDING, ANTI-RACISM, DIVERSITY AND TRUST BUILDING**  
**TARGET: ONE CLASS OR TRAINING PER EMPLOYEE ANNUALLY RELATED TO EQUITY, EQUITY PLANNING, ANTI-RACISM, TEAM-BUILDING, ETC. (7 TOTAL CLASSES)**



**GOAL: SPEARHEAD INNOVATIVE TRANSPORTATION PROGRAMS**  
**TARGET: HAVE ONE OETM DEVELOPED NOVEL PROJECT OR PROGRAM IMPLEMENTED ANNUALLY**  
**WHAT: FAIRFIELD FARE-FREE BIKESHARE PILOT, REDLANES, FOOD-TRUCK THURSDAYS, NEW MSS EXHIBITS**



**GOAL: EXPAND PUBLIC TRANSIT AND MOBILITY OPTIONS TO IDENTIFIED DISADVANTAGED POPULATIONS**  
**TARGET: IMPLEMENT ONE PROJECT OR PROGRAM TO EXPAND SERVICES TO DISADVANTAGED POPULATIONS**  
**WHAT: BIKE SHARE EXPANSION, SCOOTER SLIDING SCALE, RED LANES IMPLEMENTATION**



**GOAL: ENSURE EQUITY IS CONSIDERED IN GRTC MODIFIED/DELETED ROUTES AND FARE CHANGES**  
**TARGET: REVIEW 100% OF SERVICE OR FARE EQUITY ANALYSES COMPLETED BY GRTC**  
**NOTE: THERE WERE NO EQUITY ANALYSES COMPLETED IN FY22**



**GOAL: DEVELOP AND IMPLEMENT A CITY OF RICHMOND ZERO-FARE PROGRAM**  
**TARGET: MAINTAIN 100% ZERO-FARE FOR ALL OF RICHMOND'S RIDERS**



**GOAL: IMPROVE ENVIRONMENT BY PROMOTING AND IMPLEMENTING REDUCED BUS SIZE AND ELECTRIC BUSES**  
**TARGET: HELP GRTC FORM A REDUCED BUS SIZE AND ELECTRIC BUS PROGRAM AND HELP PROCURE ONE SMALL TRANSIT VEHICLE ANNUALLY OR ONE ELECTRIC-BUS**

# TRANSIT & SHARED MOBILITY PARTNERSHIPS FY2022 REPORT AND BASELINE

# ACTIVE MODES PARTNERSHIPS FY2022 REPORT AND BASELINE

Highlights: Outreach for the 'Path to Equity: Policy Guide for Richmond Connects' included 3,294 people reached through the survey, online webinars and three part Facebook-video series, the planning committees, and social media. This exceeded the goal of 2,266 interactions which would be 1% of the City's 2020 population.



GOAL: COMPLETE PHASE II ROLLOUT OF BIKE SHARE  
TARGET: INCREASE THE NUMBER OF BIKE-SHARE STATIONS BY 5 ANNUALLY UNTIL 30 STATIONS ARE DEPLOYED



GOAL: EXPAND BIKE-SHARE USERSHIP  
TARGET: GENERATE 10% INCREASE IN BIKE-SHARE TRIPS ANNUALLY THROUGH OETM ACTIVITIES AND CONTRACTS



GOAL: EXPAND PEDESTRIAN SAFETY  
TARGET: 0 TRAFFIC FATALITIES INVOLVING PEDESTRIANS (CY2022 REPORTED [HERE](#))  
NOTE: THIS REFLECTS A TREND IN THE RIGHT DIRECTION BUT THE TARGET WAS NOT MET.



GOAL: INCREASE NUMBER OF CITIZENS ENGAGED IN OETM PUBLIC OUTREACH  
TARGET: ENGAGE AT LEAST 1% OF RICHMONDERS FOR MAJOR OETM PLANNING EFFORTS, AND 0.1% DURING MINOR-PROJECT YEARS



GOAL: REACH PREVIOUSLY UNREACHED RICHMONDERS IN A MEANINGFUL WAY  
TARGET: 25% OF PARTICIPANTS ENGAGED IN OUTREACH EFFORTS WILL HAVE NEVER PARTICIPATED IN A PUBLIC PLANNING PROCESS



GOAL: REACH PREVIOUSLY UNREACHED RICHMONDERS IN A MEANINGFUL WAY  
TARGET: PARTICIPANTS WILL RATE THE QUALITY OF OUTREACH AS "GOOD" OR "EXCELLENT" AT LEAST 75% OF THE TIME ON FOLLOW UP SURVEYS



GOAL: DEVELOP MARKETING THAT DISTRIBUTES OETM GOALS AND PROMOTES TRANSPORTATION EQUITY  
TARGET: DEVELOP A QUARTERLY OETM WEBSITE NEWS FLASH



## OUTREACH & ENGAGEMENT FY2022 REPORT AND BASELINE

# TRANSPORTATION DEMAND MANAGEMENT (TDM) PROGRAMS & PARTNERSHIPS FY2022 REPORT AND BASELINE

3  
TDM PARTICIPANT

GOAL: REDUCE REGIONAL COMMUTE TRIPS THROUGH TDM & VANPOOL PROGRAMS (COR STAFF)  
TARGET: INCREASE CITY EMPLOYEE PARTICIPATION IN TRIP REDUCTION PROGRAM BY 5% ANNUALLY

0  
PROGRAM EXPANDED

GOAL: INCREASE PARTICIPATION IN TDM PROGRAMS CITY-WIDE  
TARGET: IMPLEMENT OR EXPAND ONE TDM PROGRAM ANNUALLY

0  
PROGRAM

GOAL: INCREASE OETM SUPPORT FOR VANPOOLING AND COMMUTER ASSISTANCE TO LOW-INCOME AND MINORITY POPULATIONS  
TARGET: ASSIST WITH PROCUREMENT OF ONE VANPOOL VEHICLE OR ASSIST WITH DEVELOPMENT OF ONE VANPOOL/CARPOOL PROGRAM ANNUALLY

3  
CORE PROJECT REVIEWS

GOAL: WORK WITH DPW TO ENSURE MAINTENANCE, PUBLIC INFRASTRUCTURE, AND RIGHT-OF-WAY PROJECTS ALIGN WITH RICHMOND CONNECTS AND OETM POLICY  
TARGET: OETM REVIEW AND COMMENT ON 100% OF LARGE-SCALE PROJECTS (OVER 1 MILLION USD) ANNUALLY  
WHAT: RECONNECTING JACKSON WARD, BRT RED LANES, SIDEWALK MAIN'T PRIORITIZATION.

0%  
REVIEW OF DPW INVESTMENTS

GOAL: WORK WITH DPW TO ENSURE MAINTENANCE, PUBLIC INFRASTRUCTURE, AND RIGHT-OF-WAY PROJECTS ALIGN WITH RICHMOND CONNECTS AND OETM POLICY  
TARGET: REVIEW A RANDOM SAMPLE OF 1% OF SMALL SCALE INVESTMENTS FOR CONSISTENCY WITH RICHMOND CONNECTS ANNUALLY

100%  
EQUITY THINK TANK PARTICIPATION

GOAL: PARTICIPATE IN EQUITY CORE TEAM AND EQUITY THINK TANK  
TARGET: ATTEND 100% OF EQUITY CORE TEAM AND EQUITY THINK TANK MEETINGS

100%  
INTEROFFICE MEETING ATTENDANCE

GOAL: FOSTER INTEROFFICE & INTERDEPARTMENTAL COORDINATION  
TARGET: FORM AND HOLD, OR PARTICIPATE IN EXISTING, QUARTERLY MEETINGS OF AN INTEROFFICE & INTERDEPARTMENTAL COMMITTEE

1  
PROJECT REVIEW

GOAL: ENSURE ALL REGIONAL PLANNING PROCESSES AND DOCUMENTS ARE GENERATED WITH A FOCUS ON EQUITY, GOING BEYOND BASIC TITLE 6 AND ENVIRONMENTAL JUSTICE REGULATIONS  
TARGET: REVIEW 100% OF LARGE TRANSPORTATION PROJECTS & PLANS WITH EQUITY SCORE CARD  
WHAT: CVTA METRICS

4  
PROJECTS REVIEWED

GOAL: ENSURE COORDINATION WITH LAND USE AND PLANNING PROFESSIONALS AND CITY STAFF  
TARGET: REVIEW HOUSING AND DEVELOPMENT PROGRAMS, AND PDR PROGRAMS FOR CONSISTENCY WITH RICHMOND CONNECTS AND OETM PROJECTS BI-ANNUALLY

*Highlights: OETM worked closely with Planning and Development Review (PDR) on several city-wide projects such as the Reconnecting Jackson Ward Feasibility Study, Jackson Ward Community Housing Plan, Diamond District Plan, City Center Plan, and the Mayo Bridge Project.*

## INTER-DEPARTMENT COORDINATION FY2022 REPORT AND BASELINE

# MAIN STREET STATION

## FY2022 REPORT AND BASELINE

687,301  
DOLLARS

**GOAL: ACHIEVE FINANCIAL STABILITY AT MSS (DEFINED AS COVERING ALL OPERATING COSTS)**  
**TARGET: EARN AT LEAST \$700K IN EVENT REVENUE FOR FY 22 BY EARNING AN AVERAGE OF \$58,000 IN REVENUE EACH MONTH**

811%  
CHANGE

**GOAL: ACHIEVE FINANCIAL STABILITY AT MSS (DEFINED AS COVERING ALL OPERATING COSTS)**  
**TARGET: INCREASE EVENT REVENUE BY 30% ANNUALLY UNTIL 100% OF OPERATING COSTS ARE COVERED**

7  
MONTHS WITH GALLERY EXHIBITS

**GOAL: INCREASE USE OF THE GALLERY AT MSS**  
**TARGET: BOOK A GALLERY EXHIBIT FOR AT LEAST 9 MONTHS OF THE YEAR. REACH OUT TO TEN LOCAL ARTIST COLLECTIVES, ART SCHOOLS AND AREA GALLERIES EACH MONTH TO SOLICIT ARTISTS TO EXHIBIT IN THE GALLERY AT MSS**

3  
ADVERTISEMENTS

**GOAL: INCREASE VISIBILITY OF MSS AS A PREMIER EVENT SPACE WITHIN RICHMOND REGION AND NATIONALLY**  
**TARGET: ADVERTISE IN 5 NATIONAL TRADESHOW WEBSITES AND REGIONAL/DESTINATION WEDDING SITES, AND PARTICIPATE IN LOCAL BUSINESS AND INDUSTRY FOCUSED NETWORKING GROUPS**

*Highlights: OETM staff worked tirelessly to restore functions at the Main Street Stations in the face the Covid -19 restrictions being lifted. This year marks significant increases in MSS's ability to be self-sustaining.*

N/A  
NO DATA

**GOAL: REBRAND CURRENT MSS WEBSITE**  
**TARGET: UPDATE MSS WEBSITE TO INCLUDE A NEW, EVENTS FOCUSED WEBSITE. INCREASE TRAFFIC TO MST WEBSITE BY 10% UNTIL MARKET SATURATION (TBD) IS ACHIEVED**

0  
ADD-ON KITCHEN RENTALS

**GOAL: INCREASE USE OF THE KITCHEN AT MSS**  
**TARGET: WORK WITH LOCAL RESTAURANT PARTNERS, CULINARY SCHOOLS AND BUSINESSES TO BOOK ONE KITCHEN RENTAL (OUTSIDE OF ADD-ON EVENT RENTALS) PER QUARTER**

2  
EVENTS

**GOAL: INCREASE COMMUNITY ACCESS AND VISITORSHIP TO MSS**  
**TARGET: HOST 2 PUBLIC EVENTS (1 TO 2 NON-REVENUE GENERATING, 1 TO 2 REVENUE GENERATING) ANNUALLY**

# EXECUTIVE SUMMARY

## CONCLUSIONS

### *General Considerations*

FY22 marked a come-back year for Main Street Station and included a variety of creative and innovative programs within OETM. This year also brought large outreach efforts for the 'Path to Equity: Policy Guide for Richmond Connects,' where goals for outreach were met. However, data on public satisfaction with outreach missed our mark slightly. This has pushed OETM to work on making outreach even more accessible by hiring an outreach coordinator to ensure documents and programs are simple, straight-forward, and time-efficient for residents. FY22 also marks an 811% increase in revenues for Main Street Station, with 89% of operating expenses covered by event revenue. This increase in revenue for MSS suggests that MSS is back on track as the Covid-19 pandemic is becoming more manageable.

### *Factors Beyond OETM Control*

FY22 again marked a year of Covid-19 pandemic. However, with much less uncertainty involved than in FY21, Main Street Station and OETM programs and events ramped back up almost to pre-pandemic levels.

### *Leadership & Coordination Needs*

FY22 marked a year of successful collaboration and leadership on several projects, such as participation in the Central Virginia Transportation Authority (CVTA) planning and programming processes, which are highlighted in an OETM produced CVTA appreciation video. The Office also led the scoping and kick-off of the Richmond Connects planning process, which included development of a planning committee structure with partners across many offices and departments in and outside of the city! OETM also served on many planning committees for PDR projects, PlanRVA committees, and other local and regional efforts. However, this report highlights the need for further review of DPW and city-wide program and project implementation efforts with an equity specific lens (such as the RVAgreen2050 equity scorecard). OETM must ensure not just planning, but also implementation and maintenance, is done equitably.

### *Funding Needs*

While grant funds exceeded FY21 dollars, OETM still needs additional staff dedicated to grant writing to fully realize the benefits of available state, regional, and federal dollars, especially as new NOFOs are released for federal programs as part of the the Infrastructure Investment and Jobs Act (IIJA) and other climate and energy related federal initiatives.

### *Staff Needs*

FY22 included hiring two new staff members, but additional staff capacity is still needed to develop new equitable transit and mobility programs to better serve Richmond's marginalized populations. The FY22 report also highlights the need for a sharper focus on internal staff goal setting and performance tracking via individual work plans and employee assessments. Progress in FY22 illuminates the need for more staff training hours and professional development or continuing education. The report also highlights the need for additional staff to manage and invigorate the City's TDM programs, as current staff in MSS continue to see increased work load via the events management role and associated increases in personnel responsibilities.

Additional focus areas for improvement? If you have ideas on where and what OETM should be working on, please contact [dironna.clarke@rva.gov](mailto:dironna.clarke@rva.gov) and visit [www.rva.gov/public-works/transit-equity](http://www.rva.gov/public-works/transit-equity)



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