

Long-Range Transportation Demand Management (TDM) Plan

Northern Neck Rideshare – Northern Neck Planning District Commission

Report

prepared for

Northern Neck Rideshare

prepared by

Cambridge Systematics, Inc.

with

The Northern Neck Planning District Commission
The Center for Urban Transportation Research
LDA Consulting
Southeastern Institute of Research

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Document History

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2/28/10	Lead Authors: Cambridge Systematics	Working Draft delivered to RideShare	Draft content refined through several iterations based on agency comments

1.0 Purpose of the Plan

Transportation Demand Management (TDM), according to the U.S. Department of Transportation, is any program “designed to reduce demand for transportation through various means, such as use of transit and of alternative work hours.” TDM agencies throughout Virginia promote ridesharing and other transportation alternatives to single-occupancy vehicles (SOV) in order to 1) assist individuals seeking transportation options to their workplaces and other destinations, 2) to mitigate congestion on Virginia’s roadways, and 3) to reduce environmental impacts caused by vehicle emissions, roadway expansion, and other transportation-related factors.

Relative to other transportation programs, most TDM agencies have negligible capital costs and operate using short-term funding horizons (one to two years). As a result, many of these agencies have not previously been empowered to fully participate in long-range planning processes.



The Northern Neck Rideshare Program is the designated TDM agency tasked with advancing alternatives to the drive-alone commute through programs serving the Northern Neck region, including Westmoreland, Northumberland,

Lancaster, and Richmond Counties. As the region is working to preserve its high quality of life, conserve valuable natural resources, and provide needed services to a changing and aging population, Rideshare has begun preparing for future needs today. This document presents Rideshare’s long-range operational plan for 2010 through 2035. It builds upon the successes and challenges of the Northern Neck region and the transportation infrastructure that serves the region today. This plan outlines a strategic framework (goals, objectives, and strategies) for the agency and estimates financial resources that will be necessary to keep the Northern Neck region moving for years to come.



This document also fulfills the TDM plan requirement established by the Virginia Department of Rail and Public Transportation (DRPT). Beginning in 2009, DRPT requires all agencies receiving TDM grant funds to prepare, adopt, and submit a long-range TDM Plan for their agency. The purpose of this Plan is to: identify and detail the TDM programs currently provided in the agency’s service area, outline potential improvements to be carried out in the Plan’s

timeframe, and illustrate the financial resources necessary to implement these programs and improvements. This document establishes the scope and benefits of each TDM agency's programs and acts as the basis for DRPT to incorporate TDM programs statewide into all relevant state transportation plans, funding decisions, and programs.

More specifically, the Plan will:

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

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

2.0 Overview of Rideshare

2.1 HISTORY OF TDM PROGRAM

In 1968 the Northern Neck Planning District Commission (NNPDC) was formed as one of 21 Planning District Commissions (PDCs), established to facilitate local government cooperation in addressing regional problems and issues in Virginia. Planning District 17, the region overseen by NNPDC, includes Lancaster, Northumberland, Richmond, and Westmoreland Counties.

The Rideshare program was formed as a program of the NNPDC in 1998. The program provides free ridesharing services to assist persons who are seeking daily transportation from Rideshare's service area to employment and other destinations in the District of Columbia, Northern Virginia, Richmond, Dahlgren, Hampton Roads, and the Fredericksburg area. It is the mission of the program to provide TDM services that assist residents lacking transportation and improve the quality of life in the Northern Neck.

2.2 GOVERNANCE AND ORGANIZATIONAL STRUCTURE

2.2.1 Governance

Rideshare is operated as a program within the NNPDC, which is governed by a Board of Commissioners comprised of sixteen elected officials and citizens appointed to the Commission by their respective governing bodies. All Rideshare activities that have budgetary implications or require local match funds must be presented to and approved by the NNPDC Board of Commissioners.

The direction and activities of the Rideshare program are primarily defined by Rideshare staff with guidance from DRPT, the program's primary funding agency. Rideshare staff report directly to the NNPDC Executive Director, who is responsible for managing daily operations.

2.2.2 Organizational Structure

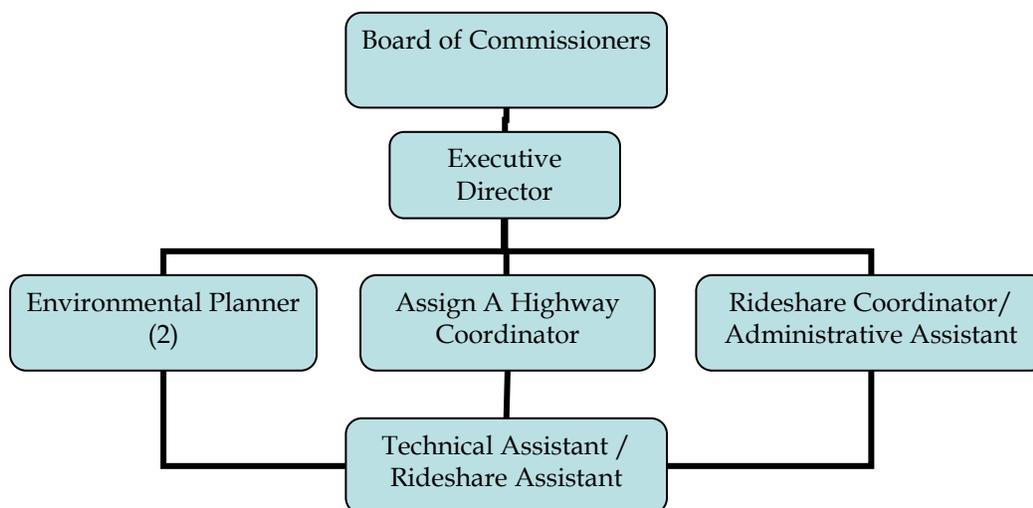
The NNPDC employs six staff members (Figure 2.1), including two part-time Rideshare staff whose titles and major responsibilities are shown in Table 2.1. The Rideshare Coordinator and Assistant also function as the Administrative Assistant and Technical Assistant for the PDC, respectively. Rideshare also receives some staff support and resources from other programs within the NNPDC.

Table 2.1 Rideshare Staff Descriptions

FTE	Position	Job Description
0.5	Rideshare Coordinator	Administers and markets Rideshare program, oversees employer outreach activities, provides ridematching and direct customer services.
0.25	Rideshare Assistant	Provides technical and data-entry support for all Rideshare programs and services.

Source: Rideshare

Figure 2.1 NNPDC Organizational Chart



Source: NNPDC CHANGE CHART

2.2.3 Key Stakeholders

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

- **NNPDC.** As Rideshare’s governing agency, the NNPDC is an important organizational stakeholder for the program. Rideshare benefits from the shared overhead and services it receives as a program of the NNPDC, while the latter benefits from increased awareness and use of non-SOV transportation options provided by Rideshare.
- **NNPDC member jurisdictions.** Residents, employers, and employees in Westmoreland, Northumberland, Lancaster, and Richmond Counties are key stakeholders – whether or not they utilize Rideshare services – because they benefit from the services provided. Rideshare depends upon local

jurisdictions to provide a local funding match and in return provides services that impact mobility and quality of life in these jurisdictions.

- **DRPT.** DRPT is Rideshare’s primary funding agency and partner in service delivery. Rideshare looks to DRPT to support, guide, and promote TDM at the state and regional level.
- **Bay Aging/Transit.** Bay Transit is the only transit service-provider and the primary human-service-mobility provider in the Northern Neck. Rideshare promotes Bay Transit’s services to residents. It also partners with the agency to identify new service needs.
- **Metropolitan Washington Council of Governments (MWCOG) and Commuter Connections.** MWCOG is the Metropolitan Planning Organization (MPO) for the Washington, D.C., region and houses Commuter Connections, the regional TDM program. Rideshare works along Commuter Connections in the promotion of regional TDM services, and, where and when applicable, utilizes COG’s Guaranteed Ride Home (GRH) services.

2.3 SERVICE AREA PROFILE

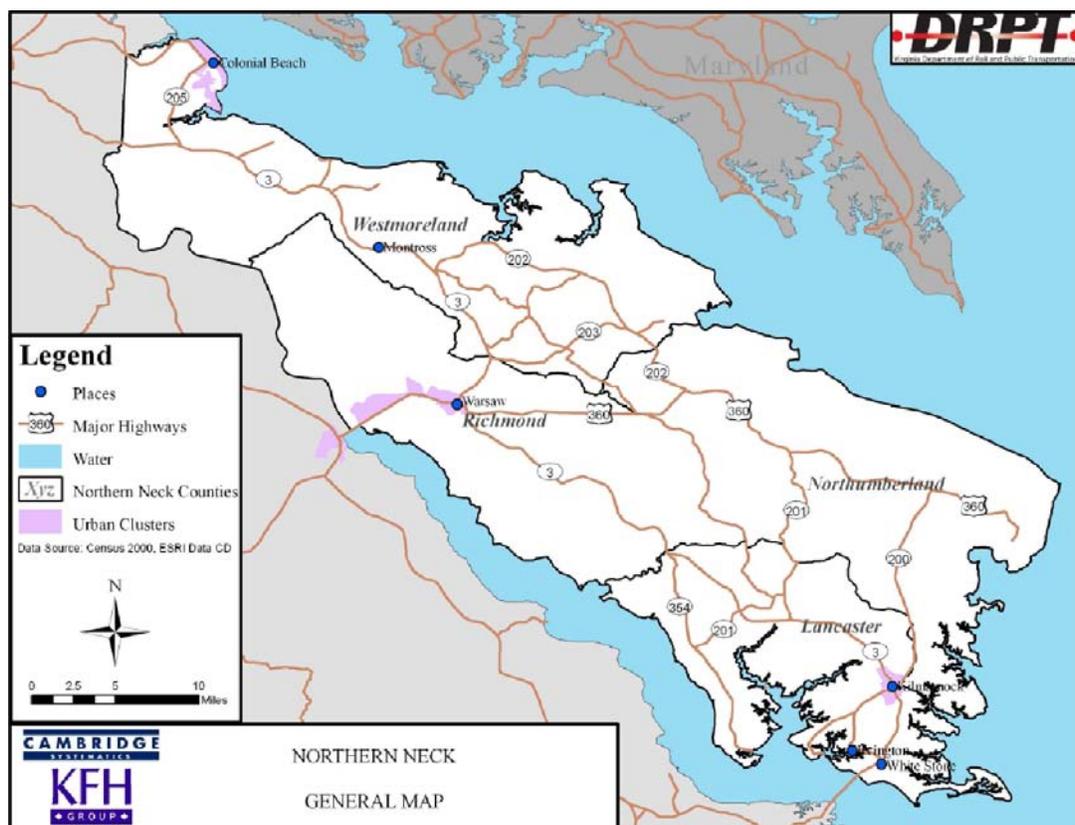
2.3.1 Description of Service Area

Rideshare provides a range of TDM services to residents, employers, and employees in Westmoreland, Northumberland, Lancaster, and Richmond Counties. Located about 80 miles south of the District of Columbia and 65 miles northeast of Richmond, NNPDC’s 740-square-mile service area is home to approximately 50,000 residents and 23,000 jobs.¹ The region is bounded by the Chesapeake Bay to the east, the Potomac River to the north, the Rappahannock River to the south, and King George County to the west.

Rideshare’s service area, shown in Figure 2.2, is characterized by rural, low-density residential and agricultural land uses. The entire region contains less than 500 persons per square mile. The towns of Colonial Beach (Westmoreland County), Kilmarnock (Lancaster County), and Warsaw (Richmond County) are small urban clusters within the region that are home to several major employers and potential travel destinations.

¹ Virginia Employment Commission 2010 population estimate
April 2009 LAUS Unit and Bureau of Labor Statistics employment.

Figure 2.2 Map of Rideshare Service Area



Source: Northern Neck Planning District Commission and Coordinated Human Services Mobility Plan.

Transportation Facilities

The Northern Neck region is served by a transportation system composed of several U.S. and state highway routes and multiple secondary roads that connect these primary roadways. Multimodal transportation facilities in the region such as transit, bicycle paths, and sidewalks are very limited.

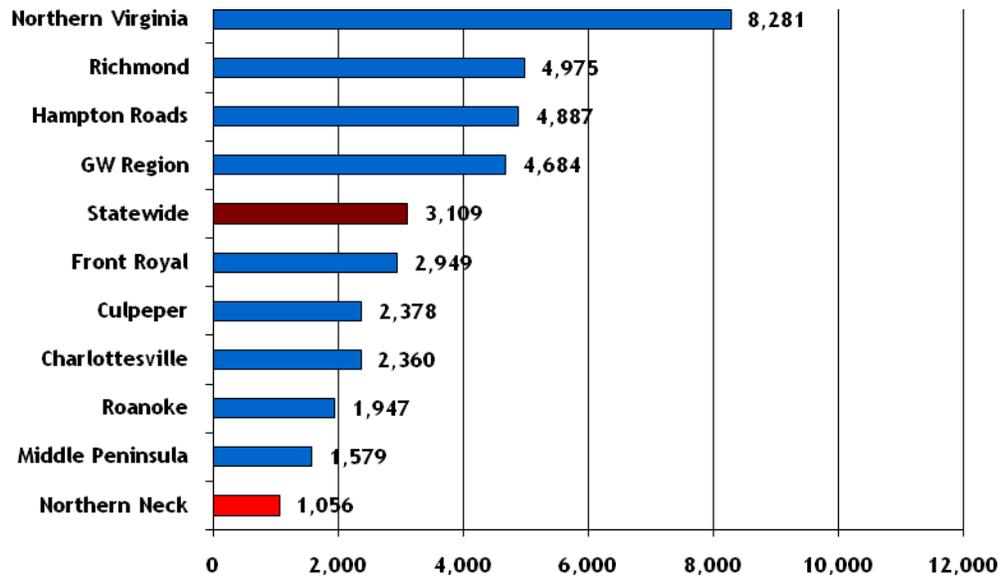
Roadways

The roadway system is by far the most widely used element of the Northern Neck's transportation network. The four-county area contains over 1,200 miles of roadway, with State Route 3 and U.S. Route 360 serving as the primary corridors through the region. The two bridges connecting the Northern Neck to the Middle Peninsula to the south are located along these routes. State Routes 200, 201, 202, 203, and 205 are also major roadways in the region.

Due to the Northern Neck's rural character and location away from major interstate commuter routes (e.g., I-95), the region has not experienced congestion issues even though many Northern Neck residents commute long distances to work. While there are many other factors to congestion, vehicle miles traveled per road mile is one relatively simple way to calculate the degree of congestion for

regional comparison purposes. According to this measure, the Northern Neck region has the lowest congestion level in Virginia (Figure 2.3).

Figure 2.3 Congestion Rates (Vehicle Miles Traveled per Road Mile) in Virginia Regions



Source: Virginia State of the Commute Study, 2007.

Public Transportation

Bay Transit, a public transportation service provided by Bay Aging, is a nonprofit community transit service operating in the Counties of Essex, Gloucester, King and Queen, King William, Lancaster, Mathews, Middlesex, New Kent, Northumberland, Richmond, and Westmoreland. Bay Transit is the only public transportation provider in the Northern Neck and Middle Peninsula regions and has a service area of nearly 3,000 square miles containing an estimated population of 150,000 people.

Bay Transit provides on-demand bus transportation to the general population, seniors, and individuals with disabilities. Services are provided only on weekdays and between the hours of 6:00 a.m. and 6:00 p.m. Residents may purchase a booklet of 10 tickets for \$8.00. Riders must call 24 hours in advance in order to schedule a ride.

Bay Transit initiated service in Gloucester County in 1996 with one bus. In 1998, the agency took over Colonial Beach Transit, the former transit provider within the Town of Colonial Beach (Westmoreland County). Today, Bay Transit employs 90 workers and operates more than 40 vehicles. During FY2008, Bay

Transit provided over 156,000 one-way rides, over one-half of which were work-related.

First Priority Transportation, a private transportation company, also provides daily service from the Montross and Oak Grove commuter lots to the Fredericksburg area for a fare of \$5 each way.

Park-and-Ride Lots

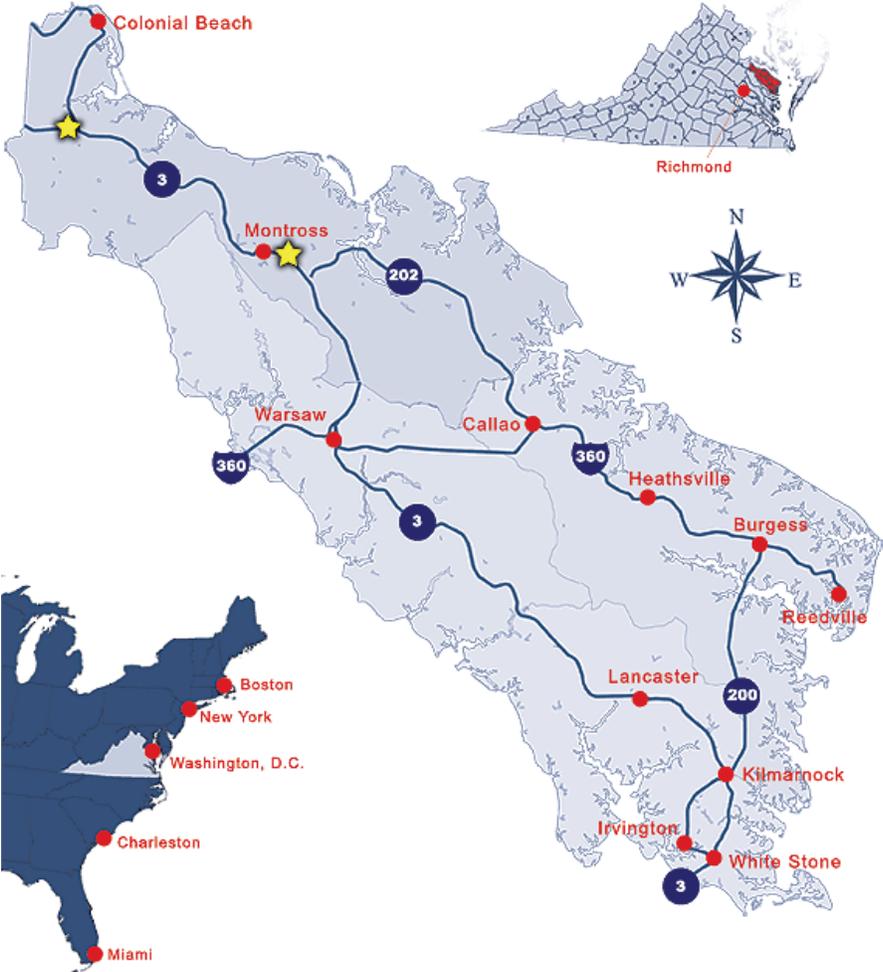
There are two park-and-ride lots located in the Northern Neck region. Both lots are located in Westmoreland County – one in Montross and the other in Oak Grove – and contain a total of 142 parking spaces. Both lots are located along the northeastern section of State Route 3 (the primary route for commuters traveling from the Northern Neck to Fredericksburg, Northern Virginia, or Washington, D.C.) and serve as convenient meeting places for carpools and vanpools. Figure 2.4 shows the locations of the commuter lots in Rideshare’s service area. Table 2.2 shows the location and number of spaces at each lot. Both park-and-ride lots are owned by Westmoreland County and maintained by VDOT.

Table 2.2 Park-and-Ride Locations in the Rideshare Service Area

Jurisdiction	Location	Spaces
Westmoreland County	Montross (VA 3, one mile east of Montross)	50
	Oak Grove (VA 3, one-quarter mile west of Oak Grove)	92
Total		142

Source: Commuter Connections.

Figure 2.4 Major Commuter Lots in the Rideshare Service Area



Source: www.neckride.org

2.3.2 Demographic Profile

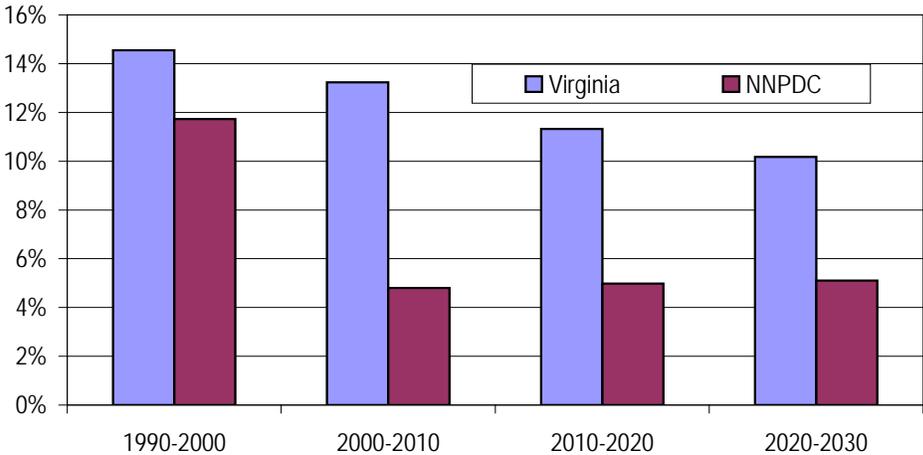
Rideshare’s service area has one of the lowest regional growth rates in Virginia. Between 1990 and 2000, the Northern Neck’s population increased by just over 5,000 residents, for a growth rate of 11.7 percent. This growth rate was three percent less than the population growth rate for Virginia as a whole. Table 2.3 shows the demographic profile for the Rideshare service area from 1990 to 2010. Figure 2.5 shows how anticipated growth in the area compares to growth throughout the Commonwealth of Virginia.

Table 2.3 Demographic Profile
1990 to 2010

	1990	2000	2010
Population			
Total Pop.	44,173	49,353	51,721
Percent Growth	-	11.7%	4.8%
Age Groups (percent)			
Under 20	10,572 (24%)	9,767 (21%)	10,574 (20%)
20 to 64	23,821 (54%)	27,239 (55%)	28,971 (56%)
65 and Over	9,780 (22%)	11,232 (24%)	12,176 (24%)

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

Figure 2.5 Population Growth Rates in the NNPDC and Virginia



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

2.3.3 Employment Profile

Employment patterns also can impact the types of TDM services demanded in an area. For example, areas with high levels of employment will have a greater focus on employer services than areas that are mainly residential. In April 2009, total employment in the Northern Neck was 23,009.² Table 2.4 shows the 10 largest employers in Rideshare’s service area in 2009. The region contains seven companies that employ 250 to 500 workers and 17 companies that employ 100 to 250 workers. Several major employers are clustered in and near the Towns of Warsaw and Colonial Beach, but overall employment density in the region is low. As shown in Figure 2.6, the Northern Neck and Middle Peninsula regions have the lowest employment density in Virginia. This low density creates a challenge for encouraging carpooling and successfully implementing traditional TDM strategies.

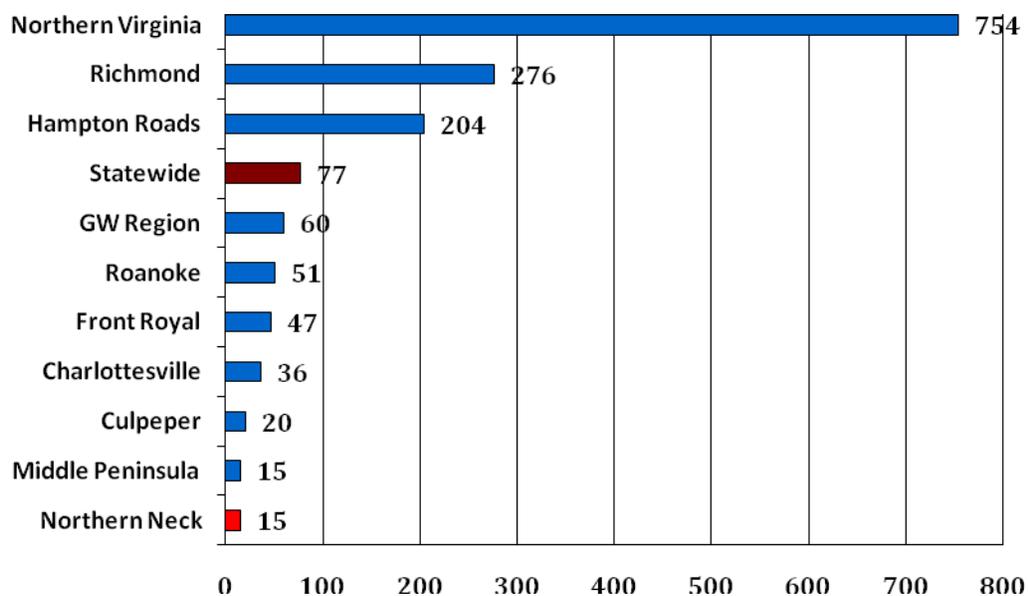
Table 2.4 Top 10 Employers in Rideshare’s Service Area

Northern Neck Planning District
1. Americare Plus
2. Rappahannock General Hospital
3. Westmoreland County School Board
4. Haynesville Correctional Institute
5. Northumberland County School Board
6. Lancaster County School Board
7. Potomac Supply Corporation
8. Food Lion
9. Richmond County School Board
10. Wal-Mart

Source: Virginia Employment Commission. Fifty Largest Employers during First Quarter (January, February, March) 2009.

² LAUS Unit and Bureau of Labor Statistics, April 2009.

Figure 2.6 Employment Population Density in Virginia Regions



Source: 2000 Census, Employees per square mile

2.3.4 Existing Travel Patterns

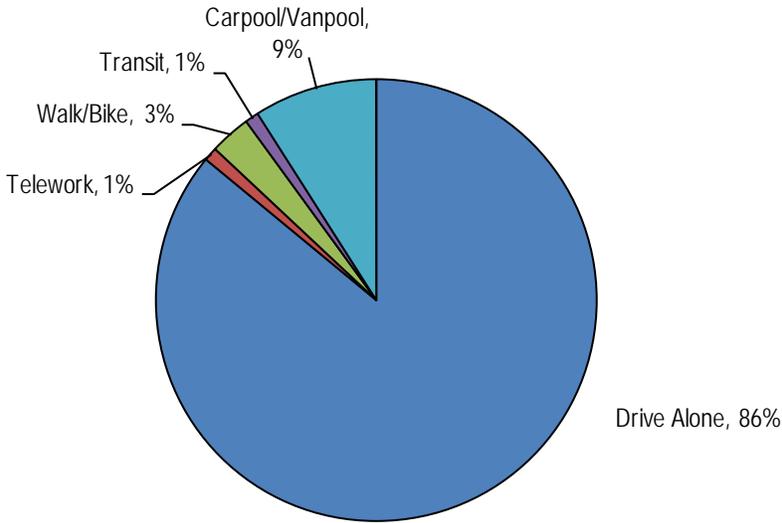
Knowing where and how residents and visitors travel to work and other activities helps determine the services that best fit their needs. Current travel and commute trends, combined with future development and population projections, can give some clues to what types of services will be needed, and where future programs and marketing should be targeted.

Mode Split

Mode split is commonly used as a performance measure for TDM agencies. In Virginia in 2000, approximately 77 percent of commuters drove alone, 11 percent carpooled or vanpooled, 4 percent took transit, 4 percent teleworked, and 4 percent walked or used other means.

As shown in Figure 2.7, the Northern Neck has a higher percentage of drive-alone commuters than the state average. The percentage of residents who carpool or vanpool to work is comparable to the state average, due to the number of long-distance commuters who rideshare. The percentage of Northern Neck residents who telework or take transit to work is lower than the state average due to lack of transit and broadband Internet service availability throughout the region.

Figure 2.7 NNPDC Mode Split (2000)



Source: U.S. Census, 2000.

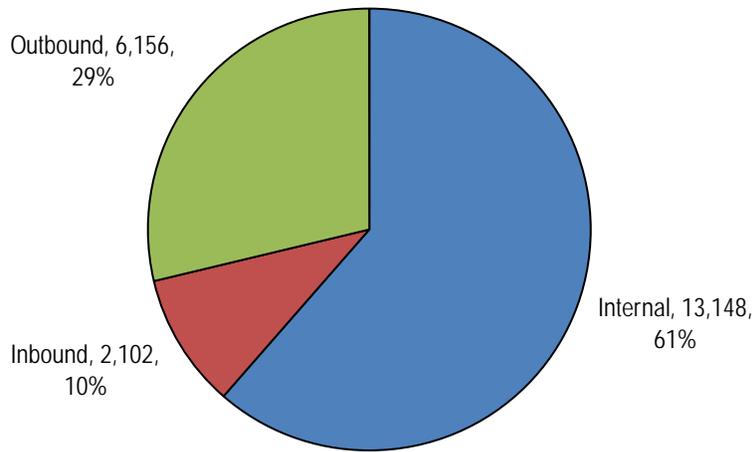
Commuting Patterns

Commuting patterns are one of the largest influences on a TDM agency’s programs and customers. Areas with a large percentage of inbound commuters may want to emphasize employer services, while areas with a large percentage of outbound commuters – like the Northern Neck – may want to focus on residentially based programs. Figure 2.8 and Table 2.5 detail current commuting patterns for the Rideshare service area.

Overall, Northern Neck residents make over 19,000 work trips on a typical weekday. Approximately 29 percent of all employees in the Northern Neck region travel to jurisdictions outside Rideshare’s service area for work. The greatest numbers of “outbound” work trips are to neighboring Essex and King George Counties.

The majority (61 percent) of Northern Neck residents work within the region. An additional 2,000 “inbound” commuters travel from outside jurisdictions to jobs in the Northern Neck each day. The largest numbers of workers traveling into the region are from neighboring Essex and Middlesex Counties.

Figure 2.8 Commuting Patterns (2000)



Source: Virginia Employment Commission.

Table 2.5 Top 10 Areas Residents Commute To and Workers Commute From

NNPDC Residents Commute to:	Residents (Percent)	Workers Commute to NNPDC From:	Workers (Percent)
Lancaster County	4,213 (22%)	Northumberland County	3,829 (25%)
Westmoreland County	3,383 (18%)	Westmoreland County	3,624 (24%)
Northumberland County	2,830 (15%)	Lancaster County	3,557 (23%)
Richmond County	2,722 (14%)	Richmond County	2,138 (14%)
Essex County	1,153 (6%)	Essex County	462 (3%)
King George County	1,046 (5%)	Middlesex County	343 (2%)
Richmond city	371 (2%)	Gloucester County	216 (1%)
Fairfax County	365 (2%)	King George County	110 (1%)
Henrico County	295 (2%)	Virginia Beach city	96 (1%)
Spotsylvania County	282 (1%)	Mathews County	92 (1%)
Total Resident Commuters	19,304	Total Workers	15,250

Source: Virginia Employment Commission, 2000.

The 2007 State of the Commute survey provides additional information about commuting patterns within the Rideshare service area. Some important findings from this study include:

- Projected VMT increase 2000 to 2025 *56% (rural average)*
- Average one-way commute time/length:
 - Outbound commuters *45 minutes/37 miles*
 - Internal commuters *23 minutes/16 miles*

As Table 2.6 shows, although the average commute length in Northern Neck is six miles longer than the state average, the average commute time is only one minute longer – a result of the low-congestion rate in the region. Given this fact, it is not surprising that the Northern Neck has a higher percentage of residents who report they are satisfied with their commute than any other region.

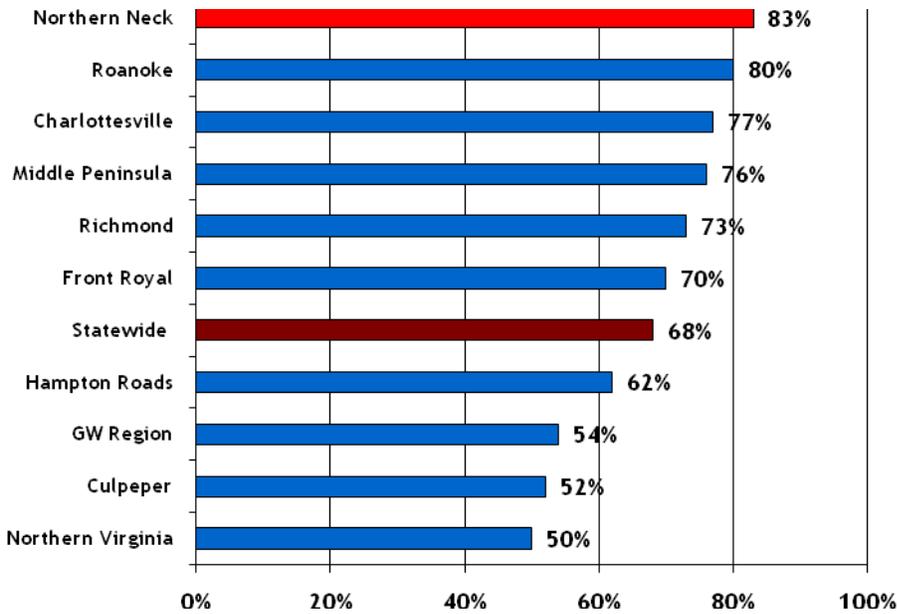
As Figure 2.9 shows, 83 percent of residents in Rideshare’s service area report that they are satisfied with their commute. Satisfaction levels are equally high among commuters who travel outside the region for work and those who work and live in the Northern Neck. However, throughout the region, 22 percent of commuters reported that their commute is more difficult now than it was the previous year.

Table 2.6 Average Commute Trip Time and Length

Region	Average Trip Time (Minutes)	Rank	Region	Average Trip Length (Miles)	Rank
GW Region	42	1	GW Region	30	1
Culpeper	40	2	Culpeper	29	2
Northern Virginia	35	3	Front Royal	25	3
Middle Peninsula	33	4	Middle Peninsula	23	4
Front Royal	32	5	Northern Neck	22	5
Northern Neck	29	6	Charlottesville	18	6
Statewide	28	7	Statewide	17	7
Charlottesville	26	8	Northern Virginia	16	8
Hampton Roads	23	9	Richmond	16	9
Richmond	23	10	Hampton Roads	14	10
Roanoke	20	11	Roanoke	14	11

Source: Virginia State of the Commute Study, 2007.

Figure 2.9 Percent Satisfied with their Commute in Virginia Regions



Source: Virginia State of the Commute Study, 2007.

2.4 CURRENT TDM PROGRAMS AND SERVICES

Rideshare’s services currently focus on two main areas: ridematching and the distribution of transportation information.

2.4.1 Customers

Disseminating information on the range of transportation options available to residents and employees, to enable informed transportation decision-making, is the core of Rideshare’s program. Although congestion is not a major concern in the Northern Neck, many residents commute long distances outside of the region to reach employment centers in Hampton Roads, Fredericksburg, Richmond, Northern Virginia, or the District of Columbia. Rideshare identifies these commuters, as well as residents commuting shorter distances to Dahlgren, in King George County, as its key customers. The primary goal of the program is to lower the number of single-occupancy vehicles using the region’s highways.

In addition to serving commuters, Rideshare acts as an information clearinghouse for all persons interested in mass-transportation benefits and options. Staff conducts outreach to employers in the region to promote the idea of employer-based TDM programs and to provide information on non-SOV commuter incentives such as Guaranteed Ride Home, when applicable. The program also promotes Bay Transit, the regional on-demand transportation agency that provides services to seniors and other residents.

2.4.2 Programs and Services

Information about Rideshare's programs and services can be found on the program's web site (www.neckride.org), which provides general commute information, ridematch applications, commuter Park & Ride maps, transit benefit information, and a wealth of other resources. Detailed descriptions of the programs and services provided or administered by Rideshare include the following:

Carpools and Ridematching

Rideshare assists in the creation of new carpools and works toward keeping these pools successfully operating. One major role of the program is to match commuters with carpools and vanpools looking for new riders and to connect commuters with similar origins, destinations, and work schedules in order to form new carpools and vanpools.

Rideshare receives 40 to 50 applications for ridematching each year. These requests are answered utilizing both the Washington, D.C., regional ridematching database (administered through Commuter Connections), and Rideshare's own custom-designed ridematching software. Rideshare's web site contains a Match Request Form that commuters may complete to request a ridematch, or commuters may call to receive one-on-one trip-planning and ridematching assistance from Rideshare staff. Residents and employees in the Northern Neck region also have the option of using Commuter Connections' on-line tool to receive instant ridematching information.

Currently, there are 201 active ridematching applicants in the Rideshare database. Rideshare produces 40 to 50 matchlists each year.

Vanpool Matching/Leasing

Rideshare partners with GWRideConnect – the TDM program serving the Fredericksburg area – to form and maintain vanpools. Multiple vanpools originate from the Northern Neck region, and some Northern Neck residents travel to the Fredericksburg area to meet vanpools at GWRideConnect commuter lots. Rideshare assists vanpools that are leased by third-party agencies (e.g., VPSI) as well as vanpools that are run by private operators. The NNPDC does not own or operate any vans.

Rideshare provides vanpool ridematching services using both their own database and the Commuter Connections database. In addition to ridematching, the program supports vanpools by providing:

- **Technical assistance.** Rideshare provides informational resources and one-on-one assistance to help commuters lease and start their own vanpool service.

- **Van Start/Van Save.** Rideshare manages the VanStart and Van Save programs, which provide subsidies to help start a new vanpool or to temporarily cover vacant seats in an existing vanpool.³

Rideshare formerly contracted with the Washington Metropolitan Area Transportation Authority (WMATA) to accept Metrocheks (tax free transit subsidies) from area vanpools, but it does not participate in WMATA's new SmartBenefit Voucher system, which is electronic in nature and obviates the need of vouchers.

Guaranteed Ride Home (GRH)

Rideshare currently participates in the GRH program for the Washington D.C. area that is administered on a regional basis by Commuter Connections. Program staff promotes GRH and helps individuals to sign up for and use the program.

Rideshare currently is working with GWRideConnect to establish a GRH program that will serve the George Washington (Fredericksburg) region and other portions of Virginia that are not covered by the Commuter Connections GRH program (e.g., the planning districts of Northern Neck, Rappahannock Rapidan, and Middle Peninsula). GWRideConnect has received seed funding from DRPT and Federal CMAQ funding to begin implementing this program in the George Washington region.

Employer Services

Rideshare staff assist employers to conduct employee transportation need/preference surveys. They also utilize NNPDC's GIS resources to provide zip code/density maps of employees' home locations to identify car/vanpool opportunities.

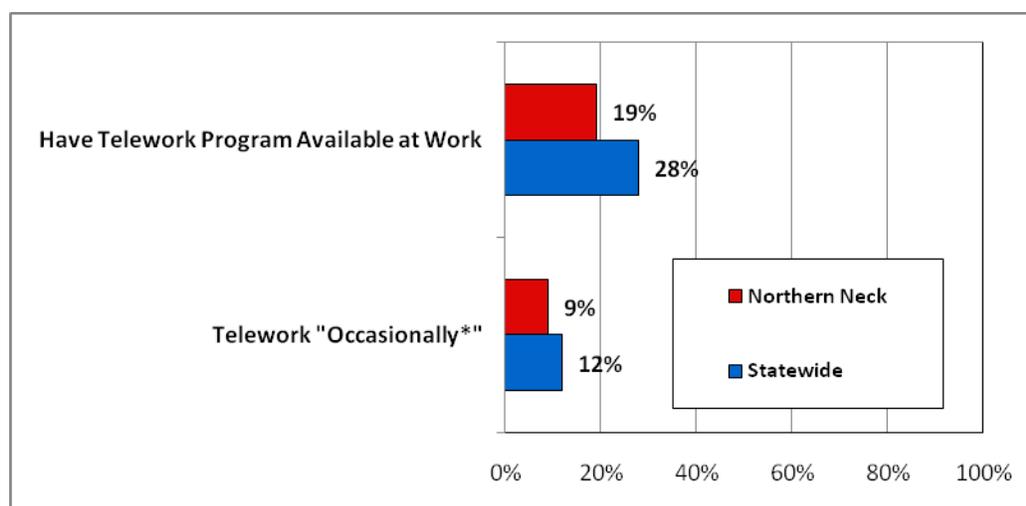
There are currently 24 employers in the Northern Neck with over 100 employees. Rideshare has contacted five of these employers through its Employer Services program over the last year in an effort to establish a Workforce Vanpool for their employees.

³ The Virginia Van Start Program temporarily subsidizes empty seats during the critical start-up phase of new vanpools. The program is open to all new vanpools that register for assistance with a local Rideshare Program. The Virginia Van Save Program for existing vanpools is designed to assist established vanpools experiencing emergency loss of passengers. An eligible vanpool owner/operator may apply for Van Save assistance a maximum of once every 12 months per van. Assistance for both programs is granted at the discretion of the local Rideshare Program based on eligibility of the applicant.

Telework

Rideshare staff provides information about teleworking and alternative work schedules to eligible commuters and companies who contact them for other TDM services. Rideshare also is partnering with the Virginia Department of Housing and Community Development in the Virginia Rural Broadband Planning Initiative, a statewide initiative to bring high-speed Internet to all areas of Virginia. As shown in Figure 2.10, approximately 19 percent of Northern Neck residents currently have the option to telework and nine percent telework occasionally. This rate is comparable to the state average.

Figure 2.10 Teleworkers and Telework Programs in NNPDC



Source: Virginia State of the Commute Study, 2007.

Public Transportation

Rideshare provides its customers with information on Bay Transit and First Priority Transportation services, both offered within the Northern Neck. The program also supplies information on out-of-the-region public transportation options such as VRE, FRED, and WMATA Metro. The Rideshare web site provides information on transit services and contact information for local providers.

Rideshare staff are actively involved in studying and planning improvements to the public transportation system in Northern Neck. The program has assisted with multiple transportation-needs surveys, including the:

- **2008 Northern Neck Regional Transportation Survey.** To better gauge Northern Neck residents' views on the region's transportation options, the Rideshare Program conducted a detailed online transportation survey from October 2007 to February 2008.

- **2006 Colonial Beach Transportation Survey.** The Town of Colonial Beach, in Westmoreland County, Virginia, asked the Rideshare Program for assistance in conducting a survey to plan for the town’s future transportation needs.
- **2006 Bay Transit User Survey.** Bay Transit asked the Rideshare Program for assistance in conducting a survey to gauge users’ perceptions of the service.

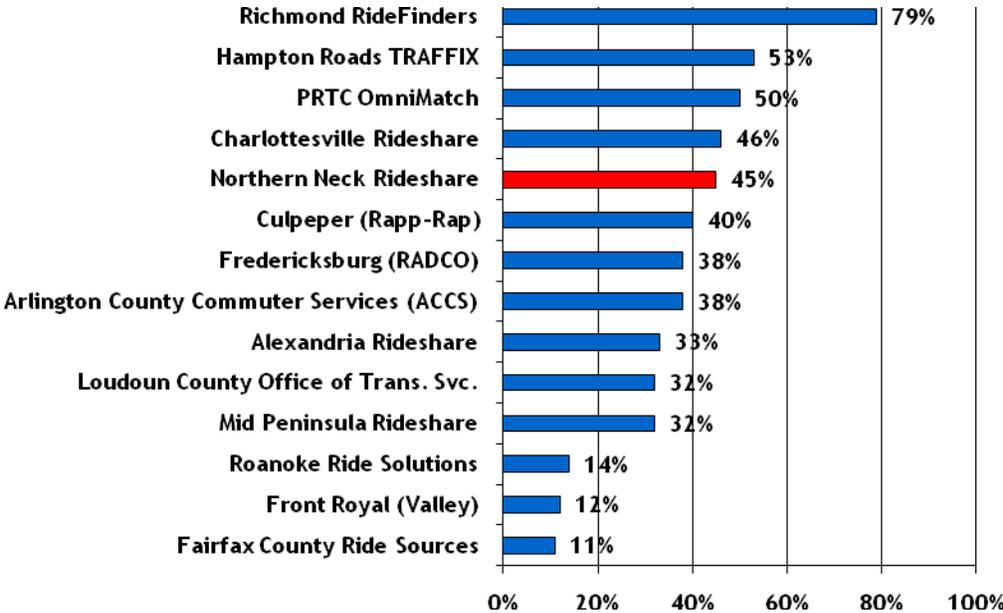
Marketing

In the last few years, Rideshare has focused its marketing efforts on area residents who commute to work in Northern Virginia, Dahlgren, Richmond, or Washington, D.C. A key objective of all Rideshare marketing materials and efforts has been to expand commuters’ awareness of non-SOV options, including carpools, vanpools, public transit, bikes, walking, and telecommuting. Rideshare uses a wide variety of methods to deliver this message and increase commuters’ awareness of available services. These include:

- Radio ads
- E-mail lists
- Direct mail
- Billboard ads
- Community events
- News releases

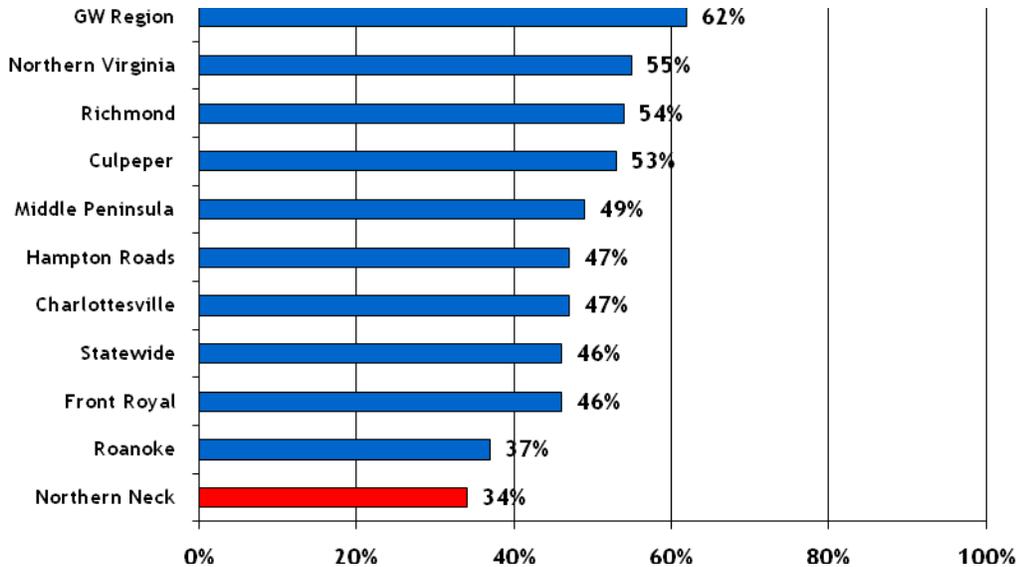
The results of these marketing efforts have been mixed. Name recognition of the Rideshare program is higher than that of other long-distance commuter market programs (Figure 2.11); however, Rideshare has the lowest advertising recall in Virginia (Figure 2.12).

Figure 2.11 Awareness of Rideshare Program



Source: Virginia State of the Commute Study, 2007.

Figure 2.12 Advertising Recall



Source: Virginia State of the Commute Study, 2007.

Other TDM Services and Activities

Rideshare also participates in the following programs and services:

- **Northern Neck Workforce Shuttle.** The Rideshare Program contacts and encourages large employers in the region to explore the possibility of joining forces to create a “Workforce Shuttle,” sharing and lowering the expense of getting employees to and from work. For those employers who have shown interested in shuttle services in the past, the Rideshare Program has set up an online questionnaire for them to submit general information, such as work locations, shifts, counties from which workers commute, and other details. The data goes into a database to generate location maps and see which shuttle route serves the largest number of employees. Once the database and potential routes are established, Rideshare staff assists all interested participants in exploring financing options for the service. So far, interest in a workforce shuttle has increased or decreased based on gas prices.
- **Regional Planning Advisory Boards.** Rideshare staff serve on the Northern Neck Board for Human Mobility and the Advisory Board for VDOT’s Long-Range Transportation Plan.

2.4.3 Related Mobility Programs

Rideshare’s current services are primarily focused on commuter transportation alternatives. However, there are other programs within the Northern Neck region that provide related services to improve mobility and transportation options for other groups of the population. Some of these groups include:

- Human service transportation programs:
 - **Middle Peninsula/Northern Neck Community Services Board (CSB).** Serving 10 counties in the Middle Peninsula and Northern Neck, provides transportation services for mental health/mental retardation program clients, substance abuse programs, and infant programs. Cost for services is \$1.15 per mile, including driver costs.
 - **Rappahannock CSB and Agency on Aging.** Provides demand-responsive transportation to medical appointments and social services for the elderly, mental retardation/mental health program clients, and substance abuse program clients. The agencies have a combined fleet of 65 vehicles and provide approximately 156,000 trips covering 850,000 miles per year.
 - **Virginia Department of Rehabilitative Services.** Provides demand-response transportation services to persons with disabilities in Middle Peninsula and Northern Neck who need assistance getting to work.
 - **Crockett Carriers, LLC.** Private transportation provider serving the Middle Peninsula and the Northern Neck of Virginia.

- **Doggett Transportation.** Lift-equipped high top vans providing transportation to residents of the Middle Peninsula and Northern Neck of Virginia.
- **ARC Puller Center.** Client transportation services to the Puller Center in Gloucester, Virginia. Serving the Middle Peninsula and the Northern Neck.
- **Taxi and bus service providers.** Private transportation services in the Northern Neck are very limited. One taxi service, Harmon Homer, based in Warsaw, was identified in the region. Several private operators are based in areas neighboring the PDC.

3.0 Future Rideshare Service Area Profile

This Plan is designed to address the TDM needs of the Northern Neck region in the short (one to six years), medium (seven to 15 years), and long (16 to 25 years) terms.

Over the next 25 years, the Northern Neck will continue to grow and develop at a marginal rate, as it has over the previous 25 years. Rural and low-density residential land uses are expected to continue to be the prominent development pattern. The region’s transportation network may be impacted by rapid growth occurring in the Fredericksburg area – the State’s most rapidly growing region. This growth is expected to continue to spread into undeveloped areas at the western edge of the Northern Neck.

Future transportation challenges in the Northern Neck will be unique compared to the region’s larger urban neighbors, and TDM strategies can play an important role in addressing these challenges.

3.1 PROJECTED DEMOGRAPHICS

Rideshare’s service area has one of the lowest growth rates in Virginia. Population forecasts estimate the growth rate from 2000 to 2010 will decline to five percent and remain stable near that rate over the next two decades. Population projections for Rideshare’s service area are shown in Table 3.1. The region expects to add less than 3,000 new residents during each 10-year period from 2000 to 2030.

Table 3.1 Projected Demographic Changes
2000 to 2030

	1990	2000	2010	2020	2030
Population					
<i>Total Population</i>	44,173	49,353	51,721	54,300	57,072
<i>Percent Growth</i>	-	11.7%	4.8%	5.0%	5.1%
Age Groups (percent)					
<i>Under 20</i>	10,572 (24%)	9,767 (21%)	10,574 (20%)	11,779 (22%)	13,344 (23%)
<i>20 to 64</i>	23,821 (54%)	27,239 (55%)	28,971 (56%)	29,794 (55%)	30,436 (53%)
<i>65 and Over</i>	9,780 (22%)	11,232 (24%)	12,176 (24%)	12,727 (23%)	13,292 (23%)

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

Also of interest is the projected age structure of residents. The aging of the “baby-boom” population is anticipated to significantly impact public budgets due to a dramatic increase in the number of individuals dependent on public health care insurance and social security programs over the next 20 years. Serving the transportation needs of an aging population accustomed to a high level of mobility also will have a significant impact on development patterns and the types of transportation services needed.

Nearly a quarter of the Northern Neck’s population is age 65 and over, a much higher percentage than other regions in Virginia. Senior residents in the Northern Neck also have unique transportation needs because they are more dependent on driving longer distances to reach basic services than seniors in urban areas, where more destinations are within walking distance and other transportation options may be available.

Between 2000 and 2030, the number of Northern Neck residents age 65 and over is expected to increase by over 2,000. This change is less extreme than what is expected in other areas of the state, but will have a significant impact on public budgets and transportation needs nonetheless.

3.2 PROJECTED EMPLOYMENT

Employment may or may not increase in the Northern Neck in relation to population growth. Table 3.2 shows that employment is expected to increase by more than 16 percent between 2009 and 2019, adding nearly 4,000 new jobs, but the only employment projection data available are for the Bay Consortium Region (LWIA XIII), which includes the Northern Neck, but also the very high-growth region that includes the City of Fredericksburg and surroundings.

Table 3.2 Projected Employment Levels

	Estimated 2009	Estimated 2019	Change	Percent Change	Annual Growth
Total Employment*	23,009	26,736	3,727	16.20%	1.50%

Source: NOTE: Projections data are for the Bay Consortium Region (LWIA XIII), which includes the City of Fredericksburg (a high-growth area). No data are available for the Northern Neck as a region on its own, or for the individual counties of the Northern Neck.

3.3 AREAS OF GROWTH

Future growth is expected to be relatively evenly distributed throughout the Northern Neck, with areas of more concentrated growth occurring near the towns of Warsaw, Kilmarnock, Colonial Beach, and in the western portion of the region that are associated with rapid outward growth from the Fredericksburg area. Some of the future transportation needs and challenges that will accompany this growth include:

- Improving transit accessibility and services in the area;
- Serving the needs of long-distance commuters and a growing retired population;
- Widening and improving primary and secondary roadways and improving or replacing bridges;
- Promoting economic development and attracting new businesses (especially those providing jobs that are high-wage or prevent out-migration of younger residents);
- Developing trails and bicycle/pedestrian infrastructure to serve transportation facilities and to attract tourism and recreation business;
- Preserving the area's quality of life, rural character, agricultural land, and natural and historical resources; and
- Controlling residential and commercial development and promoting preferred land use patterns.

3.3.1 Transportation Facilities

County Comprehensive Plans and Transportation Surveys conducted in the Northern Neck have identified several major transportation projects that are in development or will be pursued in the future that will influence travel demand and patterns in the Northern Neck:

- **Route 3 Expansion.** Route 3, one of the primary routes through the Northern Neck, especially for commuters traveling to Fredericksburg and Northern Virginia, will be expanded to four lanes. This work will increase access in and out of the Northern Neck, but may reduce incentives to rideshare.
- **Bridge Replacements.** Bridges are an integral component of the Northern Neck's transportation infrastructure due to the region's unique geography. Three bridges that connect the Northern Neck to surrounding areas - Route 205, 621, and 624 - are scheduled to be replaced during the time period addressed by this plan. Rideshare can play a key role in developing and promoting alternative transportation options such as carpooling, vanpooling, shuttles, or ferry services to assist commuters and other travelers affected by detours and congestion during these construction projects.
- **Warsaw Transit Facility.** In early 2009, Bay Transit began construction of the Northern Neck's first modern transit facility, a 10,000 square foot structure that will serve as a bus maintenance facility and Bay Transit administration offices. When completed, the facility will help Bay Transit establish itself as a regional transit provider and gradually overcome the limitations imposed by purely county-based operations. Through coordination between Rideshare and Bay Transit, the facility also has the potential to provide additional commuter parking spaces and to serve as a terminal for interregional transportation services such as Greyhound buses.

3.4 PROJECTED TRAVEL PATTERNS

Changes in demographics, employment, development patterns, and transportation infrastructure will all affect the travel patterns in and around the Rideshare service area. Based on the changes documented in the previous sections, several adjustments in travel patterns are possible, including:

- Low population growth rates and expansion of primary roadways throughout the Northern Neck will sustain a low incidence of congestion in the region;
- Northern Virginia and Washington, D.C. will continue to be destinations for some long-distance commuters, and increased congestion on I-95, HOV/HOT lane creation, and variable gas prices, may cause increased demand for carpooling, vanpooling, commuter buses, and park-and-ride lots among these workers;
- Fredericksburg, Dahlgren, and Richmond will continue to be major commuter destinations for Northern Neck residents;
- Implementing additional and more stable high-speed Internet access throughout the Northern Neck region will increase the percentage of residents who telework;
- A growing, aging population, and an increase in mixed-use development throughout the region, will result in an increase in nonwork-related travel. Nonwork trips will become an increasingly important segment of travel to be served by non-SOV modes;
- The construction of park-and-ride lots and increased transit service may cause an increase in alternative mode usage; and
- Increased demand for bicycling and pedestrian facilities to serve recreation, economic development (tourism), and transportation functions.

3.5 EXTERNAL TRENDS

In addition to the projected demographic and developments trends that will affect TDM in the area, there are a number of external trends and factors that are likely to influence and shape the Northern Neck's future.

3.5.1 New Generation of Workers

America's youngest generation (born between 1982 and 2001) is poised to make an impact on ridesharing modes for years to come. There are two primary factors that will fuel this change.

First, the sheer size of this generation suggests that they will influence society, just as the unusually large Baby Boomer generation did and still does today.

When compared to the other generations, today's young workers represent the largest generation alive today (80 million strong).

Second, a new generation of rideshare-support services is also evolving to serve this new generation of workers. Until recently, most ridematching was done through large government-sponsored, centralized databases. Today, many commercial enterprises are tapping into commuters' desire for instant services by offering ridematching as part of social networks (i.e. Craigslist, Facebook, Goloco.org, or Ridebuzz.org). These services offer new channels for programs such as Rideshare to increase awareness of ridesharing.

3.5.2 Environmentalism and Sustainability

One of the most recent social movements that will influence TDM services and demand is the "green" or sustainability movement. When it comes to TDM, there are both consumer-driven and business-driven forces at work. The view that ridesharing is the green alternative to driving alone could help TDM gain ground in this market.

Perhaps the more powerful green influence in the TDM world is what's happening with businesses. More and more companies want to be perceived as being green. In a recent SIR Study for the *Older Dominion Partnership*, 50 percent of the CEOs in Virginia want their companies to be perceived as "being green." To this end, companies are embracing green practices and looking for ways to showcase their corporate greenness. Many could achieve this by offering ridesharing incentives to their employees.

3.5.3 Growing Involvement of Employers in TDM

Over the past few years, the labor shortage, green movement, and corporate experiences with TDM have helped the TDM cause reach the tipping point in employer appreciation and use. Many businesses have now realized that it is in their self interest to embrace TDM programs to boost recruitment, retention, employee productivity, etc. Consequently, more and more companies are offering TDM services and programs and/or considering launching additional TDM services in the future. This trend creates an opportunity for Rideshare to connect with the growing number of companies in the Northern Neck and surrounding regions.

3.5.4 Changing Nature of Work

One of the more subtle reasons behind employers' relatively recent acceptance of employer-based TDM services is the changing nature of work. More and more employers recognize that work is not some place you go, but rather something you do. Many employers are measuring employee productivity not by time clocks but by outcomes, and are slowly evolving toward a distributed-workforce model, as a result.

This realization has been fueled by the labor shortage right before the recession of 2009, and will be made evident again by the significant labor shortages projected in the coming decade, when millions of Baby Boomers will slow down or exit the labor market altogether. Employers' desire to cater to their labor forces often translates into compressed work weeks, greater flexibility to come and go, and the ability to work from off-site locations.

An early indicator of the powerful impact that the changing nature of work will have on commute patterns is the rise in popularity of telework. Teleworking offers the biggest opportunity to reduce vehicle-miles traveled across the region because it eliminates the need for the trip altogether. Today, nine percent of the Northern Neck workforce telecommutes and, according to the 2007 State of the Commute Survey, 21 percent of the rest of the Northern Neck workforce would telework at least occasionally if given the opportunity.

3.5.5 Automobile Cost of Operation

Discussing the future of roads and highways most often leads to some form of user fees – tolls, increased gas taxes, congestion pricing, or VMT tax. Other forms of roadway pricing also may be introduced in the future. And no matter what form these user fees take, it is likely that, at some point within the long-term timeframe of this plan, some type of user fee will be enacted on at least some portion of the roadway network. It can therefore be assumed that it will cost more to operate an automobile in the future.

Gasoline prices are another unknown element of the future of TDM. Most industry leaders are in agreement that gas prices will be higher in the future. How much higher and when the increase will occur, is still unknown, but with the 2008 spike in gasoline prices as an indicator, the price increase will likely have a major impact on the choice and use of travel modes.

4.0 Rideshare Strategic Plan

As Rideshare’s service area continues to grow and change, the services required and desired by Northern Neck residents will change as well.

In the short term, strategies will improve upon existing programs and be implemented within a six-year timeframe. In the medium term (seven to 15 years), Rideshare will build the foundations for new programs and services. More substantial changes and/or additions are planned for the long-range timeframe of 16 to 25 years.

4.1 STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT)

A SWOT analysis provides an organized framework for evaluating the Northern Neck Rideshare Program and the environment in which it operates.

Strengths

- Dedicated staff with substantial knowledge of the transportation needs of Northern Neck residents and extensive institutional knowledge of the NNPDC and its stakeholders.
- Location within the NNPDC provides administrative and support services (e.g., GIS mapping) that enhance the services delivered by the TDM program.
- Rideshare staff have an established role on the Human Mobility Board and several other Advisory Boards.
- Many commuters travel to concentrated employment areas served by multiple vanpools, carpools, and public transportation in Northern Virginia and Washington, D.C. Avoiding congestion on I-95, and having the ability to use HOV lanes, is a strong motivation for these commuters to rideshare.
- Strong working relationship with GWRideConnect, the TDM agency serving the neighboring Fredericksburg area, which coordinates the State’s largest vanpool fleet.
- Environmental consciousness and a desire to preserve natural resources is a growing ethos among residents and reflected in county comprehensive plans.

Weaknesses

- Lack of local congestion and abundance of free parking makes ridesharing a difficult sell to local employers and residents who are not long-distance commuters (“long distance” being anything above sixty miles).

- Limited staff resources and budget don't allow for extensive marketing or proactive development and expansion of programs and services. Dual roles played by Rideshare staff (Rideshare Coordinator/NNPDC Administrative Assistant, Rideshare Assistant/IT Specialist) may limit the time and energy that can be dedicated to the program.
- Current economic conditions make local match funding difficult to obtain. Federal funding is difficult to come by due to the rural nature of the region and lack of an MPO or regional transit authority.
- Low density land use patterns throughout the region are not feasible to serve economically with fixed-route transit.
- Although there are several employers in the area large enough to provide TDM programs/incentives for their employees, dispersed housing and employment patterns make ridematching for residents who live and work within the region difficult.
- Very limited pedestrian and bicycle infrastructure.

Opportunities

- Growing senior/retired population in the region will have increasing transportation needs that cannot be served by driving alone. Developing services to fulfill these needs presents an opportunity for Rideshare to strengthen partnerships with local human mobility agencies and expand its own programs and customer base.
- Base Realignment and Closure (BRAC) expansion at Fort A.P. Hill and Quantico Marine Corps Base may bring new residents to the region that are ideal candidates for ridesharing (e.g., shared employment destination, receive Federal transit/vanpool incentives, established vanpool culture).
- Bay Transit's ridership numbers over the last several years indicate that there is increasing demand for transit services in the Northern Neck.
- The Virginia Rural Broadband Planning Initiative will make implementation of high-speed Internet service throughout the Northern Neck possible and facilitate development of the region's broadband network in the near future. This service will expand possibilities for Rideshare and Northern Neck residents, including expanding telework opportunities and opportunities to use Internet-based marketing, ridematching, and other services.
- Residents' desire to preserve the rural nature of the Northern Neck, combined with current ridesharers' statements that they use alternative modes to reduce pollution, present an opportunity to use a "green" message to market ridesharing in the region.
- A growing, diverse population that may be more open to using transit (e.g., the Hispanic community).

Threats

- Need to increase awareness of the program. Advertising recall for Rideshare is the lowest in Virginia.
- Low rate of projected population growth and lack of projected future congestion, and development policies that encourage ample parking create limited incentives for residents to rideshare or demand fixed-route public transit.
- Continued rural low-density development that will occur in the area cannot be economically served by traditional transit services.
- Local intraregional travel will continue to be difficult to serve due to dispersed employment centers.
- Program will need to assess return on investment from membership in Commuter Connections. Membership is a significant cost and although many commuters travel to D.C. or Northern Virginia, there are difficulties matching them through the Commuter Connections' database. Maintaining two separate databases (as is done currently) limits Rideshare staffs' efficiency.
- Continued competition between TDM, transit, and human service mobility providers for limited funding and limited interagency coordination threatens all agencies' ability to efficiently develop and support effective new services.

4.2 RIDESHARE MISSION AND VISION

The comprehensive plan of each of the four counties of the Northern Neck paints a cohesive vision of what residents and businesses desire the region to look like 20 years from now. This vision includes 1) well-maintained roadways that attract new residential and commercial development, increasing economic opportunities in the region; 2) transportation infrastructure that preserves accessibility, mobility, and quality of life; and 3) the availability of transportation alternatives that serve seniors and individuals with special needs, tourists, residents, employers, and employees. Rideshare will play an important role in achieving this vision.

The mission of the Rideshare program is:

To provide a free commuter-matching service, assist residents lacking transportation, and improve the quality of life for residents of the Northern Neck.

Through its efforts to fulfill this mission, Rideshare supports the visions and goals outlined in the comprehensive plans of the various counties and towns of the Northern Neck, as well as the Work Program objectives of the Northern Neck Planning District Commission:

- To represent the unified needs of member governments through the role of a regional forum and/or spokesperson;
- To fulfill the need for developing regional plans and/or programs whenever compatible goals and objectives exist;
- To create an awareness of the need for regional compatibility along boundaries; and
- To fulfill a collective need for all member government needs by providing up-to-date data and statistics.

4.3 GOALS, OBJECTIVES, AND PROGRAM STRATEGIES

4.3.1 Coordination with Other Plans and Programs

This long-range TDM plan was developed in coordination with relevant existing plans developed at the local, regional, and state level. Key stakeholders and staff from related programs also were engaged in the planning process to the extent possible. The following plans were reviewed as part of the planning process:

- NNPDC/Work Plans (2008 to 2010);
- MWCOG Constrained Long-Range Transportation Plan (2009);
- NNPDC Coordinated Human Services Mobility Plan (2008);
- Northern Neck Transportation Survey (2008);
- Westmoreland County Transportation Survey (2008);
- VDOT Improvement Program (2008);
- Lancaster County Comprehensive Plan (2007);
- Westmoreland County Comprehensive Plan (ongoing);
- Richmond County Comprehensive Plan (ongoing); and
- VTrans 2035 (ongoing).

The visions, goals, objectives, and future activities contained in these plans informed and shaped the content of this Plan. The goals and objectives adopted in this Plan are designed to support these plans in order to assist Rideshare, its stakeholders, local jurisdictions, and the Commonwealth of Virginia achieve their collective vision.

4.3.2 Process for Developing Goals, Objectives, and Strategies

The goals, objectives, and strategies contained in this plan were developed through a collaborative process involving NNPDC staff with assistance and input from Cambridge Systematics, LDA Consulting, Southeastern Institute of Research (SIR), and Center for Urban Transportation Research (CUTR). The

process to identify and refine programmatic goals, objectives, and performance measures included:

- Review of existing Rideshare documents to understand the role and services of the program;
- Interviews with Rideshare staff to identify existing and future program needs;
- Review of all comprehensive plans and other documents created by NNPDC and its member jurisdictions;
- Development of a SWOT analysis based on the reviewed documents;
- Formation of draft TDM goals, objectives, and strategies based on:
 - Previous goals, actions, and performance measures outlined in the Northern Neck State Aid applications;
 - Existing vision statements and transportation or TDM-related goals and objectives in reviewed documents; and
 - Interviews and SWOT analysis.
- Review and revision of goals, objectives, and strategies by Rideshare staff.

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

- **Goal** - is a broad, qualitative statement of what the agency hopes to achieve.
- **Objective** - is a specific, measurable statement of what will be done to achieve goals.
- **Performance Standard (Measure)** - is a quantitative or qualitative characterization of performance that evaluates the efficiency or effectiveness in conducting business operations.
- **Strategy** - is a statement of the approach or method the program will pursue to attain goals and objectives.

4.3.3 Agency Goals, Objectives, and Strategies

Following the process described in Section 4.3.2, Rideshare has identified the following long-term goals (see Table 4.1 for a complete list of associated objectives and strategies):

1. **Increase awareness and visibility of the Northern Neck TDM program and its services.**
 - Rideshare must look for ways to further build awareness of their services. Awareness of Northern Neck Rideshare is higher than many other local rideshare programs, but advertising recall is the lowest in the State. Northern Neck commuters may know about the area’s rideshare program, but do they know about all of the services offered? The

program should work to build partnerships and invest in a consistent and ongoing marketing program. Make sure your marketing communication materials reinforce your biggest opportunity audiences, promote compelling personal benefits of ridesharing, and emphasize the full range of TDM services the program provides. Calculate and promote the savings produced through ridesharing and TDM. Include stress reduction and proenvironment promotional messages as secondary benefits.

2. Improve mobility throughout the Northern Neck by increasing the availability and use of alternative transportation modes.

- One in five ridesharers in the Northern Neck region started using alternative mode to drive alone commuting within the past year. Thus, the need to encourage commuters to consider alternate modes is constant. If possible, sustain a constant market presence. Northern Neck has no congestion within the region and residents have the highest level of satisfaction with their commute in the State. Long-distance commuters to the urban centers – Metro D.C., Hampton Roads, and Richmond may be your greatest opportunity market. A growing retired population with unique local transportation needs may be a future opportunity market. Relative to other regions, availability of ridesharing infrastructure is low in the Northern Neck. Northern Neck has a low number of Park-and-Ride lots and transit options. Focus of infrastructure development should include exploration of existing park-and-ride lot services and the potential of long-distance commuter bus service to urban population centers.

3. Expand mobility services that support local businesses and increase economic opportunities in the Northern Neck.

- Employer-provided TDM services are an especially effective tool in reducing drive-alone rates. Transportation services and benefits also are an increasingly important factor in attracting employers and employees to new areas. Rideshare should continue to work with local employers to identify programs that serve their business's transportation needs. Northern Neck also should focus employer outreach on the distant destination markets that serve your primary opportunity market – long-distant commuters. Approach Northern Virginia, Richmond, and Hampton Roads rideshare agencies and request inclusion of your long-distance commuter support materials in their employer outreach efforts.

4. Preserve the Northern Neck environment by increasing transportation sustainability.

- Preserving the environment is the primary motivation for ridesharing that Northern Neck residents report. Continuing to take advantage of the Telework!VA's infrastructure tools and assistance represents a great opportunity for the Northern Neck to increase commute options for residents and reduce the environmental impact of transportation. It

involves little investment, has been shown to offer significant return, and there is substantial interest in teleworking among Northern Neck commuters who work outside the home. Supporting development of bicycle and pedestrian infrastructure in the Northern Neck is another opportunity to provide low-impact transportation options for residents and promote economic growth in the region through tourism.

Table 4.1 outlines the specific TDM goals, objectives, and strategies that Rideshare will pursue over the short-, medium-, and long-term.

Over the short-term (one to six years), the focus of Rideshare’s growth will be on expanding and enhancing the region’s key TDM programs and services. The program will work to identify new programs that serve currently unmet or underserved needs in the region while continuing to expand and enhance its core ridematching, and information dispersal services.

In the medium term (seven to 15 years), Rideshare will continue to provide a solid base of services to area residents, employees, and employers. The program also will build upon existing services and partnerships to build the foundations for new programs and services. These programs will cater to new customer groups, serve unmet needs, and increase the local and regional impact of the TDM program.

More substantial changes and/or additions are planned for the long-range timeframe of 16 to 25 years.

Implementing these strategies will require additional funding and resources over the life of the plan. Resources required to implement the strategies outlined in Table 4.1 (e.g., staff, operating/administrative costs, subsidies) are addressed in Section 5 of this plan.

Table 4.1 Rideshare Goals, Objectives, and Strategies

1. Goal: Increase awareness and visibility of the Northern Neck TDM program and its services.

1.1. Objective: Increase public awareness of TDM services and establish the Northern Neck TDM program as the “go to” source for transportation information in the region.

Short-Term Strategies (one to six years):

- » Establish “NeckRide” as the new brand identity for the Northern Neck TDM program in order to reflect the full range of services provided and highlight the fact that TDM in the Northern Neck serves a growing variety of functions including, but not limited to, ridematching. This process may include multiple steps such as:
 - Finalizing new matchlist templates and promotional materials incorporating the “NeckRide” name; and
 - Collaborating with NNPDC, area residents, and/or a partner with professional marketing experience to plan and conduct an outreach campaign to alert customers of the name change and increase awareness of the program among a larger number of Northern Neck residents.
 - » Develop a “commuter services” marketing campaign. The campaign will focus on marketing
-

messages, audiences, and venues that produce the greatest return on investment. Marketing efforts will be reassessed regularly to continue to capitalize on opportunity markets, and may include:

- Working with Transportation Coordinators at Dahlgren, Quantico, and other major employment centers to target outreach to military and long-distance commuters;
 - Developing and distributing marketing materials that emphasize the time and money saving and environmental messages identified by the State of the Commute survey as the primary motivations for Northern Neck residents to rideshare;
 - Expanding the “web presence” of the program through on-line advertising, web site enhancements, or social media to capture the increasing number of customers referred to the TDM program through the Internet; and
 - Partnering with regional organizations/agencies to identify opportunities to promote services (e.g., libraries, Chambers of Commerce, Rappahannock Community College, transit facilities, real estate offices, social service offices, and human service organizations).
- » Reassess relationship with MWCOG. Determine if there are means to increase the Northern Neck TDM program’s visibility in Commuter Connection’s regional TDM marketing or maximize the region’s return on investment from MWCOG membership.
-

Medium-Term Strategies (seven to 15 years):

- » Continue to implement marketing strategies to reinforce the NeckRide “brand identity,” increase name recognition, promote the program’s services, and increase awareness of alternative transportation options. Consider developing a formal marketing plan with consultant assistance.
- » Increase use of the Internet and other technology to market TDM services. Continue updating the program’s web site to make additional information and services available in a user-friendly and convenient format.
- » If demographic trends continue as projected, continue developing bilingual marketing materials to maintain awareness of the program among the Northern Neck’s Hispanic population.
- » Work to identify “champions” for TDM in the Northern Neck and develop a network of advocates throughout the region to promote the message and services of TDM.

Long-Term Strategies (16 to 25 years):

- » Continue to develop NeckRide’s brand identity and implement marketing strategies to promote the program and increase awareness of alternative transportation options.
- » Continue to identify new TDM markets in the Northern Neck and surrounding regions.

1.2. *Objective: Foster partnerships with local governments, agencies, and others to increase the visibility of TDM and opportunities for collaboration.*

Short-Term Strategies (one to six years):

- » Develop and monitor a set of program performance measures to evaluate the impact of the TDM program and demonstrate the value of TDM services provided. Consider using these measures to develop a brief presentation or pamphlet to create “buy-in” and “sell” the program to elected officials, local agencies, potential funders, and the general public.
 - » Continue to partner with other regional TDM agencies to develop joint programs and increase
-

the efficiency and effectiveness of TDM service delivery. Key areas for collaboration that will be pursued in the short-term include:

- Continue partnering with GWRideConnect to develop and operate a Guaranteed Ride Home service for the George Washington and Northern Neck regions; and
 - Continue collaborating with Middle Peninsula Rideshare to enhance services and marketing targeted at commuters traveling between the Middle Peninsula and Northern Neck regions.
- » Sustain TDM involvement with local agencies and planning processes by maintaining membership on Advisory Boards for transportation projects and partner agencies, and continuing involvement in development of local and regional planning documents.;
 - » Partner with DRPT to identify means to increase the visibility of TDM at the state level and increase rapport with state agencies.
-

Medium-Term Strategies (seven to 15 years):

- » Continue to monitor program performance and the value of TDM services provided. Research or develop more sophisticated means of evaluating the full impact of TDM services activities.
- » Continue to partner with the George Washington Regional Commission to operate the Guaranteed Ride Home service for the George Washington and Northern Neck regions. Work to expand this program to serve all areas of Virginia that are not covered by the Commuter Connections' GRH program or another GRH service.
- » Revise the Northern Neck's Long-Range TDM Plan to reflect changing area needs and conditions. Assist in the update of TDM/transit elements of Westmoreland, Richmond, Northumberland, and Lancaster County Comprehensive Plans.
- » Continue to partner with DRPT and other state agencies to increase state support and awareness of TDM. Key activities will include identifying funding opportunities and assisting in the development of TDM/transit elements of the Virginia Long-Range Transportation Plan Update.

Long-Term Strategies (16 to 25 years):

- » Continue to nurture partnerships at the local, regional, and state levels and assist in the development of TDM plan elements.
 - » Continue to monitor TDM program performance and establish effective organizational practices, such as identifying sustainable funding sources and maintaining the program's long-range plan.
-

2. Goal: Improve mobility throughout the Northern Neck by increasing the availability and use of alternative transportation modes.

2.1. Objective: Support carpool and vanpool formation and operation by providing ridematching and other services.

Short-Term Strategies (one to six years):

- » Continue to partner with DRPT to provide high-quality ridematching services and improve coordination of ridematching at the local, regional, and statewide level.
 - » Maintain and grow the Northern Neck ridematching database.
 - » Explore opportunities to partner with local businesses and others to lease park-and-ride spaces in underutilized parking lots along major commuter corridors.
 - » Increase involvement with area vanpools by:
 - Considering contracting with WMATA to participate in the SmartBenefits program and establish the Northern Neck TDM program as a central location for area vanpools to redeem their transit incentive vouchers;
 - Partnering with neighboring TDM agencies with large vanpool fleets to pair Northern Neck commuters with vanpools originating from the Fredericksburg and Hampton Roads areas; and
 - Partnering with GWRideConnect to promote the AdVantage program as an inexpensive vanpool liability self-insurance option.
-

Medium-Term Strategies (seven to 15 years):

- » Continue to maintain and grow the Northern Neck ridematching database.
- » Identify opportunities to partner with VDOT to develop new park-and-ride lots along major commuter corridors.
- » Continue to serve as a centralized resource for area vanpools by assisting vanpools to find new riders, redeeming transit incentive vouchers, administering vanpool subsidies, and connecting residents with other technical assistance and resources necessary to start-up and maintain a vanpool.
- » Explore means of providing incentives to encourage carpooling, especially for local and medium-distance commuters.
- » Research opportunities to expand and/or improve ridematching to serve a wider variety of trips (e.g., local, nonstandard hours, nonwork-related) through:
 - expansion of services offered through NNPDC;
 - partnerships with private service providers (e.g., NuRide); and/or
 - Promotion of web-based, open-source services.

Long-Term Strategies (16 to 25 years):

- » Continue to grow Northern Neck ridematching services and partner with DRPT to improve coordination of ridematching at the local, regional, and statewide level.

2.2. *Objective: Expand transit opportunities for ALL Northern Neck residents.*

Short-Term Strategies (one to six years):

- » Identify opportunities for increased collaboration between the Northern Neck TDM program and Bay Transit. Opportunities could include:
 - Maintaining Bay Transit representation on NNPDC's Advisory Board and establishing NNPDC/Rideshare representation on Bay Transit's Advisory Board;
 - Comarketing regional transit and TDM services by distributing Bay Transit materials to TDM clients and vice versa, placing Rideshare/TDM ads on buses, etc.;
-

- Building local government and public support for regional transit;
 - Identifying funding sources to facilitate bus service that crosses county lines;
 - Designating and marketing park-and-ride spaces at the Warsaw transit facility;
 - Identifying viable transit routes in Northern Neck and partnering to obtain funding to market and implement services on a trial basis (e.g., Rideshare could partner with DRPT to identify funding for general transit opportunities and contract Bay Transit to provide service).
- » Continue working with residents, employers, activity centers (e.g., Rappahannock Community College) and private transportation providers to identify areas where shuttle services have potential to be implemented.
 - » Promote Virginia Railway Express (VRE) service among Northern Neck Commuters.
-

Medium-Term Strategies (seven to 15 years):

- » Partner with local jurisdictions, NNPDC, and Bay Transit to research options to establish intraregional transportation within the Northern Neck. Options explored may include: expanding Bay Transit or another private transportation provider, creation of a Transportation District, creation of a Service District, or creation of a Regional Transit Authority.
- » Continue to work with residents, employers, activity centers, Bay Transit, and/or private transportation providers to identify areas where shuttle/bus services have potential to be implemented. Example services include:
 - Shuttle services from area park-and-ride lots and the Warsaw Transit Center to the VRE station in Fredericksburg;
 - Commuter buses/shuttles to employment centers in Northern Virginia, Hampton Roads, and Richmond.
- » Continue to promote Virginia Railway Express (VRE) and other nearby transit services.

Long-Term Strategies (16 to 25 years):

- » Continue to partner with local jurisdictions, NNPDC, Bay Transit, and others to support intraregional transportation options within the Northern Neck.
- » Continue to explore potential routes, funding opportunities, and partners to implement transit services to meet residents' transportation needs.

2.3. *Objective: Develop transportation services that fulfill the needs of aging Northern Neck residents.*

Short-Term Strategies (one to six years):

- » Continue serving on the Northern Neck Human Mobility Board.
- » Continue to support the efforts of the Human Mobility Coordinators in the Northern Neck and George Washington Regions.
- » Explore opportunities to partner with senior residential developments, health care facilities, and others to develop mobility services.

Medium-Term Strategies (seven to 15 years):

-
- » Continue serving on the Human Mobility Board.
 - » Explore the feasibility of establishing a volunteer driver program to serve the Northern Neck, possibly in coordination with George Washington Regional Commission or using the George Washington Regional Commission’s volunteer driver program (established using I-95 HOT Lane funds) as a model.

Long-Term Strategies (16 to 25 years):

- » Continue exploring opportunities to expand services to fulfill the transportation needs of senior residents.

3. Goal: Expand mobility services that support local businesses and increase economic opportunities in the Northern Neck.

3.1. Objective: Assist employers in developing solutions to their transportation needs.

Short-Term Strategies (one to six years):

- » Continue collaboration with the Chesapeake Regional Economic Partnership.
- » Expand the Employer Outreach services provided to employers in the Northern Neck and major “outbound” commuter destinations for Northern Neck residents. Outreach efforts will be adjusted annually based on changing market conditions and may include:
 - Developing a list of area employers to target for TDM outreach (e.g., employers on key transportation corridors, companies with large employee bases); and
 - Conducting site visits to area employers to provide one-on-one assistance.
- » Explore services that serve the transportation needs of growing industries and employment sectors in the Northern Neck. Services developed through local partnerships could include:
 - Establishing vanpools and designated HOV parking at health care facilities;
 - Developing and marketing shuttles to local tourist attractions (e.g., wine tours); or
 - Forming car and vanpools to serve large low-wage and shift worker employers.

Medium-Term Strategies (seven to 15 years):

- » Continue to expand the Employer Outreach program and increase the number of employers offering TDM programs.
- » Continue to partner with Chesapeake Regional Economic Partnership to identify new employers as they move to the area and conduct on-site outreach.
- » Continue to explore services that serve the transportation needs of growing industries and employment sectors in the Northern Neck.

Long-Term Strategies (16 to 25 years):

- » Continue to expand the Employer Outreach program and increase the number of employers offering TDM programs.
- » Continue to partner with Chesapeake Regional Economic Partnership to identify new employers as they move to the area and conduct on-site outreach.
- » Continue to explore services that serve the transportation needs of growing industries and employment sectors in the Northern Neck.

3.2. *Objective: Increase access to jobs in the Northern Neck and surrounding regions.*

Short-Term Strategies (one to six years):

- » Survey local residents and employers to identify potential routes for regional Workforce Shuttles. Research and identify potential funding sources for shuttles and best practices from other regions for funding and managing shuttles.
 - » Explore program options to serve commuters with nonstandard work hours.
-

Medium-Term Strategies (seven to 15 years):

- » Continue identifying areas of need and implementing Workforce Shuttles.
- » Implement programs to serve commuters with nonstandard work hours.
- » Partner with VDOT and other stakeholders to identify TDM programs to serve commuters impacted by bridge replacements and other major construction projects.

Long-Term Strategies (16 to 25 years):

- » Continue to identify and implement programs to increase the accessibility of growing employment destinations.
-

4. Goal: Preserve the Northern Neck environment by increasing transportation sustainability.

4.1. *Objective: Continue to explore opportunities to expand telework.*

Short-Term Strategies (one to six years):

- » Continue to act as a partner in the completion and implementation of the Rural Virginia Broadband Initiative.
- » Develop a list of employers for targeted outreach who are located in areas of the Northern Neck with high-speed Internet service and whose workers have telework appropriate job responsibilities

Medium-Term Strategies (seven to 15 years):

- » Continue to act as a partner in the implementation of the Rural Virginia Broadband Initiative.
- » Conduct a study of the feasibility of developing a telework center within the Northern Neck.

Long-Term Strategies (16 to 25 years):

- » Continue to provide information and technical assistance to employers and employees interested in telework.

4.2. *Objective: Promote transportation options that reduce the negative impact on air and water resources.*

Short-Term Strategies (one to six years):

- » Support development of bicycle and pedestrian facilities in the Northern Neck to facilitate nonmotorized travel and recreation.

Medium-Term Strategies (seven to 15 years):

-
- » Continue to support development of bicycle and pedestrian facilities in the Northern Neck to facilitate nonmotorized travel and recreation.

Long-Term Strategies (16 to 25 years):

- » Promote TDM in the site development review process.

4.3.4 Potential Partnerships

Short-, medium-, and long-term strategies and program enhancements will involve strengthening relationships with existing stakeholders and service delivery partners, as well as establishing new relationships. Existing and potential new partnerships that will support Rideshare's program enhancement strategies include:

- **NNPDC.** Over the period covered in this Plan, it is anticipated that NNPDC will continue to house the Rideshare program and Rideshare will continue to support the programs and planning initiatives undertaken by NNPDC. In return, the program will continue to benefit from the shared overhead and services it receives as a program of NNPDC. NNPDC may be able to provide additional support to Rideshare by funding professional development opportunities for staff, providing additional match funding, or by assisting Rideshare to identify and apply for new state and/or Federal grants.
- **NNPDC member jurisdictions.** Elected officials and local governmental agencies serving Westmoreland, Northumberland, Lancaster, and Richmond Counties will be key partners in implementing the strategies outlined in this Plan. Over the course of this Plan, Rideshare will maintain relationships with local jurisdictions and work to establish itself as a transportation resource.
- **Bay Aging/Bay Transit.** Bay Transit is the only transit service provider and primary human mobility provider in the Northern Neck. Rideshare will continue to pursue opportunities to partner with Bay Transit to identify and implement new services that meet residents' needs and to promote existing Bay Transit services.
- **Human service mobility providers.** In addition to Bay Aging, several additional agencies provide transportation services for senior and disabled residents in the Northern Neck. These mobility providers will be a key partner for Rideshare as it supports NNPDC in implementing the Coordinated Human Services Mobility Plan.
- **Chesapeake Bay Region Partnership (CBRP).** Composed of local business leaders, education representatives, citizens, and elected officials, CBRP is responsible for evaluating the economic competitiveness of the Northern Neck region and developing an economic development plan for the region. Rideshare will continue to partner with CBRP over the course of this Plan to support the needs of Northern Neck employers and the economic goals of the region.

- **Metropolitan Washington Council of Governments (MWCOC) and Commuter Connections.** Over the course of this Plan, Rideshare may continue to collaborate with Commuter Connections to promote regional TDM marketing and on-line instant ridematching services. However, MWCOC must partner with Rideshare and other TDM agencies (particularly those serving rural regions) to explore means of improving marketing and the on-line ridematching database in order to increase the usability of these services and to make Commuter Connections membership a worthwhile continued investment.
- **Other regional TDM agencies.** Rideshare also will partner with other regional TDM agencies in order to more efficiently provide services and to start up new programs (particularly those programs designed to suit the needs of nonurban areas). For example, GWRideConnect and Rappahannock-Rapidan Commuter Services will be key partners in implementing a Guaranteed Ride Home program to serve areas of the State outside of the Washington Metropolitan Area. Middle Peninsula Rideshare will continue to be a key partner in developing and/or marketing services for rural commuters.
- **DRPT.** Over the timeframe addressed in this Plan, Rideshare will continue to rely on DRPT as a major partner for TDM funding and service delivery. Rideshare looks to DRPT to support, guide, and promote TDM at the state and regional level.
- **Citizens, commuters, and ridesharers.** The Northern Neck's citizens, particularly commuters and current ridesharers, are key partners in developing the region's multimodal transportation system. Citizens are not only customers, but they serve as partners in the financing, planning, and operation of the program. Carpooling is primarily citizen-driven. Transit and multimodal infrastructure improvements are generally only pursued when there is vocal citizen support. Through customer and resident surveys or focus groups Rideshare can determine what services to plan and expand to meet citizens' needs.
- **Local employers and other private entities.** Private businesses and independent entities (e.g., agencies, nonprofits) are key partners in supporting TDM. Through various partnerships they can act as champions for TDM, implement and fund employer- or agency-based TDM programs, and lease or supply park-and-ride lots and other facilities. Rideshare will increase its involvement with local employers over the course of this plan.
- **VDOT.** VDOT maintains the park-and-ride lots in the Northern Neck and will be a key stakeholder in expanding these facilities in the future.
- **Local school districts and universities.** Schools and universities present a large untapped opportunity market for TDM, particularly in an era of rising transportation costs and shrinking education budgets. Over the course of this

Plan, Rideshare will continue to partner with RCC and local schools to identify service needs and opportunities.

- **Developers.** The developer community is an important partner in TDM. They are able to, through the proffer system, donate land for or fund improvements such as sidewalk/trail connections and transit stops/shelters. Developers also are essential in undertaking individual projects, such as building parking facilities.

4.4 PROGRAM MONITORING AND EVALUATION

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

Rideshare currently tracks multiple performance measures to monitor program delivery and performance. The program also is monitored through several state and regional studies conducted by MWCOG and other outside agencies. These resources serve as a starting point to evaluate the impact of the program and monitor Rideshare’s progress towards its goals and objectives. Table 4.2 shows the methods Rideshare uses to collect program performance data and the frequency with which various surveys are conducted.

Table 4.2 Rideshare Data Collection

Data Collection Activity	Biennial/ Triennial	Annual	Semiannual	Quarterly/ Monthly
Applicant follow-up and survey		X		X
Rideshare database audit		X		
Commuter Connections database audit		X		
State of the Commute (SOC) Survey	X			

Source: Rideshare.

Program measures monitored through these instruments provide Rideshare staff a means of monitoring the number of individuals provided information, the number of carpools and vanpools served, and the impact of the program’s services. Table 4.3 lists performance measures currently monitored through the surveys listed above that Rideshare can potentially use to monitor the goals and objectives contained in this plan. The measures are organized by category. Some performance measures listed below have been tracked over multiple years, but others are relatively new.

Table 4.3 Potential Rideshare Performance Measures

Performance Measure	Population	Data Source	Updated
<i>Leading Indicators</i>			
Average commute length (minutes)	Residents/Employees	SOC Survey	Triennially
Desire to/interest in telecommuting (percent)	Residents	SOC Survey	Triennially
Dissatisfied with commute (percent)	Residents	SOC Survey	
Distance to work (miles)	Residents/Employees	SOC Survey	Triennially
Vehicle Ownership (percent)	Residents	SOC Survey	
<i>Mode Split</i>			
SOV – Commute (percent)	Residents	SOC Survey	Triennially
Transit – Commute (percent)	Residents	SOC Survey	
Carpool/Vanpool – Commute (percent)	Residents	SOC Survey	Triennially
Commute by train (percent)	Residents	SOC Survey	Triennially
Commute by bus (percent)	Residents	SOC Survey	Triennially
Commute by bike (percent)	Residents	SOC Survey	Triennially
Commute by walking (percent)	Residents	SOC Survey	Triennially
<i>Transportation Use</i>			
Daily VMT (000)	Rideshare area	SOC Survey	
Annual Unlinked Trips (000)	Rideshare area	SOC Survey	
Use HOV (percent)	Residents/Employees	SOC Survey	Triennially
<i>Infrastructure</i>			
Employer offers free on-site parking (percent)	Residents/Employees	SOC Survey	Triennially
HOV Available (percent)	Residents/Employees	SOC Survey	Triennially
Less than one-half a mile to nearest bus stop from home (percent)	Residents/Employees	SOC Survey	Triennially
Less than one-half a mile to nearest train station from home (percent)	Residents/Employees	SOC Survey	Triennially
Park-and-ride lot use (percent)	Residents	SOC Survey	
<i>Rideshare Program Impacts</i>			
Number of customer inquiries	Residents/Employees	Rideshare	Monthly
Contacted rideshare (percent)	Residents/Employees	SOC Survey	Triennially
Number of applications processed	Residents/Employees	Rideshare	Monthly
Receive ride match lists (percent)	Residents	SOC Survey	

Performance Measure	Population	Data Source	Updated
Number of persons placed in carpools	Residents/Employees	Rideshare	Monthly
Number of guaranteed ride home requests	Residents/Employees	Rideshare	Monthly
Number of guaranteed ride home customers served	Rideshare Area	Rideshare	Monthly
Number of promotional items distributed	Rideshare Area	Rideshare	Monthly
Number of vanpools started	Rideshare Area	Rideshare	Monthly
Number of vanpools “saved”	Rideshare Area	Rideshare	Monthly
Passenger miles provided and VMT reduced	Residents/Employees	Rideshare	Monthly
Number of passenger/vehicle trips reduced	Residents/Employees	Rideshare	Monthly
Commute difficulty versus last year (percent easier)	Residents/Employees	SOC Survey	Triennially
Commute difficulty versus last year (percent more difficult)	Residents/Employees	SOC Survey	Triennially
Number of commuters switching modes	Rideshare Area	Rideshare	Monthly
Rideshare after ride matching services are offered (percent)	Employees	SOC Survey	
<i>Service Awareness and Use</i>			
Aware/use commuter connections (percent)	Residents/Employees	MWCOG SOC 2001	Triennially
Aware of Rideshare (percent)	Residents/Employees	MWCOG SOC 2004	Triennially
Knew of a commute info resource organization (percent)	Residents/Employees	SOC Survey	Triennially
Aware of GRH (percent)	Residents/Employees	MWCOG SOC 2004	Triennially
Use WMATA web site (percent)	Residents/Employees	MWCOG SOC 2001	Triennially
Used commute info resource organization (percent)	Residents/Employees	SOC Survey	Triennially
<i>Employer Conditions</i>			
Number of employers contacted	Employers	Rideshare	Monthly
Number of local employers provided transit information	Employers	Bay Aging/Transit	Monthly
Number of employees attending outreach events	Employees	Rideshare	Monthly
Using workplace-based TDM programs (percent)	Residents/Employees	SOC Survey	

Performance Measure	Population	Data Source	Updated
Employer offers commute incentives/support services (percent)	Residents/Employees	MWCOG SOC 2004	Triennially
Offered workplace-based TDM programs (percent)	Residents/Employees	SOC Survey	Triennially
Compressed work schedule (percent)	Residents/Employees	MWCOG SOC 2004	Triennially
Flextime (percent)	Residents/Employees	MWCOG SOC 2001	Triennially
Job responsibilities do not allow telecommuting (percent)	Residents/Employees	SOC Survey	Triennially
Standard work schedule (percent)	Residents/Employees	MWCOG SOC 2001	Triennially
Telework 1+ days (percent)	Residents/Employees	SOC Survey	Triennially
Telework offered by employer (percent)	Residents	SOC Survey	
Teleworking (percent)	Residents/Employees	SOC Survey	Triennially

Source: Rideshare, MWCOG and Virginia State of the Commute Surveys

5.0 Financial Plan

5.1 CURRENT BUDGET AND FINANCIAL RESOURCES

This section presents the current and historic budget and funding sources for the Rideshare program. In FY 2010, Rideshare’s annual budget was \$60,000. As a result of being housed within NNPDC, Rideshare benefits from some shared overhead costs and staff. Since the formation of the program, Rideshare’s primary funding source has been an annual state TDM grant awarded by DRPT, supplemented by a required 20 percent local match. Rideshare staff coordinate with NNPDC staff to incorporate these funds into the larger NNPDC budgeting process. The amount of grant funding Rideshare may request for their programs is restricted by NNPDC based on the amount of local match money that is available.

Table 5.1 shows the breakdown of Rideshare’s operating budgets over the last five years. The majority of funds currently are dedicated to program administration and marketing of non-SOV transportation options. In several years the Rideshare program has overrun its approved budget. Funds for expenditures in excess of the official DRPT grant application budget are provided from NNPDC’s general funds.

Table 5.1 Rideshare FY 2006 to 2010 Operating Budgets

Expenses	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Program Staff and Administration	\$29,000	\$35,000	\$35,000	\$35,000	\$35,000
Marketing and Promotion	\$16,750	\$20,000	\$20,000	\$18,400	\$20,000
Travel and Training	\$3,000	\$3,500	\$3,500	\$1,500	\$3,500
Subsidies	\$1,250	\$1,500	\$1,500	-	\$1,500
Approved Budget	\$50,000	\$60,000	\$60,000	\$54,900	\$60,000

Source: DRPT grant application budgets.

Revenues for Rideshare’s operations are obtained from state and local sources. Currently, all state funds for the TDM program come from DRPT TDM grants, which are not a completely reliable funding source. Local match funding for the grant is provided by member jurisdictions of NNPDC. The amounts Rideshare has received from each of these funding sources over the past five years are shown in Table 5.2.

Table 5.2 Rideshare FY 2006 to 2010 Operating Revenue Sources

Income	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
State TDM Grant	\$40,000	\$48,000	\$48,000	\$43,920	\$48,000
Local Funds	\$10,000	\$12,000	\$12,000	\$10,980	\$12,000
Total	\$50,000	\$60,000	\$60,000	\$54,900	\$60,000

Source: DRPT FY06 to FY10 Rail and Public Transportation Improvement Programs.

5.2 FUTURE FINANCIAL RESOURCES

The following section discusses potential funding sources for the short-, mid-, and long-term financial needs identified in the implementation plan. It should be noted that prediction of future revenues is difficult given the current condition of state and local economies and the uncertainty of future Federal funds that will be made available in the next Federal transportation authorization bill. Federal transportation funding bills also tend to be for six-year periods of time, which means that there will likely be five Federal transportation funding bills over the life of this long-range plan.

For the purpose of this plan, constrained and unconstrained funding scenarios are considered. The constrained scenario assumes that DRPT funding for the program will remain constant over the first six-year period covered by this plan. This funding scenario will allow Rideshare to continue its current programs, but will not enable Rideshare to increase staff salary and benefits or to expand programs. This scenario is similar to the program's experience over the last four years; state and local funding amounts for Rideshare have remained unchanged since fiscal year 2007 with the exception of a decrease in fiscal year 2009.⁴ Taking into account inflation, this means funding for Rideshare in Northern Neck has actually decreased each year since fiscal year 2007.

The unconstrained scenario considers funding requirements to enhance existing services and initiate the programs outlined in the implementation plan if grants and additional funding are identified.

5.2.1 Short-Term

In the constrained scenario, Rideshare's annual budget will remain constant at \$60,000 per year over the short-term. No expansion of existing programs or implementation of new programs will occur unless additional local funds are made available or new state and Federal funding sources are identified.

⁴ In fiscal year 2009, the amount of Northern Neck's DRPT grant was decreased and local funds were not available to make up for this lost State funding.

Unconstrained Program Description

Table 5.3 shows the estimated annual budget for services and programs that would be added to the baseline program over the short-term timeframe (one to six years) if additional grants and funding become available. Programs are distributed over the six-year time period based upon priority and readiness for implementation. Improvements also are distributed to maintain a relatively stable increase in funding requirements.

Table 5.3 Unconstrained Short-Term Program Plan

Expenses	Year 1 (FY 2011)	Year 2 (FY 2012)	Year 3 (FY 2013)	Year 4 (FY 2014)	Year 5 (FY 2015)	Year 6 (FY 2016)
Program Staff and Administration	\$35,000	\$35,000	\$36,050	\$37,132	\$38,245	\$39,393
Marketing and Promotion	\$20,000	\$21,000	\$21,630	\$22,279	\$22,947	\$23,636
Travel and Training	\$3,500	\$3,500	\$3,605	\$3,713	\$3,825	\$3,939
Subsidies	\$1,500	\$1,500	\$1,500	\$1,500	\$3,000	\$3,000
Other				\$3,000	\$3,000	\$3,000
Total	\$60,000	\$61,000	\$62,785	\$67,624	\$71,017	\$72,968

Source: Rideshare

The unconstrained program includes a three percent annual increase in most budget categories to account for inflation, increases in staff wages and benefits, and natural growth of Rideshare’s existing programs and services. Specific programs components and their estimated costs are described in more detail below:

- **Program Staff and Administration.** This program element includes the cost of wages and benefits for Rideshare employees to administer and operate TDM programs, including ridematching, employer outreach, planning activities, and other commuter assistance programs. Budget estimates included in Table 5.3 assume a three percent annual increase in this category to account for cost of living adjustments, increases in wages and benefits, and growth of administrative duties as Rideshare’s program grows.
- **Marketing and Promotion.** Over the short-term, Rideshare will adopt the new name “NeckRide” and undertake new marketing efforts to increase awareness of TDM and promote the program’s new brand identity. It is assumed that in year one, Rideshare will require a five percent increase in its marketing budget to recreate marketing materials with its new name and begin some new promotional efforts. In subsequent years, it is assumed that a three percent annual increase will allow the program to maintain its marketing efforts.
- **Travel and Training.** In order to encourage professional development among Rideshare staff so that they may continue to provide a high-quality service,

budget estimates include funding for events such as the Annual ACT Conference, trainings conducted through CUTR, etc. In the short-term, it is assumed that the Rideshare travel and training program component budgets will increase at a three percent annual rate.

- **Subsidies.** Over the short-term, Rideshare will continue to administer several subsidy programs that it currently participates in and may begin to explore new subsidy/incentive programs to increase rideshare use. These programs include:
 - **VanStart/VanSave subsidy.** Through these programs, Rideshare can help to create a new vanpool or maintain an existing vanpool in need of a new passenger for approximately \$1,500 per van per year (\$12/day per van over six months).⁵ Beginning in Year 5, Rideshare will strive to support an additional vanpool through these programs each year.
 - **SmartBenefits.** Rideshare may consider contracting with WMATA to reimburse SmartBenefit transit/vanpool vouchers for area commuters. This will reinforce the relationship between Rideshare and local vanpools, thus allowing the program to better evaluate the unmet needs of commuters and the impacts of TDM efforts in the region.
- **Other program elements:**
 - **Park-and-ride.** Rideshare may partner with local businesses, the Warsaw Transit Center, or others to lease park-and-ride spaces in key locations in order to support and promote ridesharing in areas that do not yet have official park-and-ride lots. Based on the experiences of similar Virginia TDM agencies, it is estimated that Rideshare may lease 10 parking spaces for approximately \$3,000 annually.
 - **Enhanced guaranteed ride home.** I-95 HOT Lanes funds will be used to develop, operate, and promote an Enhanced Guaranteed Ride Home program to provide free taxi or rental car transportation to registered commuters outside the Washington Metropolitan Area who use alternative modes and have a personal emergency during the workday. The program and funding will administered primarily through the George Washington Regional Commission. Additional funding required for Rideshare to market and administer Enhanced Guaranteed Ride Home (as opposed to Commuter Connections Guaranteed Ride Home) is expected to be marginal.
 - **Transit/shuttle demonstration projects.** Over the short-term, Rideshare will continue to explore opportunities to partner with Bay Transit, First Priority Transportation, and others to implement transit projects (e.g.,

⁵ I-95/I-395 Transit/TDM Study and I-66 Transit/TDM Study: TDM Program Benefit and Cost Estimates.

workforce shuttles) on a demonstration basis. The timing of these projects, funding source, and funding amount will depend upon specific opportunities that arise, project specifics, and the partners involved. As a result, potential funding sources for these projects are discussed in the following section, but estimates for demonstration projects are not included in the budget in Table 5.3.

Potential Funding Sources

The State TDM Grant will likely continue to be the primary funding source for Rideshare over the next six years. Opportunities to finance TDM and transportation projects using local funds are limited over the short-term due to the current and projected state of the region's economy. Access to Federal funds also is limited due to the rural nature of the region. Demonstration or other grants with more flexible match requirements are the most likely source to fund any short-term expanded programming.

Several potential funding sources that Rideshare could pursue in the short-term include:

- DRPT Administered State Aid Grant Programs:
 - **TDM/Commuter Assistance.** These grants support administration of Rideshare and other regional TDM programs. TDM grants require a 20 percent local match. If additional funding is made available through this program, Rideshare could request funds for additional staff, marketing, or administration of any of the programs listed in the unconstrained program description above.
 - **Transportation Efficiency Improvement Fund (TEIF).** These grants support a variety of TDM projects and programs and could be used to support any of the programs listed in the unconstrained program description above. TEIF grants require a 20 percent local match. The total amount of funding available statewide through the TEIF program is projected to remain flat over the next six years, so competition for these funds will likely increase over time.
 - **Demonstration Project Assistance.** These grants assist communities to increase the efficiency or utilization of public or public-private transportation service by implementing innovative projects. Grants cover up to 95 percent of eligible expenses. In the past, TDM agencies have obtained Demonstration Project Assistance funding to develop new commuter bus routes and other services.
 - **Technical Assistance.** These grants support planning or technical assistance to help improve or initiate public transportation or commuter assistance services. NNPDC has utilized Technical Assistance grants in the past to fund interns on specific projects, however, other DRPT

administered state aid grants may be preferable due to the fact that Technical Assistance grants require a 50 percent local match.

- **Senior Transportation Program.** These grants support projects and programs that improve mobility for senior citizens. Grants cover up to 95 percent of eligible expenses. Rideshare could partner with Bay Aging/Bay Transit to pursue funding for human mobility services through this program.
- DRPT Administered Federal Aid Grant Programs:
 - **Job Access Reverse Commute (JARC) Program (FTA Section 5316).** These grants support the operating and capital costs of special programs designed to connect unemployed and low-income individuals to jobs. Grants cover up to 50 percent of eligible expenses and up to 80 percent of eligible capital expenditures. Any of the programs listed in the unconstrained program description that also are contained in the regional Coordinated Public Transit - Human Services Transportation Plan are eligible for JARC funding.
 - **New Freedom Program (FTA Section 5317).** These grants support capital and operating costs of new public transportation services and alternatives designed to assist individuals with disabilities with accessing transportation services, including transportation to and from jobs and employment support services. Grants cover up to 50 percent of eligible expenses and up to 80 percent of eligible capital expenditures. Any of the programs listed in the unconstrained program description that also are contained in the regional Coordinated Public Transit - Human Services Transportation Plan are eligible for New Freedom funding.
- **Public/Private Partnerships.** Public/private partnerships offer another potential source of funding to implement select projects outlined in the unconstrained program description. Financial contributions from local jurisdictions, colleges, employers, or other stakeholders could be used to initiate targeted new services in the future.

5.2.2 Medium- and Long-term

Unconstrained Program Description

It is difficult to estimate annual budgetary needs over the medium- and long-term, but it is assumed that the unconstrained program will continue to include at least a three percent annual increase in each budget category in order to account for inflation, increases in staff wages and benefits, and growth of Rideshare's existing programs and services. Several major program components that will require additional funding in the medium- and long-term include:

- **Program Staff and Administration.** As Rideshare continues to grow and develops its programs, it may need to add additional staff. These staff will

manage the growing workload of the program and also may be selected from candidates with particular backgrounds (e.g., planning, marketing) in order to broaden the expertise and knowledge base of the program. It is estimated that each additional one-half-time staff person will increase Rideshare's annual budget by \$40,000. Additional administrative needs that may require funding include:

- Technology enhancements to maintain and improve TDM databases and ensure that Rideshare's services are made conveniently available through the most current outlets (e.g., social media, "iPhone" applications); and
 - Staff time and resources to conduct or participate in regional studies, such as park-and-ride evaluations or a Regional Transportation Authority/Transportation District feasibility study.
- **Marketing and Promotion.** In the medium- and long-term, Rideshare will continue marketing efforts to promote TDM and transit in the Northern Neck. In order to target and maximize the effectiveness of these efforts, the agency may choose to pursue additional funding to develop a formal marketing plan with assistance from a marketing firm. Additional funding also may be needed to implement the recommendations of the marketing plan.
 - **Travel and Training.** It is assumed that the Rideshare travel and training program component budgets will continue to increase at a three percent annual rate.
 - **Subsidies.** Rideshare will continue to support ridesharing in the Northern Neck by providing subsidies to maintain and form new vanpools and carpools. Funding requirements for existing programs such as VanStart/VanSave are not expected to change from the short-term. Estimated costs for new incentive/subsidy programs that Rideshare may implement are:
 - **Vanpool driver incentive.** This program would provide incentives to encourage new individuals to become vanpool drivers and to help retain existing vanpool drivers. Estimated cost is \$250 per driver per year (about \$1/day).⁶
 - **Carpool start-up incentive.** This program would provide a three- to six-month carpool incentive for commuters to start-up and maintain a new carpool. Estimated cost is \$100 per person (\$3/day for 90 days) plus administration.⁷

⁶ I-95/I-395 Transit/TDM Study.

⁷ I-95/I-395 Transit/TDM Study.

- **Other program elements.** Transit services, park-and-ride facilities, and human mobility will likely be the focus of Rideshare’s “other” programming efforts in the medium and long-term. Funding needs for these projects will depend upon the specific services and facilities that are identified in future updates of local comprehensive plans and planning studies, and may include:
 - **Demonstration transit/shuttle projects.** Rideshare will continue to explore opportunities to partner with Bay Transit, First Priority Transportation, and others to implement transit projects on a demonstration basis. Major TDM/transit needs are likely to arise during the medium and long-term associated with reconstruction of major bridges connecting the Northern Neck to surrounding employment destinations.
 - **Volunteer driver program.** In the mid-term, I-95 HOT Lanes funds will be used to develop, operate, and promote a volunteer driver program in the George Washington Regional Commission. Rideshare may choose to explore funding to expand this program to the Northern Neck or implement a similar program based on the George Washington model.

Potential Funding Sources

As previously mentioned, prediction of future revenues is difficult given the uncertainty of Federal, state, and local funds that will be made available in the next Federal transportation authorization bill and subsequent state and local legislation. Most potential short-term funding sources will continue to be the sources of funding for Rideshare in the medium- and long-term.

The gradual growth of the region’s population and transportation system may make some additional funding options available to Rideshare over the medium- and long-term. For example, if the region decides to develop a regional transit authority or transportation district, Rideshare may be able to access FTA grants or local gas tax revenues that are not currently available.