

Long-Range Transportation Demand Management (TDM) Plan

GWRideConnect – George Washington Regional Commission

Working Draft

report

prepared for

GWRideConnect

prepared by

Cambridge Systematics, Inc.

with

Center for Urban Transportation Research
LDA Consulting
Southeastern Institute of Research

February 2010

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Document History

Date	Author(s)	Version/ Status	Description of Changes
2/28/10	Lead Authors: Cambridge Systematics	Working Draft delivered to GWRideConnect	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 assist individuals seeking transportation options to their workplaces and other destinations, to mitigate congestion on Virginia’s roadways, and to reduce environmental impacts caused by vehicle emissions, roadway expansion, and other transportation-related factors. Relative to other transportation programs, most TDM agencies have negligible capital costs and operate using short-term (one- to two-year) funding horizons. As a result, many of these agencies have not previously been empowered to fully participate in long-range planning processes.

GWRideConnect is the designated TDM agency tasked with advancing alternatives to the drive alone commute through innovative programs serving the George Washington Region (Planning District 16). As the region’s congestion level is expected to increase dramatically over the coming years,



GWRideConnect has begun preparing for future needs today. This document presents GWRideConnect’s long-range operational plan for 2010 through 2035. It builds upon the successes and challenges of the George Washington Region and the transportation infrastructure that services the region today. This Plan outlines a strategic framework (goals and objectives) for the agency as well as program enhancements and financial resources that will be necessary to keep the George Washington 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). In 2009, DRPT required all agencies receiving TDM grant funds to prepare, adopt, and submit a long-range TDM Plan for their agency. The purpose of this Plan is to: identify and detail the TDM programs currently provided in the agency’s service area, outline potential improvements to be carried out in the Plan’s timeframe, and illustrate the financial resources necessary to implement these programs and improvements. This document establishes the scope and benefits of each TDM agency’s programs and acts as the basis for DRPT to incorporate TDM programs Statewide into all relevant State transportation plans, funding decisions, and programs.

More specifically, the Plan will:

- Serve as a management and policy document for the TDM Agency;
- Provide DRPT with information necessary to fulfill related planning and programming requirements;
- Document current and proposed future operating budgets for the TDM agency; and
- Provide all information necessary to include the TDM program 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 GWRideConnect

2.1 HISTORY OF TDM PROGRAM

The Rappahannock Area Development Commission (RADCO) was formed in 1968. The Commission is one of 21 Planning District Commissions (PDCs), established to facilitate local government cooperation in addressing regional problems and issues in Virginia. Planning District 16, the region overseen by RADCO, includes the City of Fredericksburg and Stafford, Spotsylvania, Caroline, and King George Counties.

In 1974, the RADCO Rideshare program was created in response to the OPEC oil embargo, which spurred increased fuel prices and peaked interest in carpooling and other non-SOV transportation options. RADCO Rideshare provided ridematching, carpool, and vanpool services to residents, employees, and employers in Planning District 16 until 2007 when RADCO was renamed the George Washington Regional Commission (GWRC) and RADCO Rideshare became GWRideConnect.

The program has grown and evolved over the years to provide a wide range of TDM programs in addition to ridematching. GWRideConnect currently supports the largest vanpool fleet in the state, manages the AdVANtage vanpool self-insurance program, and is an active partner in regional transit and transportation planning. The program also continues to provide free ridesharing services to assist persons who are seeking daily transportation from the George Washington Region to employment and other destinations in the District of Columbia, Northern Virginia, Richmond, Dahlgren, and the Fredericksburg area. It is the goal of the program to: promote, plan, and establish transportation alternatives to the use of single occupant vehicles; improve air quality; reduce congestion; and improve the overall quality of life for the citizens of the region.

2.2 GOVERNANCE AND ORGANIZATIONAL STRUCTURE

2.2.1 Governance

As Figure 2.1 illustrates, GWRideConnect is operated as a program within GWRC, Planning District 16. GWRC is governed by a Board of Commissioners, comprised of 10 local elected officials. Each member jurisdiction's governing body appoints two elected officials to sit on the GWRC Board and serve a term that is coincident with their elected term of office.

GWRideConnect also works closely with the Fredericksburg Area Metropolitan Planning Organization (FAMPO), the Federally recognized transportation policy

board for the “urbanized” portion of Planning District 16. FAMPO’s service area includes the City of Fredericksburg and Spotsylvania and Stafford counties. GWRC provides staffing for FAMPO, which is responsible for developing a Constrained Long-Range Plan (CLRP), managing the regional Transportation Improvement Program (TIP), and preparing critical regional transportation planning studies. GWRideConnect is an official member of the FAMPO Technical Committee.

GWRideConnect staff report directly to the GWRC Executive Director, who oversees all functions of the PDC. Strategic direction for the program is set by the Director of GWRideConnect with input from the GWRC Executive Director. GWRC sponsors and supports GWRideConnect by providing the 20 percent match for the program’s annual grant from DRPT. As a result, the program’s annual grant application and any major projects that have budgetary implications must be presented to and approved by the GWRC Board of Commissioners. FAMPO provides Federal Congestion Mitigation and Air Quality (CMAQ) funding for some GWRideConnect programs based on a vote of the FAMPO Board.

2.2.2 Organizational Structure

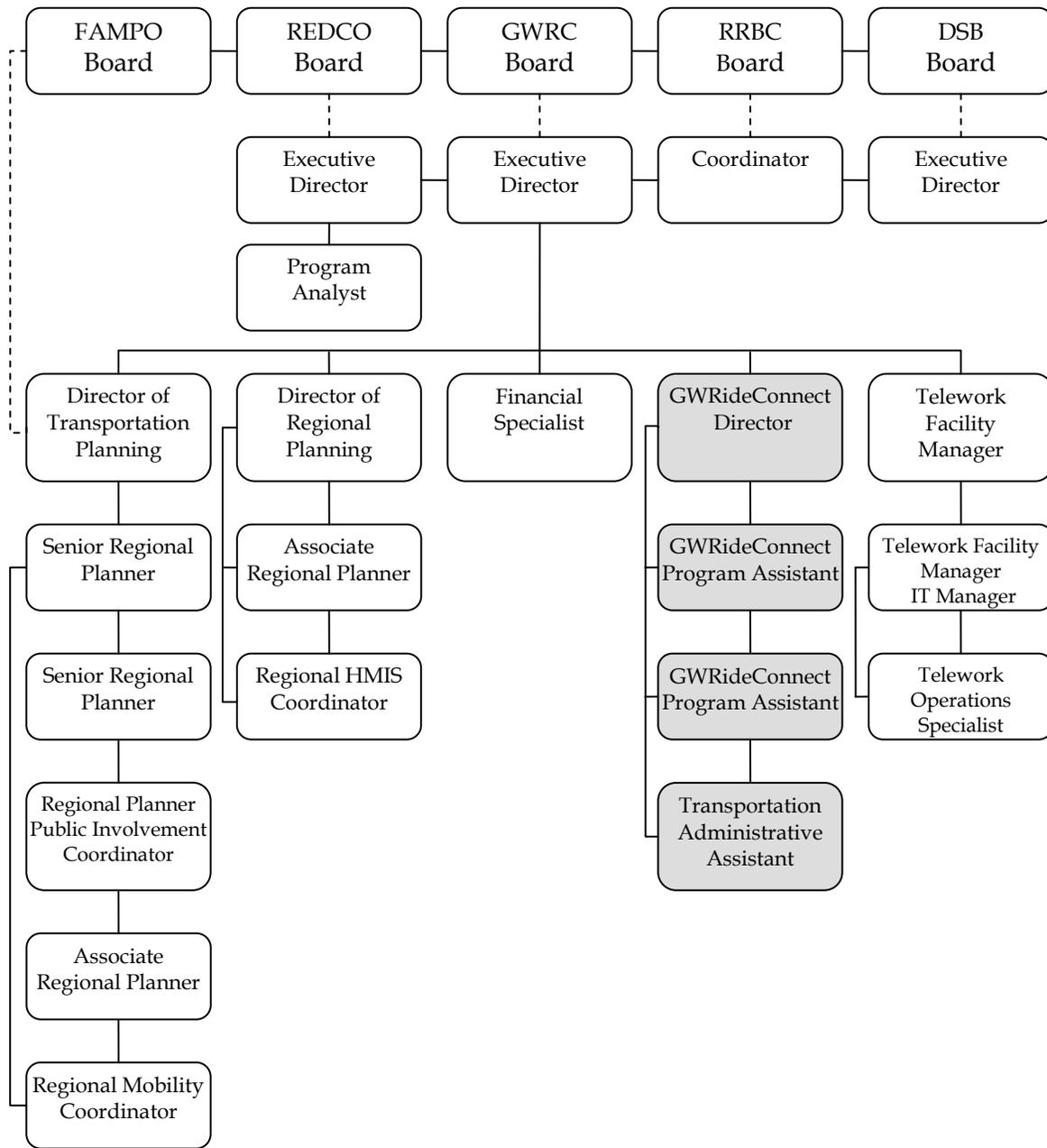
GWRideConnect employs two full-time and two part-time staff members whose titles and major responsibilities are shown in Table 2.1. The program also receives staff support from FAMPO and the GWRC Executive Director.

Table 2.1 GWRideConnect Staff Descriptions

FTE	Position	Job Description
1	Director	Oversees the TDM program and staff, prepares all grants and funding applications (e.g., DRPT, CMAQ), performs all marketing tasks, coordinates the AdvANTage self-insurance program, addresses commuter parking issues, and represents GWRideConnect and GWRC at all meetings.
1	Rideshare Assistant	Answers calls and information requests, prepares matchlists, redeems SmartBenefits transit vouchers, manages rideshare data, and prepares program reports.
0.5	Rideshare Assistant	Answers calls and information requests, prepares matchlists, and conducts follow-up, vanpool, and applicant surveys.
0.5	Rideshare Program Specialist	Works exclusively with vanpools, employers, and realtors.

Source: GWRideConnect.

Figure 2.1 GWRC Organizational Chart



Source: GWRC

2.2.3 Key Stakeholders

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

- *GWRC* - As GWRideConnect's governing agency, GWRC is an important organizational stakeholder for the program. GWRideConnect benefits from the shared overhead and services it receives as a program of GWRC, while the GWRC region benefits from increased awareness and use of non-SOV transportation options, increased quality of life, and reduced congestion provided by GWRideConnect.
- *FAMPO* - As the Federally recognized transportation policy board for the "urbanized" portion of Planning District 16, FAMPO and GWRideConnect partner for delivery of many services. GWRideConnect is a member of the FAMPO Technical Committee and is involved in the development of the transit and TDM components of regional transportation plans and studies produced by FAMPO.
- *Metropolitan Washington Council of Governments (MWCOC) and Commuter Connections* - MWCOC is the Metropolitan Planning Organization (MPO) for the Washington, D.C. region and houses Commuter Connections, the regional TDM program. GWRideConnect is a member of Commuter Connections and partners with them to promote regional TDM services and to provide some ridematching and Guaranteed Ride Home services.
- *GWRC member jurisdictions governments and residents* - Residents, employers, employees, and local governments in the George Washington Region are key stakeholders - whether they utilize GWRideConnect services or not - because they benefit from the services provided. GWRideConnect depends upon local jurisdictions for support and funding. In return, the program serves as a central resource for TDM and commuter transportation information and services.
- *DRPT* - DRPT is one of GWRideConnect's primary funding agencies and is a partner in service delivery. GWRideConnect looks to DRPT to support, guide, and promote TDM at the State and regional level.
- *Fredericksburg Regional Transit (FRED)* - GWRideConnect was an instrumental partner in creating FRED and continues to play an important education and marketing role for the transit agency. FRED provides additional transportation options for GWRideConnect customers, while GWRideConnect promotes FRED's services. GWRideConnect is also an appointed voting member representing GWRC on the FRED Public Transit Advisory Board.
- *Virginia Railway Express (VRE)* - VRE provides commuter rail service from the George Washington Region to stations in Virginia and Washington, D.C.

GWRideConnect promotes and advertises VRE's services to commuters, realtors, and area employers.

- *Division of Risk Management (DRM)* - GWRideConnect has partnered with DRM to create and manage the AdvANTage vanpool insurance program.
- *Regional TDM Agencies* - GWRideConnect partners with TDM agencies serving neighboring regions in order to coordinate service delivery and develop programs that meet the needs of commuters throughout Virginia.
- *VDOT* - As the main developer of park-and-ride lots in Virginia, VDOT is a key partner and stakeholder for all TDM agencies. GWRideConnect also partners with VDOT as a member of the Advisory Committee for HOV/HOT Lanes and other Mega Projects.

2.3 SERVICE AREA PROFILE

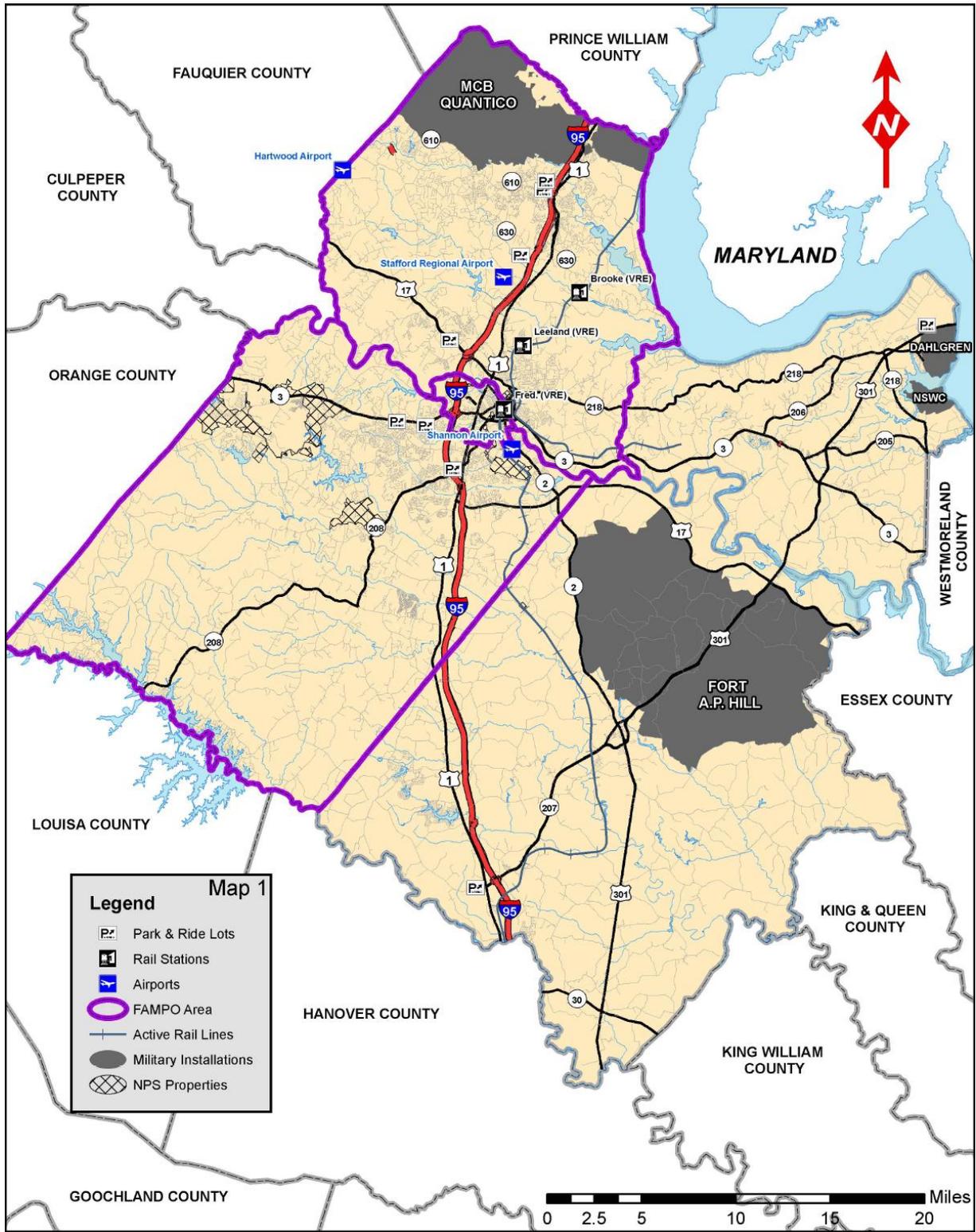
2.3.1 Description of Service Area

Since 2000, GWRideConnect's service area, shown in Figure 2.2, has grown more rapidly than any other region in Virginia. The majority of the region's growing population lives in the urbanized area surrounding the City of Fredericksburg.

Located about 50 miles southwest of the District of Columbia, GWRideConnect's 1,410 square-mile service area is currently home to approximately 345,000 residents and 163,000 jobs.¹ The region primarily serves as a feeder market for Washington, D.C. to the northeast, and to a lesser extent, Richmond to the southeast. The City of Fredericksburg and military installations at Quantico, Fort A.P. Hill, Dahlgren, and the Naval Surface Warfare Center are also significant local employment centers.

¹ Virginia Employment Commission 2010 population estimate
LAUS Unit and Bureau of Labor Statistics 2008 employment estimate

Figure 2.2 GWRideConnect Service Area



Source: George Washington Region 2035 Long-Range Transportation Plan

The George Washington Region is characterized by a combination of rural, urban, and suburban development. The majority of the growth that has occurred in the George Washington Region over the last decade has been suburban residential and strip commercial development surrounding the City of Fredericksburg and major transportation corridors. Development in Stafford and Spotsylvania counties is concentrated along the I-95 corridor and major east-west routes. Most of this development is low density strip and office development. Caroline County, King George County, and Spotsylvania County, west of the I-95 corridor, remain largely rural and are characterized by a mix of single family and agricultural land uses with small pockets of commercial development, usually near highway interchanges.

2.3.2 Transportation Facilities

The George Washington Region is served by an extensive multimodal transportation system, including interstate highways, a regional airport, commuter rail, local and commuter buses, bicycle paths, and sidewalks.

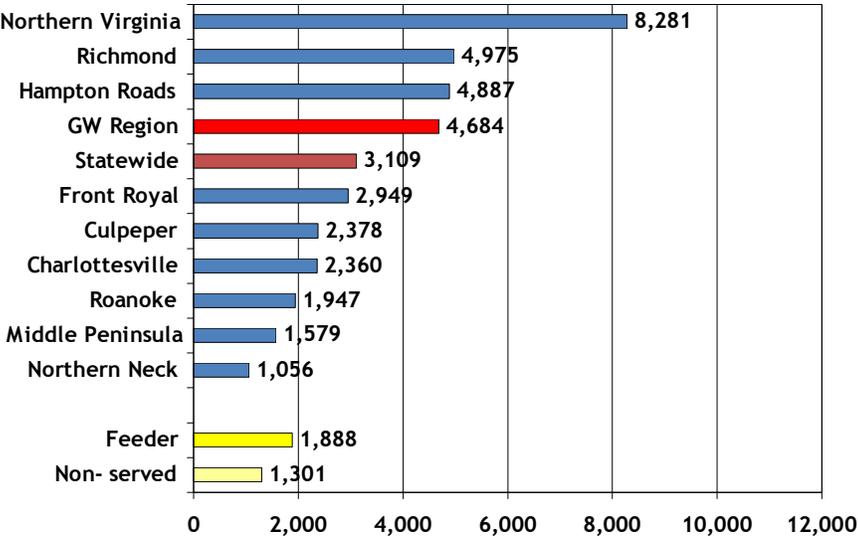
Roadways

The roadway system is by far the most widely used element of the region's transportation network. Interstate 95 serves as the primary north-south corridor and carries the majority of traffic through the region, an average of 160,000 vehicles per day. The region contains 286 miles of primary roadways, including US Routes 1, 17, and 301; and State Routes 2, 3, 205, 206, 207, 208, 218, and 30. Approximately 1,920 miles of secondary roads connect the interstate and primary roadway systems.²

Rapid growth in the region over the past 20 years has strained the area's transportation infrastructure and led to traffic congestion and safety issues on I-95, primary roads, and portions of the secondary road system in the urbanized Fredericksburg area. As growth continues, these issues are also beginning to impact rural localities in the George Washington Region. 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, although the George Washington Region is less urbanized than Richmond and Hampton Roads, it has a congestion level very similar to these regions (Figure 2.3).

² George Washington Region 2035 Long-range Transportation Plan.

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



Source: Virginia State of the Commute Study, 2007

Public Transportation

The George Washington Region also contains a variety of public transportation services and facilities, including: commuter rail, intercity passenger rail, commuter bus, and local bus.

VRE provides commuter rail service from three stations in the George Washington Region (two in Stafford County and one in Fredericksburg) to Northern Virginia and Washington, D.C. A new VRE station will be built in Spotsylvania County within the next two years. In October 2009, an average of 8,394 passengers traveled on the 13 trains per day servicing the Fredericksburg VRE line during the morning and evening peaks.³ Amtrak also operates intercity passenger service on the rail corridor utilized by VRE. Nineteen Amtrak trains per day pass through the George Washington Region.⁴

Fredericksburg Regional Transit (FRED) provides local bus service and operates 23 routes (five in the City of Fredericksburg, six in Stafford County, four in Spotsylvania County, and two each in Caroline and King George Counties) that enhance mobility throughout the region. In addition to regular fixed-route services, FRED operates three “FRED Express” routes supported by the

³ <http://www.vre.org/about/company/performance-measures.pdf> The George Washington Region is served by 6 inbound trains in the morning, seven outbound trains out in the evening, and one mid-day train.

⁴ Amtrak. Northeast Corridor schedule effective November 23, 2009.

University of Mary Washington in Fredericksburg, and two VRE shuttles that serve commuter lots on Route 3 and the Fredericksburg VRE station. FRED's ridership numbers have grown 160 percent from 2000 to 2009, and are expected to continue to grow as service expands in the future.⁵

Commuter bus service from the George Washington Region to Fort Belvoir, Northern Virginia, and Washington, D.C. is provided by three private operators: Lee Coaches, Martz, and Quick's Commuter and Charter. The Greater Richmond Transit Commission (GRTC) runs two public commuter buses from Fredericksburg to Richmond each day.

Park-and-Ride Lots

The George Washington Region contains nine public park-and-ride lots and three VRE commuter lots. An additional VRE commuter lot will be built in conjunction with the new station in Spotsylvania County. Figure 2.4 shows the locations of the park-and-ride lots and VRE commuter lots in GWRideConnect's service area.

Additional commuter parking is one of the largest transportation infrastructure needs in the George Washington Region. Many of the region's commuter lots are currently at or near capacity on an average weekday. To serve increasing population and park-and-ride demand, the region is projected to need 5,500 new spaces by 2017. Between 2017 and 2035, projected population growth will increase park-and-ride demand by an additional 40 percent.⁶ GWRideConnect is currently participating in the FAMPO Parking Task Force to identify commuter parking needs and potential new park-and-ride locations along the I-95 corridor. Part of the HOT Lane agreement between VDOT and Fluor-TransUrban was provision of 1,350 new spaces in the FAMPO region (1,050 spaces at Garrisonville Road/I-95 and 300 spaces at Massaponax).⁷ Additional park and ride lot sites are being studied near the new "Rest Area Access" interchange on I-95 (Celebrate Virginia), the Frederickburg VRE station area, and the potential Crosslands VRE station area in Spotsylvania County.⁸

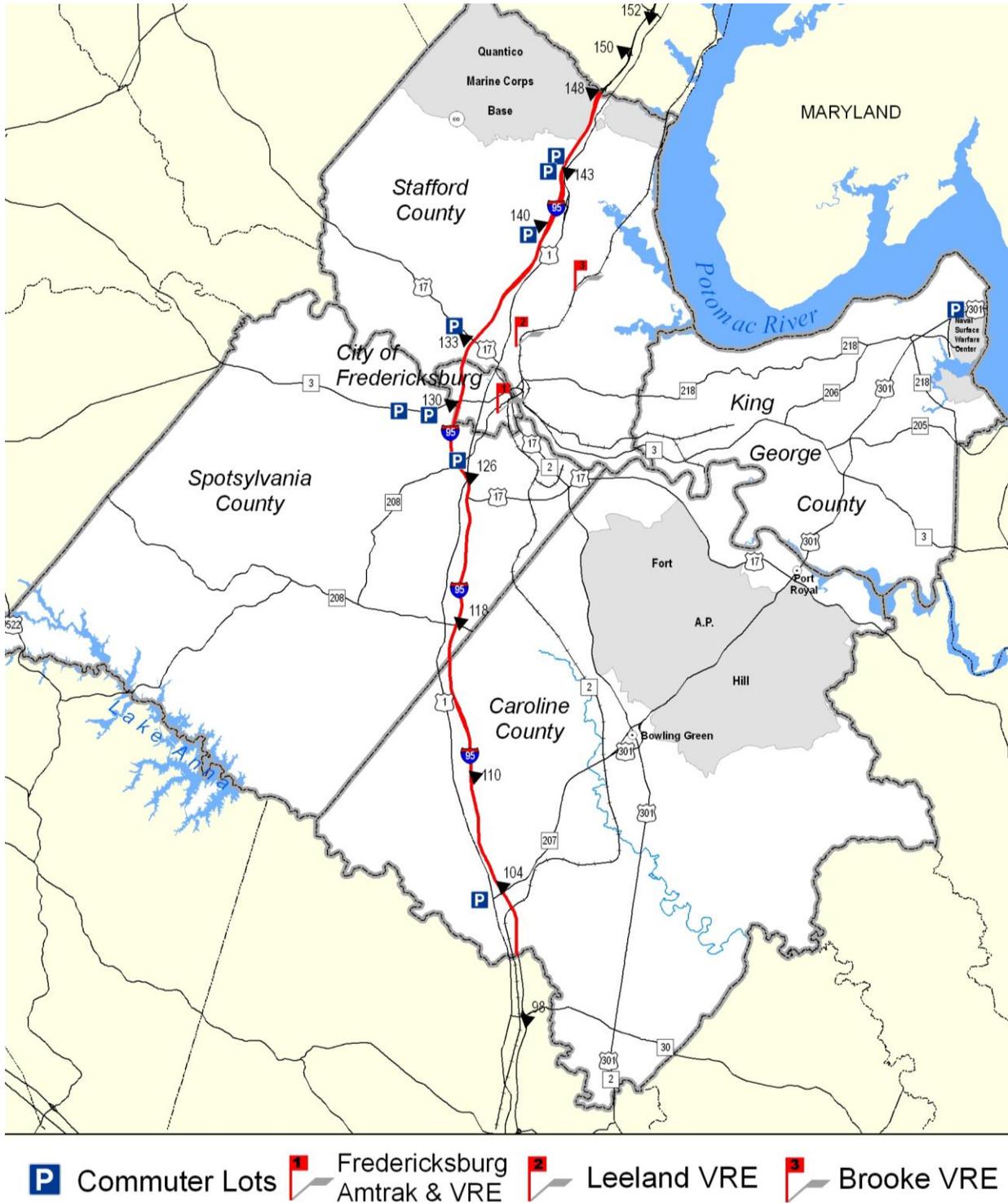
⁵ George Washington Region 2035 Long-range Transportation Plan.

⁶ George Washington Region 2035 Long-range Transportation Plan.

⁷ VHB, I-95 Corridor Needs Analysis.

⁸ VHB, FAMPO HOT Lanes Park and Ride Feasibility Study Tier 1 Screening Criteria.

Figure 2.4 Public Park-and-Ride and VRE Commuter Lot Locations



Source: www.gwregion.org.

Public Park-and-Ride Lots

Nine public park-and-ride lots containing nearly 5,500 parking spaces are located in the George Washington Region. These lots are generally located close to the I-95 corridor or major thoroughfares and serve as stops for FRED buses and shuttles, pick-up locations for commuter buses, and meeting places for carpools and vanpools. Several lots near I-95 also contain regular “slug-lines”, or casual carpool pick-up locations. Table 2.2 shows the location, capacity, and utilization of each lot. The majority of park-and-ride lots in the George Washington Region are owned and maintained by VDOT. GWRC also leases several park-and-ride spaces in Stafford and Spotsylvania Counties using CMAQ funds provided by FAMPO.

Table 2.2 Public Park-and-Ride Lot Capacity and Utilization

Jurisdiction	Location	Spaces	Utilization
Caroline County	Carmel Church (Route 658)	43	77%
King George County	Harry Nice Bridge (Route 301)	60 ^a	20%
Spotsylvania County	Courthouse Road (Route 208)	743	52%
	Salem Church Road (Route 3)	673	96%
	Gordon Road (Route 3 and 627)	603	74%
Stafford County	Warrenton Road (Route 17)	1,041	71%
	Staffordboro Road (Route 610)	1,008	100%(+)
	Mine Road (Route 610 and 684)	773	100%
	Courthouse Road (Route 630)	530	87%
Total		5,474	

^a Lot was not included in the 2007 Commuter Lot Assessment. Spaces count is from VDOT Inventory <http://www.virginiadot.org/travel/prOTIM.asp>.

Source: GWRideConnect Commuter Lot Assessment, December, 2009.

VRE Commuter Lots

VRE commuter lots are located near each of the three VRE stations in the George Washington Region. A new 1,000 space commuter lot will be built in Spotsylvania County at the new VRE Station. The existing lots contain nearly 1,800 parking spaces are all over or near capacity. VRE's Long-Range Strategic Plan (2004 to 2005) recommends the addition of 6,000 to 8,000 parking spaces on the Fredericksburg line to support VRE ridership in the range of 25,000 to 40,000 daily trips.

Table 2.3 VRE Commuter Lot Capacity and Utilization

Station	Location	Spaces	Utilization
Fredericksburg ^a	200 Lafayette Boulevard, Fredericksburg	644	110%
Leeland Road	275 Leeland Road, Falmouth	652	110%
Brooke	1721 Brooke Road, Stafford	499	86%
<i>Spotsylvania (planned)</i>	<i>TBD</i>	<i>1,000</i>	<i>N/A</i>
		Total (existing)	1,795
		Total (planned)	2,795

^a Parking spaces are located in several lots around the station. 475 spaces are reserved for all VRE passengers and 169 spaces are reserved for residents of the City of Fredericksburg and other member jurisdictions.

Source: VRE, November 2009. <http://www.vre.org/service/staloc.htm>.

Bicycle and Pedestrian Facilities

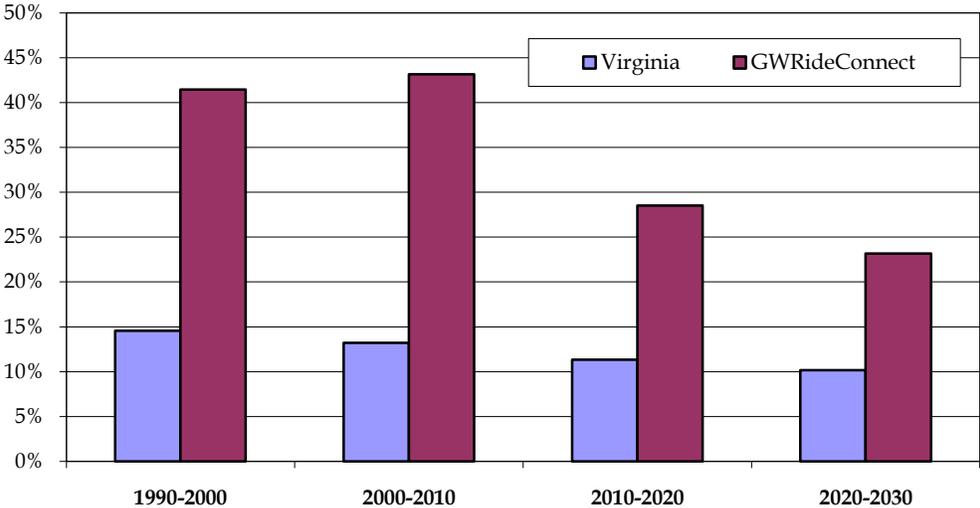
The City of Fredericksburg is home to a comprehensive network of sidewalks and is beginning to develop an off-road urban trail network. Outside of Fredericksburg, however, the George Washington Region is not currently a favorable environment for bicycle and pedestrian traffic. Within the less densely developed counties of the region there are few facilities to accommodate bicyclists and pedestrians with the exception of several recent subdivisions and roadway projects that have incorporated sidewalks and/or shared use trails.

As the George Washington Region has grown, demand for bicycle and pedestrian facilities has increased and the region is now placing greater emphasis on increasing bicycle and pedestrian options and accessibility. All FRED buses have always been equipped with bike racks. Bicycle and pedestrian facilities are also now being explored as a component of most roadway projects in the region. The George Washington Region 2035 Long-Range Transportation Plan contains a bicycle and pedestrian component – developed by FAMPO's Bicycle and Pedestrian Committee – which outlines recommended bicycle and pedestrian improvements the region should pursue over the next 25 years. This plan aims to increase the number of bicycle/pedestrian facilities in the region and enhance connectivity between new and existing facilities.

2.3.3 Demographic Profile

The population of GWRideConnect’s service area has increased by more than 400 percent since 1960. In 1980, the region surpassed Northern Virginia as the fastest growing region in the State. Since 2000, the population of the George Washington Region has grown at nearly triple the rate of the Commonwealth as a whole.⁹ Figure 2.5 shows how anticipated growth in the area compares to growth throughout the Commonwealth of Virginia.

Figure 2.5 Population Growth Rate in GWRC and Virginia



Sources: Virginia Employment Commission and US Census Bureau.

⁹ George Washington Region 2035 Long-range Transportation Plan.

Stafford County has the largest population of any jurisdiction in the region, followed by Spotsylvania County. More than three-quarters of the region's population resides in these two counties. Table 2.4 shows total population in each of GWRC's member jurisdictions from 1990 to 2010. Table 2.5 shows the age distribution of George Washington Region residents from 1990 to 2010.

Table 2.4 Population by Jurisdiction
1990 to 2010

Jurisdiction	1990	2000	2006	2009	2010
Caroline County	19,217	22,121	26,268	28,468	29,201
King George County	13,527	16,803	21,217	22,989	23,580
Spotsylvania County	57,403	90,395	119,974	130,616	134,163
Stafford County	61,236	92,446	121,289	132,177	135,806
City of Fredericksburg	19,027	19,279	21,015	22,032	22,371
Total	170,410	241,044	309,763	336,282	345,121

Source: GWRC. State of the Region 2007 Report. 1990 and 2000 data from U.S. Census. 2006 and 2009 data from GWRC. 2010 projection from Virginia Employment Commission.

Table 2.5 Regional Population Age Distribution
1990 to 2010

Age Group (% of total)	1990	2000	2010
<i>Under 20</i>	53,515 (31%)	75,414 (30%)	95,670 (28%)
<i>20 to 64</i>	102,931 (60%)	145,494 (60%)	217,778 (63%)
<i>65 and Over</i>	13,964 (8%)	11,578 (9%)	31,673 (9%)

Source: GWRC. State of the Region 2007 Report. Based on Virginia Employment Commission projections.

2.3.4 Employment Profile

Employment patterns can also 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. Table 2.6 shows employment trends in the George Washington Region from 1990 to 2010. Employment in the region follows the same pattern as population, with the

majority of jobs (68 percent) located in Spotsylvania and Stafford counties. The City of Fredericksburg contains nearly 22 percent of jobs in the region.¹⁰

Table 2.6 Regional Employment Trends
1990 to 2010

	1990	2000	2006	2009	2010
Total Employment	97,424	112,354	113,501	123,150	126,365

Source: GWRC State of the Region 2007 Report. GWRC staff, using data developed from multiple sources, including direct employer surveys, Dunn & Bradstreet business data, Virginia Employment commission data, and other secondary sources.

Table 2.7 shows the 10 largest employers in GWRideConnect's service area in 2009. The region contains eight companies that employ over 1,000 workers, 19 companies that employ over 500 workers, 48 companies that employ over 250 workers.¹¹

Table 2.7 Top 10 Employers in GWRideConnect's Service Area
2006

Rank	Employer	Employment Estimate	Jurisdiction
1.	Marine Corps Base Quantico	12,600	Stafford
2.	Stafford County School Board	4,422	Stafford
3.	GEICO, Government Employees Insurance	3,687	Stafford
4.	Spotsylvania County Schools	3,599	Spotsylvania
5.	U.S. Department of Defense (Dahlgren)	3,367	King George
6.	Mary Washington Hospital/MediCorp Services	2,725	Fredericksburg
7.	Kelly Staff Leasing	1,600	Fredericksburg
8.	County of Stafford	1,027	Stafford
9.	University of Mary Washington	946	Fredericksburg
10.	County of Spotsylvania	925	Spotsylvania

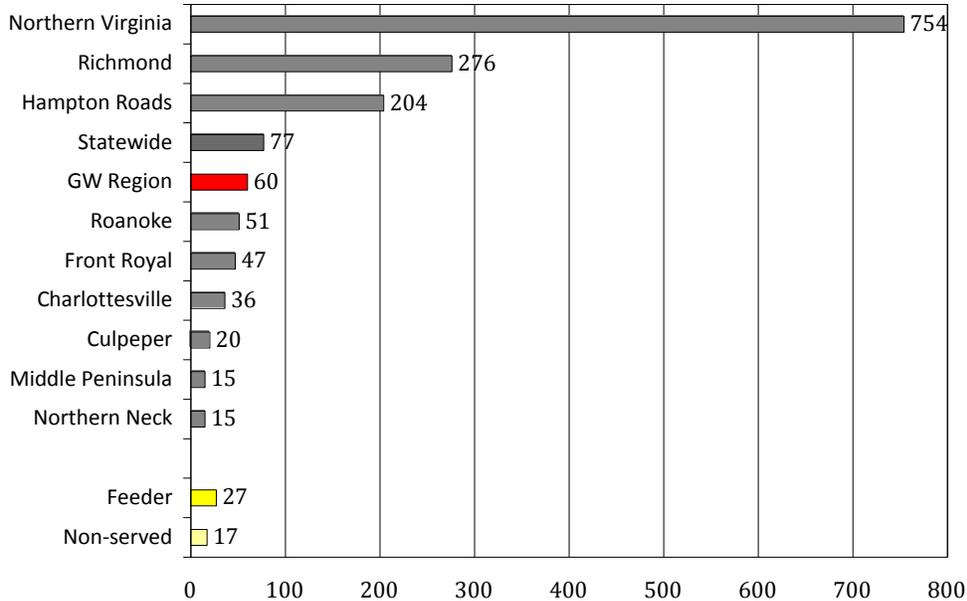
Source: GWRC State of the Region 2007 Report. GWRC staff, using data developed from multiple sources, including direct employer surveys, Dunn & Bradstreet business data, Virginia Employment commission data, and other secondary sources.

¹⁰GWRC. George Washington Region Transit Policy Plan. 2007.

¹¹Virginia Employment Commission. George Washington Region - 50 Largest Employers - 1st Quarter 2009 - NAICS size code.

The Route 610 and I-95 corridors in Stafford County and I-95 and Route 1 corridors in Spotsylvania County are the largest employment centers in the region. Northern King George County, near Route 218, also contains several large employers.¹² As shown in Figure 2.6, the George Washington Region's employment density is significantly lower than the state's major urban areas. Overall, employment densities in the region are between zero to four employees per acre, which makes implementing carpools and traditional TDM strategies a challenge for employees who live and work in the region. However, pockets in Stafford County and the City of Fredericksburg contain between seven and 50 employees per acre.

Figure 2.6 Employment Population Density in Virginia Regions



Source: 2000 Census, Employees per square mile

2.3.5 Existing Travel Patterns

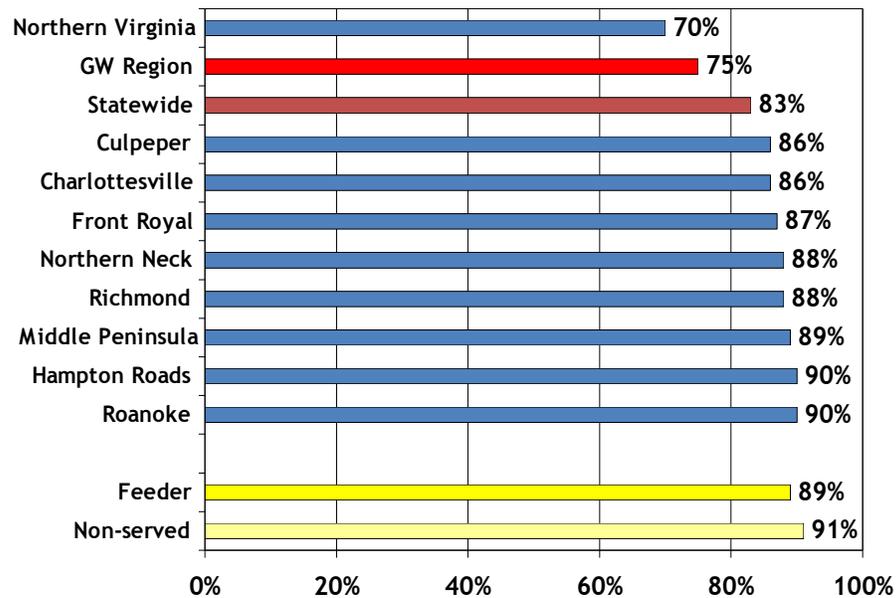
Knowing where and how residents, workers, and visitors travel for work and non-work activities helps determine the services that best fit their needs today and can help identify the types of programs that will attract customers to non-SOV modes in the future. Considering current travel and commute trends, 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.

¹² George Washington Regional Transit Policy Plan. GWRC. 2007.

Mode Split

Mode split is commonly used as a performance measure for TDM agencies. In Virginia, approximately 83 percent of commuters drive alone, seven percent carpool or vanpool, six percent take transit, 3 percent telework, and two percent walk, bike, or use other means.¹³ As shown in Figure 2.7, GWRideConnect has the lowest percentage of drive alone commuters outside of Northern Virginia. The region also has a significantly higher percentage of carpool and vanpool commuters than the remainder of the state, especially among outbound commuters (Figure 2.8). Overall, the percentage of George Washington Region residents who telework or take transit to work is comparable to the state average; however, it is notable that almost all transit users in the region are outbound commuters and the majority of teleworkers are individuals who live and work in the region. Only one percent of residents walk or bike to work.

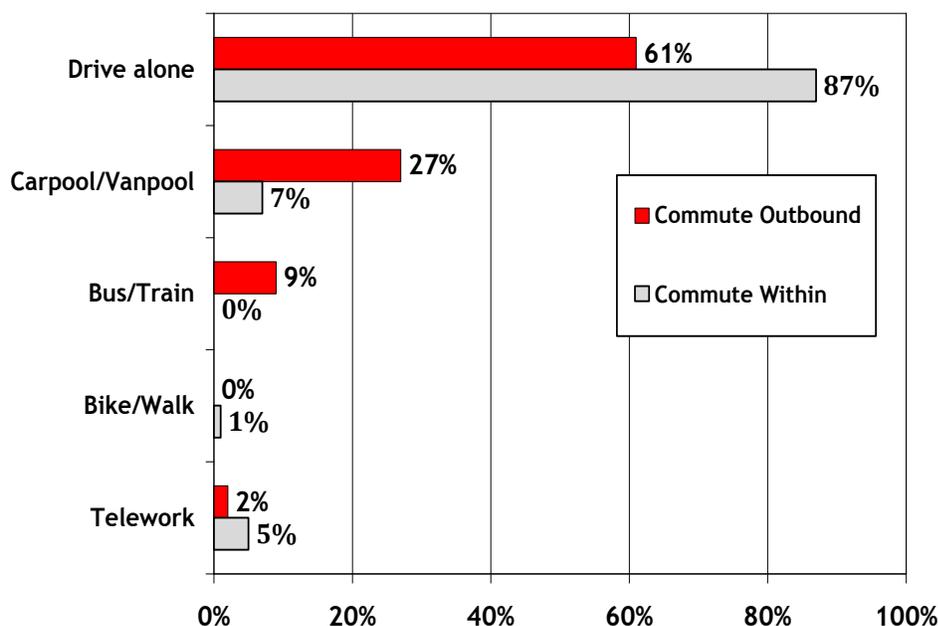
Figure 2.7 Drive Alone Rates in Virginia Regions



Source: Virginia State of the Commute Study, 2007.

¹³ Virginia State of the Commute Study, 2007.

Figure 2.8 GWRC Use of Alternatives to Drive Alone Commute



Source: Virginia State of the Commute Study, 2007.

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 may want to focus on residentially based programs.

The 2007 State of the Commute survey provides valuable information about commute trips and travel patterns within the GWRideConnect service area. Some important findings from this study include:

- Projected VMT increase 2000-2025: *81% (NOVA average)*
- Percent of residents with no transit in home/work area: *27% home / 24% work*
- Average one-way commute time: *42 minutes*
- Average one-way commute length: *30 miles*
- Percent reporting their commute is more difficult than last year: *40%*
- Percent satisfied with their commute: *54%*

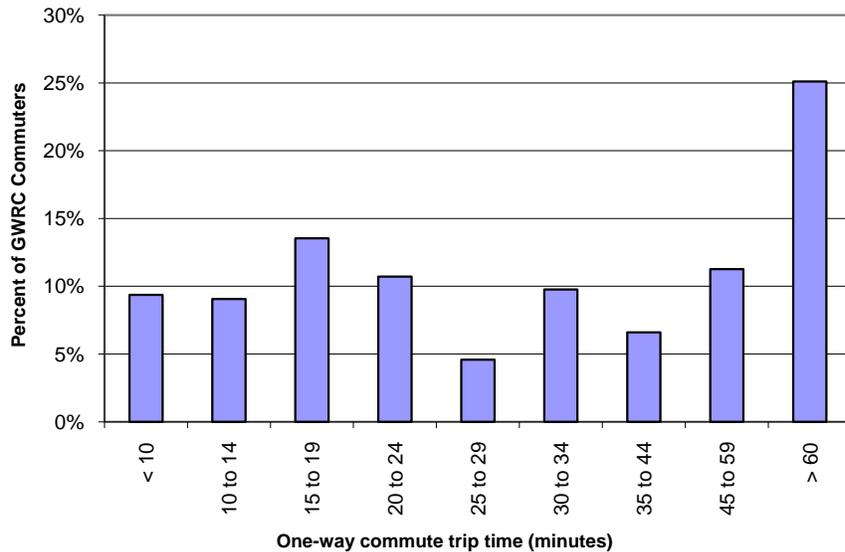
GWRC residents make 121,894 work trips on a typical weekday.¹⁴ As Figure 2.9 illustrates, these trips are made by two distinct groups of commuters:

¹⁴ Virginia Employment Commission, U.S. Census Bureau 2000

- *Internal Commuters* - Live and work within the George Washington Region. The 43 percent of GWRC residents with one-way commute trip times less than 25 minutes are primarily internal commuters.
- *Outbound Commuters* - Live in the George Washington Region and commute to a different region. These commuters generally have a one-way commute trip time greater than 25 minutes. The 36 percent of GWRC residents with one-way trip times longer than 45 minutes primarily travel to Northern Virginia or Washington, D.C. for work.

A third group of commuters, not included in Figure 2.9, consists of non-resident or “inbound commuters” who work in the George Washington Region but live in a different region.

Figure 2.9 Distribution of GWRC Commute Trip Times



Source U.S. Census Bureau, American Community Survey three-year estimates, 2006-2008.

Internal Commuters

In 2000, approximately 60 percent of employed George Washington Region residents remained in their home jurisdiction or traveled to another jurisdiction within the George Washington Region for work. Over 42,000 residents (35 percent of employed residents) worked in the same jurisdiction where they live. Over 31,000 (25 percent of employed residents) traveled to another jurisdiction within the George Washington Region for work. Table 2.8 shows the work trip flows within the George Washington Region in 2000.

According to the 2007 Virginia State of the Commute Survey, internal commuters have an average one-way trip time of 23 minutes and average trip distance of 16 miles. It is notable that satisfaction with commute is significantly higher for internal commuters than for outbound commuters.

**Table 2.8 Work Trip Flows within the George Washington Region
2000**

From/Origin:	To/Destination:					Total
	Caroline County	Fredericksburg City	King George County	Spotsylvania County	Stafford County	
Caroline County	3,351	732	259	1,238	572	6,152
Fredericksburg City	83	4,065	346	1,938	1,263	7,695
King George County	68	726	4,422	568	576	6,360
Spotsylvania County	516	7,053	1,580	16,449	5,481	31,079
Stafford County	121	4,343	1,033	2,813	14,088	22,398
<i>Total</i>	<i>4,139</i>	<i>16,919</i>	<i>7,640</i>	<i>23,006</i>	<i>21,980</i>	<i>73,684</i>

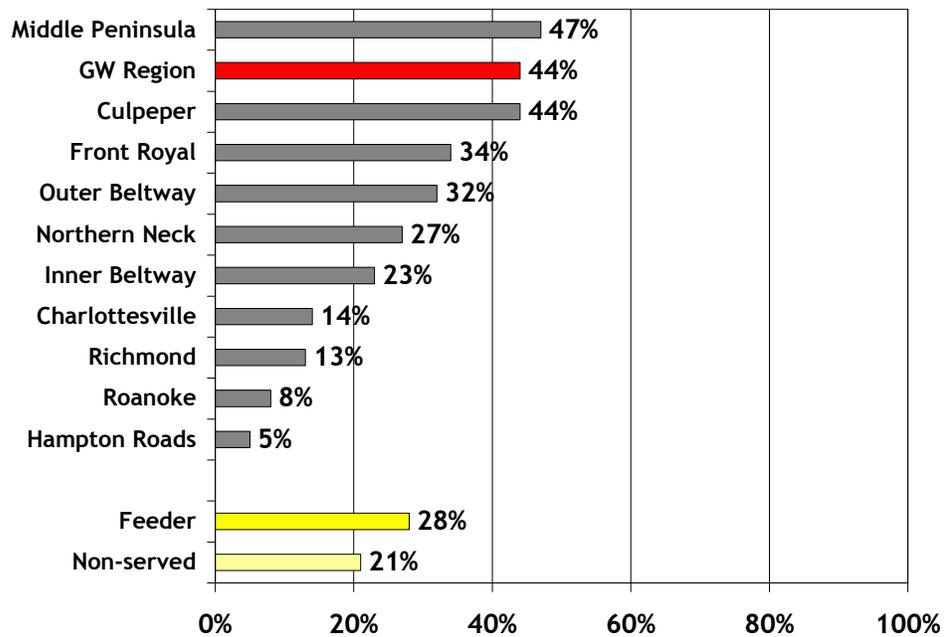
Source: U.S. Census, 2000.

Outbound Commuters

In 2000, 40 percent of employed George Washington Region residents traveled out of the Region for work. In 2007, the Virginia State of the Commute Survey estimated this figure had increased to 44 percent. Based on this more recent data (Figure 2.10), the George Washington Region has the second highest percentage of outbound commuters in Virginia. GWRC outbound commuters have an average one-way trip time of 64 minutes and distance of 45 miles; nearly triple the average trip time and distance of GWRC internal commuters. As a result of these long-distance commuters, the George Washington Region has the longest average commute time and length of any region in Virginia.¹⁵

Table 2.9 shows the top 10 jurisdictions that outbound commuters in each jurisdiction in the George Washington Region travel to. The greatest number of “outbound” work trips is from Stafford County to Northern Virginia and the Washington Metropolitan Area. In 2000, nearly 15,000 workers traveled from Stafford County to Fairfax and Prince William Counties on an average weekday.

Figure 2.10 Percentage of Commuters Who Commute Out of the Region



Source Virginia State of the Commute Survey, 2007.

¹⁵ Virginia State of the Commute Study, 2007.

**Table 2.9 Top 10 Jurisdictions Outbound Commuters Travel To
2000**

To/Destination	From/Origin					Total
	Caroline County	Fredericksburg City	King George County	Spotsylvania County	Stafford County	
1 Prince William County	168	345	122	3,102	7,743	11,480
2 Fairfax County	213	478	191	3,160	7,249	11,291
3 District of Columbia	215	372	242	2,122	3,310	6,261
4 Arlington County	51	137	124	914	2,597	3,823
5 Alexandria city	25	83	42	654	1,319	2,123
6 Hanover County	1,426	11	21	222	63	1,743
7 Henrico County	854	48	28	489	155	1,574
8 Richmond City	591	38	28	427	137	1,221
9 Prince George's County	25	40	226	335	415	1,041
10 Manassas City	23	11	14	183	555	786
<i>Total Outbound Commuters</i>	<i>3,591</i>	<i>1,563</i>	<i>1,038</i>	<i>11,608</i>	<i>23,543</i>	<i>41,343</i>

Source: U.S. Census, Virginia Employment Commission, 2000.

Inbound Commuters

Nearly 15,000 inbound commuters travel from jurisdictions outside the George Washington Region to work at jobs within the Region each day. The majority of these commuters travel from neighboring counties, but some have long-distance “reverse” commutes from the Washington Metropolitan Area. In 2000, the largest number of inbound commuters originated from Prince William County.

Table 2.10 Top 10 Jurisdictions Inbound Commuters Travel From 2000

From/Origin	To/Destination					Total
	Caroline County	Fredericksburg City	King George County	Spotsylvania County	Stafford County	
1 Prince William County	48	456	24	432	1,691	2,651
2 Orange County		509	38	798	381	1,726
3 Westmoreland County	43	137	960	277	239	1,656
4 Fairfax County	31	435	91	218	587	1,362
5 Culpeper County	9	118	18	226	203	574
6 Fauquier County		99	10	77	311	497
7 Carroll County	7	34	323	31	58	453
8 Hanover County	201	69	53	79	42	444
9 Prince George’s County	6	118	60	74	167	425
10 Montgomery County	7	85	16	69	206	383
<i>Total Inbound Commuters</i>	352	2,060	1,593	2,281	3,885	10,171

Source: U.S. Census, Virginia Employment Commission, 2000.

2.4 CURRENT TDM PROGRAMS AND SERVICES

GWRideConnect provides a range of TDM services and programs to residents, employees, and employers in the George Washington Region. GWRideConnect’s services currently focus on three main areas: ridematching, vanpool services, and employer outreach.

2.4.1 Customers

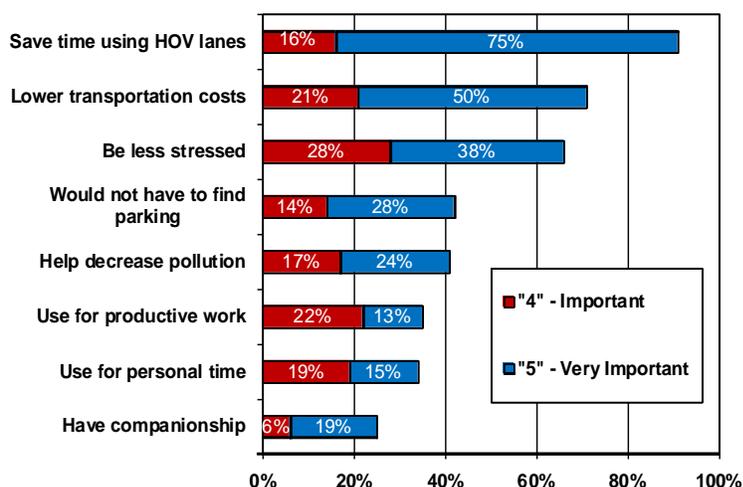
GWRideConnect’s customer base consists of two distinct market groups: internal commuters, outbound commuters. In the George Washington Region,

those who commute outbound are more likely to rideshare, due in part to high peak hour congestion levels and availability of HOV lanes on I-95. Most internal commuters who rideshare work at large employment centers within the George Washington Region such as the Naval Surface Warfare Center in King George County. Vanpool operators and riders are key GWRideConnect customers within both the outbound and internal commuter markets. The George Washington Region contains the largest number of vanpools in Virginia.

The primary motivations for GWRideConnect's customers to use alternative modes, as shown in Figure 2.11, include: saving time, lowering transportation costs, and avoiding the stress of driving alone. Given current economic conditions, rising transportation costs, and increasing congestion in the George Washington Region, these motivations are driving an increasing number of residents to rideshare; 14 percent of commuters in the region who use high-occupancy modes switched in the last year. In addition, a recent survey conducted by the Southeastern Institute of Research (SIR) to gauge attitudes regarding the state of transportation in the George Washington region found that approximately 34 percent of residents are unsatisfied with the region's current transportation system and 11 percent have unmet household transportation needs. Nearly one-third of residents stated that they were unsatisfied with the region's transportation network due to the unavailability or inconvenience of accessing mode option.¹⁶

¹⁶SIR, FAMPO Regional Transportation Telephone Survey Results. <http://www.fampo.gwregion.org/2035longrangetransportationplan.html>.

Figure 2.11 Reasons GWRC Commuters Use Alternative Modes



Source: Virginia State of the Commute Study, 2007.

In addition to serving commuters, GWRideConnect acts as an information clearinghouse for all persons interested in transportation options. The program partners with realtors to provide information on transportation/transit choices to new residents moving into the region. Staff works closely with employers to establish employer-based TDM programs and provide information on non-SOV commuter incentives. The program also serves local, regional, and private commuter bus operators by promoting their services.

2.4.2 Programs and Services

Disseminating information on the range of transportation options available to residents and employees to enable informed transportation decision-making is the core of GWRideConnect's program. Information about GWRideConnect's programs and services can be found on GWRC's website (www.gwrideconnect.org), which provides general commute information, ridematch applications, commuter lot maps, transit benefit information, and a wealth of other resources.

Table 2.11 shows summary statistics for GWRideConnect's major programs in 2008. Detailed descriptions of the programs and services provided or administered by GWRideConnect staff are included below.

Table 2.11 GWRideConnect Program Statistics
2009

	Total	Vehicles Removed Daily	Vehicle Miles Traveled Reduced per Year
Rideshare applicants	2,572	N/A	
Carpools registered	130	260	7,800,000
Vanpools registered	400	4,800	144,000,000,
Commuter bus runs	27	810	24,300,000
<i>Total</i>			176,100,000

Source: GWRideConnect, 2035 George Washington Regional Long-Range Transportation Plan.

Carpool/Vanpool/ Bus Ridematching

GWRideConnect assists in the creation of new commuter pools (cars, vans, and buses) and works to keep these pools successfully operating. One major role of the program is to match commuters with carpools, vanpools, and buses looking for new riders and to connect commuters with similar origins, destinations, and work schedules in order to form new carpools and vanpools.

GWRideConnect receives over 2,000 applications for ridematching each year. These requests are answered utilizing both the Washington, D.C. regional ridematching database administered through Commuter Connections and GWRideConnect's own custom-designed ridematching software. GWRideConnect's website 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 GWRideConnect staff. Residents and employees in the George Washington Region also have the option of using Commuter Connections' on-line tool to receive instant ridematching information.

After registering with GWRideConnect, each applicant receives a packet containing a personalized match letter listing existing vanpools, carpools, and buses going to that person's work location. The packet also includes information on commuter incentive programs, Guaranteed Ride Home, local and commuter buses, commuter lots, VRE, the Washington Metro system, and telecommuting. Two weeks after registering, each applicant receives a follow-up survey to determine if the individual needs any further assistance and what commute mode they are now using.

Currently, there are 3,587 active ridematching applicants in the GWRideConnect and Commuter Connections databases. The program produces approximately 5,000 match letters each year.

Vanpool Matching/Leasing

GWRideConnect coordinates the largest vanpool fleet in Virginia (187 vanpool operators and nearly 400 vans). As a result, vanpool formation and maintenance is one of the program's primary focuses. GWRideConnect assists vanpools that are leased by third-party agencies (e.g., VPSI) as well as vanpools that are run by private operators. GWRC does not own or operate any vans.

GWRideConnect provides vanpool ridematching services using both their own database and the Commuter Connections database. In addition to ridematching, the program supports existing vanpools and promotes the establishment of new vanpools by providing:

- Technical assistance – GWRideConnect provides informational resources and one-on-one assistance to support commuters to lease and start their own vanpool service.
- Benefits and incentives – GWRideConnect has contracted with the Washington Metropolitan Area Transportation Authority (WMATA) to accept SmartBenefits Transit Vouchers – tax free transit subsidies – from area vanpools. Staff assists vanpools in setting up SmartBenefits accounts with WMATA and redeeming SmartBenefit Transit Vouchers.
- Van Start/Van Save – GWRideConnect provides Van Start and Van Save subsidies to help start a new vanpool or to temporarily cover vacant seats in an existing vanpool.¹⁷ In fiscal year 2009, GWRideConnect assisted 13 vanpools with Van Start subsidies and three vanpools with Van Save subsidies. The program receives some CMAQ funding through FAMPO for Van Start efforts.
- AdVANtage self-insurance – GWRideConnect developed the AdVANtage program, which provides affordable self-insurance liability protection for vanpools, in partnership with the Division of Risk Management (DRM) using DRPT seed funding. GWRideConnect currently assists DRM with the operations of the program and markets AdVANtage to vanpool operators Statewide. The AdVANtage program has been in operation for just over one year and nearly one-half of GWRideConnect's vanpool fleet now has self-insurance liability protection through the program. This percentage is expected to increase as the program ages and is marketed more extensively.

¹⁷ 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.

Guaranteed Ride Home

GWRideConnect participates in the Guaranteed Ride Home (GRH) program for the Washington D.C. Metropolitan 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.

GWRideConnect is working to establish a GRH program that will serve the George Washington Region. GWRideConnect has received Federal CMAQ funding to begin implementing and marketing the program in the George Washington Region.

Employer Services

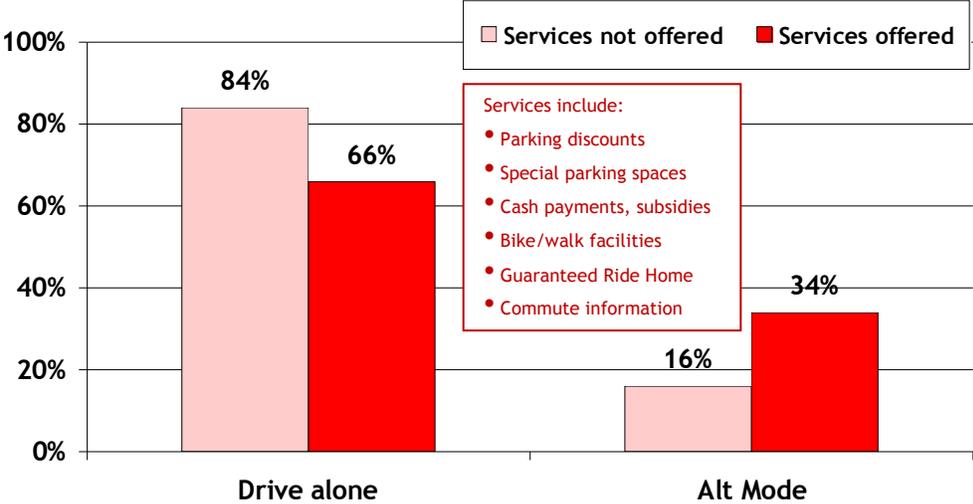
GWRideConnect's Employer Services program is managed by one part-time staff member. Although a large number of residents travel out of the area for work, the program has been successful in identifying and partnering with major employers in the region to increase awareness of commute options and establish employer-based TDM programs. GWRideConnect staff provides on-site consultation with employers; hosts promotional events at employment sites; provides general information on commute options; and assists employers to establish carpools, vanpools, telework options, and other TDM programs.

GWRideConnect has contacted 33 employers in the region through its Employer Services program over the last year and is developing lists of major employers located along the region's most congested corridors (Routes 3, 17, and 610) for targeted outreach in the future. Two large employers in the region - GEICO and the Naval Surface Warfare Center - currently have active, Level 3 or 4 workplace TDM programs.¹⁸

Assisting employers to establish and provide TDM services has a noticeable impact on commuters' mode choice in the George Washington Region. As Figure 2.12 shows, GWRC residents whose employers provide commuter benefits such as HOV parking or transit subsidies are much less likely to drive alone and more likely to use alternative modes.

¹⁸ Employers are classified by levels that correspond to the Metropolitan Washington Council of Governments Commuter Connections' Employer Services criteria (Level-1 - meeting with a company; Level-2 - buy in, information distribution; Level-3 - Metrochek and other high level programs; Level-4 - shuttle and other capital expenses and more.)

Figure 2.12 Primary Mode if Employer Makes TDM Services Available



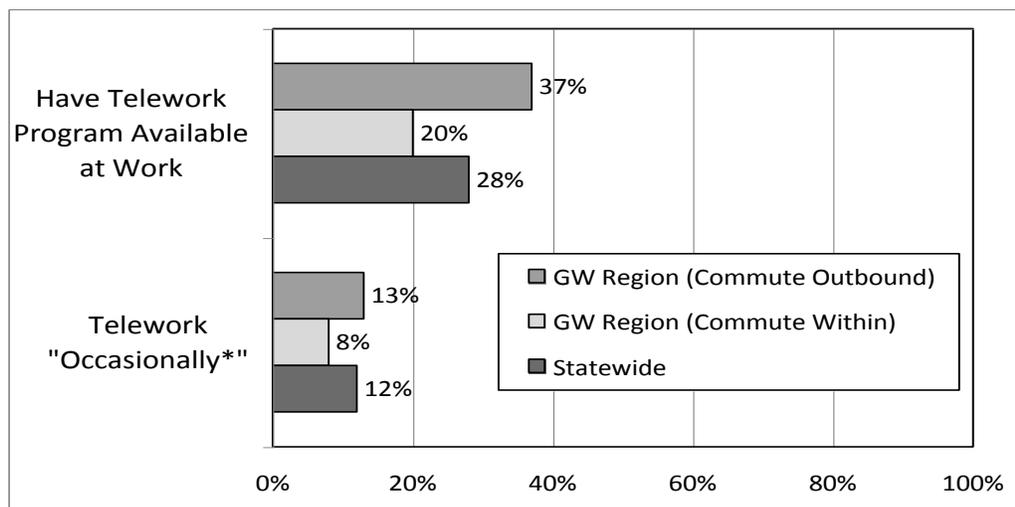
Source: Virginia State of the Commute Study, 2007.

Telework

GWRideConnect promotes three telework centers in the George Washington Region that are operated by GWRC. The program provides information about teleworking, alternative work schedules, telework centers, and TeleworkVA! to commuters and employers. GWRideConnect also includes informational materials about telework in the packets it sends to ridematch customers.

As Figure 2.13 and Table 2.12 show, the percentage of teleworkers in the George Washington Region is comparable to the Statewide average, but there is potential to expand the practice. In 2007, more than one quarter of non-teleworkers stated that they “could and would” telework if offered the opportunity. In the George Washington Region, this equals approximately 36,200 potential new teleworkers.

Figure 2.13 Teleworkers and Telework Programs in GWRC



Source: Virginia State of the Commute Study, 2007.

Table 2.12 Potential New Teleworkers in GWRC

	Statewide	GW Region
Non-teleworkers who:		
Have TW-appropriate job responsibilities	31%	31%
Are interested in TW	24%	27%
– Occasional	15%	14%
– Regular	9%	13%
Potential New Teleworkers	751,000	36,200

Source: Virginia State of the Commute Study, 2007.

Bicycling/Walking

GWRideConnect is a member of the FAMPO Bicycle and Pedestrian Committee and advocates for bicycle and pedestrian needs. Staff promotes bicycling and walking in the region and supports implementation of the programs and facilities identified in the Bicycle and Pedestrian Component of the George Washington Region 2035 Long-Range Transportation Plan. The program does not currently receive frequent requests for bicycling or walking information from commuters.

Public Transportation

GWRideConnect provides its customers with information on the range of transit options available to them within the George Washington Region and surrounding areas. Bus schedules are loaded into the local GWRideConnect database and routes appear on ridematch letters that are distributed to

applicants. All ridematch applicants receive packets containing information for relevant services, including: VRE, FRED, WMATA Metro, and private commuter buses. The GWRideConnect website also provides links to local transit websites, schedules, and maps.

Marketing

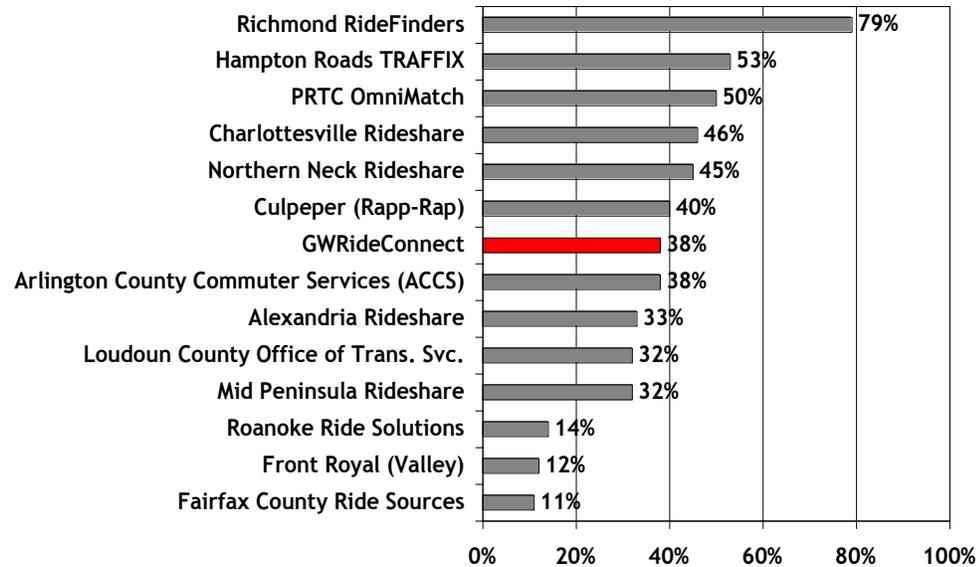
Historically, GWRideConnect has focused its marketing efforts on area residents who commute to work in Northern Virginia, Dahlgren, or Washington, D.C. A key objective of all GWRideConnect marketing materials and efforts has been to expand commuters' awareness of non-SOV modes to include: carpool, vanpool, transit modes, and telework. GWRideConnect uses a wide variety of methods to deliver this message and increase commuters' awareness of available services. These include:

- Radio commercials (including the award-winning "Commute Fairy" series);
- Community and worksite events;
- Newspaper ads and articles;
- Press releases;
- Direct mail;
- GWRC, GWRideConnect, and Commuter Connections websites;
- "Take one" displays at community locations (e.g., libraries); and
- Bulk informational packets and materials distributed to employers and realtors.

GWRideConnect has advanced its marketing efforts by establishing a close working relationship with the local newspaper, the Fredericksburg Free Lance-Star. GWRideConnect pays for advertising, but is also consulted as a source for articles that are related to transportation, transit, ridesharing, or commuter parking. The program is regularly quoted and featured in articles. In 2008, 60,000 summaries of the George Washington Region 2035 Long-Range Transportation Plan, featuring a page on GWRideConnect were delivered to homes throughout the region as an insert in the Free Lance-Star.

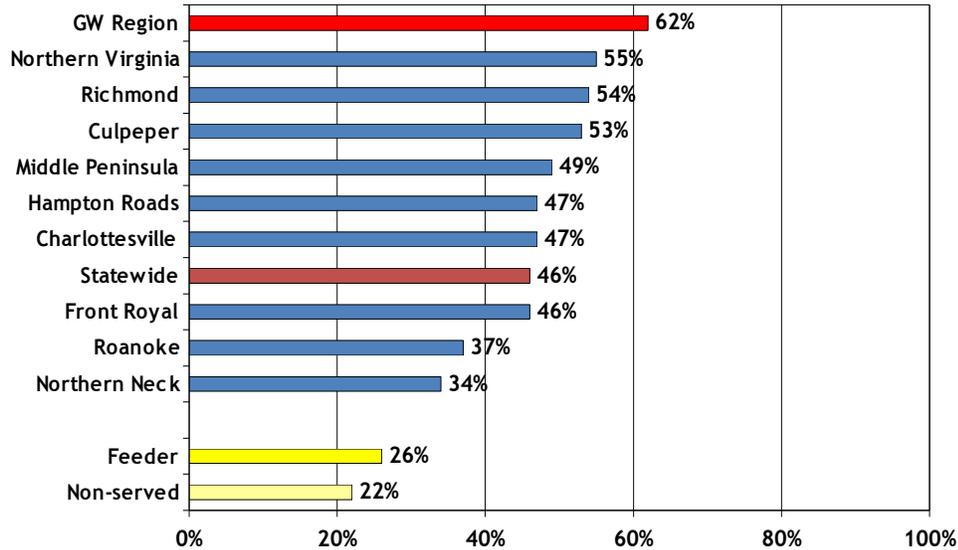
According to the 2007 Virginia State of the Commute Survey, 38 percent of George Washington Region residents surveyed had heard of the GWRideConnect program (Figure 2.14). This low level of name recognition is possibly due to GWRideConnect's recent name change from RADCO Rideshare. GWRC residents have a very high awareness of commuter issues and services in general, however. As Figure 2.15 shows, 62 percent of GWRC residents recall seeing, reading, or hearing advertising about commuting in the past year. Both outbound and inbound commuters reported learning about commuter services from local and regional media sources.

Figure 2.14 Awareness of Rideshare Program



Source: Virginia State of the Commute Study, 2007 VASOC
 Question 88d. Have you heard of an organization or service called <PROGRAM>?

Figure 2.15 Commuter Services Advertising Recall



Source: Virginia State of the Commute Study, 2007
 Question 61. Have you heard, seen, or read any advertising about commuting in the past year?

Other TDM Services and Activities

GWRideConnect also administers or promotes the following programs and services:

- **Regional/Project Planning Advisory Committees** – GWRideConnect staff serve on multiple Transit and TDM Committees, including the:
 - FAMPO Technical Committee;
 - FAMPO Bicycle and Pedestrian Committee;
 - FRED Public Transportation Advisory Board;
 - FRED Marketing Committee;
 - Vanpool NTD Incentive Program Technical Advisory Committee;
 - Rural Planning Caucus of Virginia Board; and
 - Regional Human Services Transportation Coordinating Committee.
 - GWRideConnect also serves on Advisory Committees for specific transportation projects in the region such as the I-95 HOV/HOT Lanes and other Mega-Projects.
- **Realtor and Developer Outreach** – GWRideConnect’s Rideshare Program Specialist provides rideshare materials to real estate agents and developers working in the George Washington Region in order to promote non-SOV options among new residents and encourage TDM supportive development.
- **Congestion Management Planning** – GWRideConnect is assisting in the development of Congestion Mitigation Plans for the I-95 HOT Lanes project and other Mega Projects impacting the area. In December, 2004, the FAMPO Policy Committee adopted the Congestion Management System (CMS) program for the FAMPO region. The program, which initially examined the North Stafford County area, will eventually analyze all of the congested corridors in the George Washington Region in detail and recommend modifications as appropriate.

2.4.3 Related Mobility Programs

“Mobility Options” – The George Washington Regional Human Services Transportation Program, was implemented at the George Washington Regional Commission in 2009 with a New Freedom grant. The goal of the project is to establish a regional approach to human services transportation for Planning District 16 (Stafford, Spotsylvania, Caroline and King George counties and the City of Fredericksburg). GWRC and FAMPO are finalizing a Human Service Transportation Coordination Plan that will include an inventory of current services available, existing service gaps, and unmet needs.

A Regional Mobility Coordinator was hired to help establish this new program along with the George Washington Regional Human Services Coordinating

Committee. This Committee consists of regional human services agencies that provide transportation services that advocate for older Americans, people with disabilities, and people that are transportation disadvantaged. GWRideConnect serves on the committee along with FRED transit, government agencies, and commercial transportation providers. The goal of “Mobility Options” is to provide more human services transportation services and options in the region. The Coordinating Committee meets monthly to advise the Regional Program, assist in planning efforts, and develop and coordinate existing services to establish more human services transportation options.

A key service of Mobility Options is the establishment of a Central Call Center that the public can utilize to locate human service transportation services. The Call Center will be located in the GWRC office and GWRideConnect will assist with answering the calls, marketing the new number and the program. GWRideConnect has been involved with the program since it was established and will continue to help and promote this program.

Current programs within the George Washington Region that provide related services to improve mobility and transportation options for other groups of the population include:

- Human service transportation programs:
 - Logisticare vendors (five to six in Fredericksburg area)
 - 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.
 - Boys & Girls Club and YMCA - Some locations provide transportation services for club members.
 - United Way “Volunteer Wheels” Program - Volunteers drivers through this program provide transportation to medical appointment using their personal vehicles.
 - Workforce and Investment Board - Provides transportation services to Temporary Aid for Needy Families (TANF) clients and youth.
 - Social Services - Provides some transportation services for persons with disabilities and persons with low incomes.
- Taxi and bus service providers:
 - Airport Taxi and Sedan Services, Stafford, VA;
 - Brenda’s Taxi, Stafford, VA;
 - Bumbrey’s Independent Cab Services, Fredericksburg, VA;
 - Choice Transportation Services LLC, Fredericksburg, VA;

- Dominion Cab, Fredericksburg, VA;
- Driving Miss Daisy, Too, Fredericksburg, VA;
- Nobility Taxi Shuttle & Limo, Stafford, VA;
- Old Towne Taxi, Fredericksburg, VA;
- On Time Taxi Cab, Fredericksburg, VA;
- Safeway Taxi & Sedan Services, Stafford, VA;
- Virginia Cab Services, Fredericksburg, VA; and
- Yellow Cab Co., Fredericksburg and Stafford, VA.

3.0 Future GWRideConnect Service Area Profile

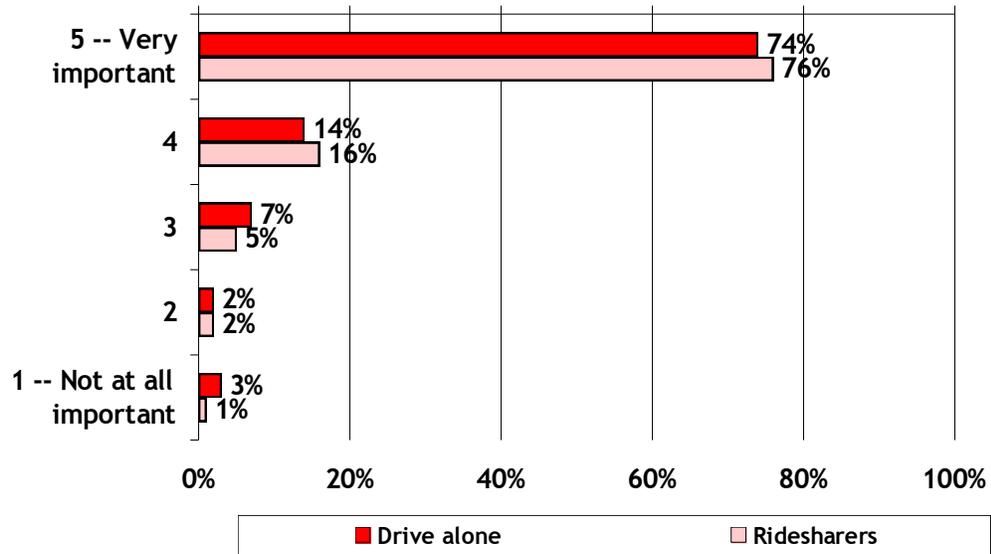
This Plan is designed to address the TDM needs of the George Washington Regional Commission in the short-term (one to six years), medium-term (seven to 15 years), and long-term (16 to 25 years). This chapter addresses how the region is expected to change over these time horizons.

Over the next 25 years, the George Washington Region will grow and develop at a rapid rate, as it has over the previous 25 years. Low-density land use is expected to be the prominent development pattern. This growth will continue to spread into undeveloped areas unless the region ultimately chooses to adopt “smart growth” or other controlled development practices.¹⁹ There are limits to how well the current auto-oriented system can be expanded to serve new development due to the extremely high associated costs and adverse environmental impacts. Low-density development trends also present challenges to developing cost-effective transit solutions in the region. In this environment, innovative and effective TDM services and strategies will play an important role in serving the region’s transportation needs.

As Figure 3.1 shows, support for future investment in transit and TDM in the George Washington Region is high among both single-occupancy vehicle commuters and ridesharers. The recent SIR survey gauging attitudes regarding transportation in the George Washington region found that 84 percent of residents support increased funding for transportation in the region. These residents also reported that approximately two-thirds of LRTP spending should be for non-road activities.

¹⁹ 2035 George Washington Regional Long Range Transportation Plan

Figure 3.1 Percent of GWRC Commuters Who Think It Is Important to Invest in Transit/TDM



Source: Virginia State of the Commute Study, 2007.

3.1 PROJECTED DEMOGRAPHICS

The population of GWRideConnect’s service area has increased by more than 400 percent since 1960 and population forecasts estimate that the region will continue to experience dramatic growth and development over the next 25 years.²⁰ Population projections for each jurisdiction in GWRideConnect’s service area are shown in Table 3.1. Although the rate of population growth is expected to slow somewhat in the future as the area becomes more built out, the region expects to add approximately 100,000 new residents during each 10-year period from 2000 to 2030. This population growth will increase pressure on the area’s transportation infrastructure and emphasize the need for ridesharing and other TDM approaches as road infrastructure becomes built-out and the county searches for lower-cost options to transport residents to jobs.

²⁰ 2035 George Washington Regional Long Range Transportation Plan.

Table 3.1 Projected Population by Jurisdiction
2010 to 2035

Jurisdiction	2010	2015	2020	2025	2030	2035
Caroline County	29,201	32,746	36,291	39,977	43,662	47,007
King George County	23,580	26,850	30,120	33,757	37,393	40,744
Spotsylvania County	134,163	154,783	175,402	196,600	217,797	236,885
Stafford County	135,806	156,258	176,710	197,741	218,772	238,208
City of Fredericksburg	22,371	23,744	25,116	26,817	28,518	29,852
Total	345,121	394,380	443,639	494,891	546,142	592,696

Source: GWRC. State of the Region 2007 Report. 2010-2030 projection from Virginia Employment Commission. 2035 projection from GWRC.

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 will also have a significant impact on development patterns and the types of transportation services needed. Between 2000 and 2035, the percentage of George Washington Region residents age 65 and over is expected to nearly double, growing from nine percent to 17 percent (Table 3.2). 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.

Table 3.2 Projected Regional Population Age Distribution
2010 to 2035

Age Group	2010	2020	2030	2035
Under 20	95,670 (28%)	116,007 (26%)	143,635 (26%)	155,030 (26%)
20 to 64	217,778 (63%)	272,607 (62%)	316,377 (58%)	338,265 (57%)
65 and Over	31,673 (9%)	55,025 (12%)	86,130 (16%)	99,401 (17%)

Source: GWRC. State of the Region 2007 Report. Based on Virginia Employment Commission projections.

3.2 PROJECTED EMPLOYMENT

Employment is also expected to increase in the GWRideConnect service area, though at a slower rate than population. Table 3.3 shows that although the rate of employment growth is expected to slow somewhat in the future, the region expects to add over 17,500 new jobs during each five-year period from 2010 to 2030. The annual growth in jobs is not anticipated to keep pace with the region’s

dramatic population growth, however, meaning many residents will continue to commute outside of the region for work.

**Table 3.3 Projected Regional Employment Trends
2010 to 2035**

	2010	2015	2020	2025	2030	2035
Total Employment	126,365	144,061	161,799	179,771	198,181	207,841

Source: GWRC State of the Region 2007 Report. GWRC staff, using data from 2006 employment estimates developed from multiple sources, including direct employer surveys, Dunn & Bradstreet business data, Virginia Employment commission data, and other secondary sources.

3.3 AREAS OF GROWTH

The primary area of growth in the George Washington Region is expected to be in the Northern portion of Stafford County, associated with continued ex-urban expansion from the Washington Metropolitan Area. Southern portions of the region especially Southern Caroline County are also expected to experience substantial suburban development related to the growth and expansion of the Richmond Metropolitan Area.

3.3.1 Transportation Facilities

The 2035 George Washington Regional Long-Range Transportation Plan identifies multiple major transportation projects currently under development or planned for the future that will influence travel demand and patterns in the George Washington Region, including:

- **Highway Improvements** - In the George Washington Region 2035 Long-Range Transportation Plan GWRC, FAMPO, and VDOT have identified a list of approximately 220 highway projects that are needed to maintain a regional level of service of “D”, meaning traffic flow will be high-density but stable. Figure 3.2 shows the locations of highway needs projects to be undertaken over the timeframe addressed by this TDM plan. Many of these projects are road widenings or interchange projects that will impact demand for SOV travel. Other significant highway improvements in the 2035 plan include:
 - **I-95 High Occupancy Vehicle (HOV)/High Occupancy Toll (HOT) Lanes** - HOV/HOT Lanes are limited access lanes that provide free access to HOV-3+ vehicles, transit, and motorcycles. Other vehicles that don't meet the occupancy requirements can pay a toll to use the lanes for a faster and more reliable travel option. The 56-mile project would add a third lane to the existing 28 miles of HOV lanes between Arlington and Dumfries, and would build two new HOV lanes for an additional 28 miles south to Spotsylvania County. In addition, thousands of new park-and-ride lot spaces are proposed as part of the project. This proposed project will connect to the I-495 Capital Beltway HOT lanes, creating a

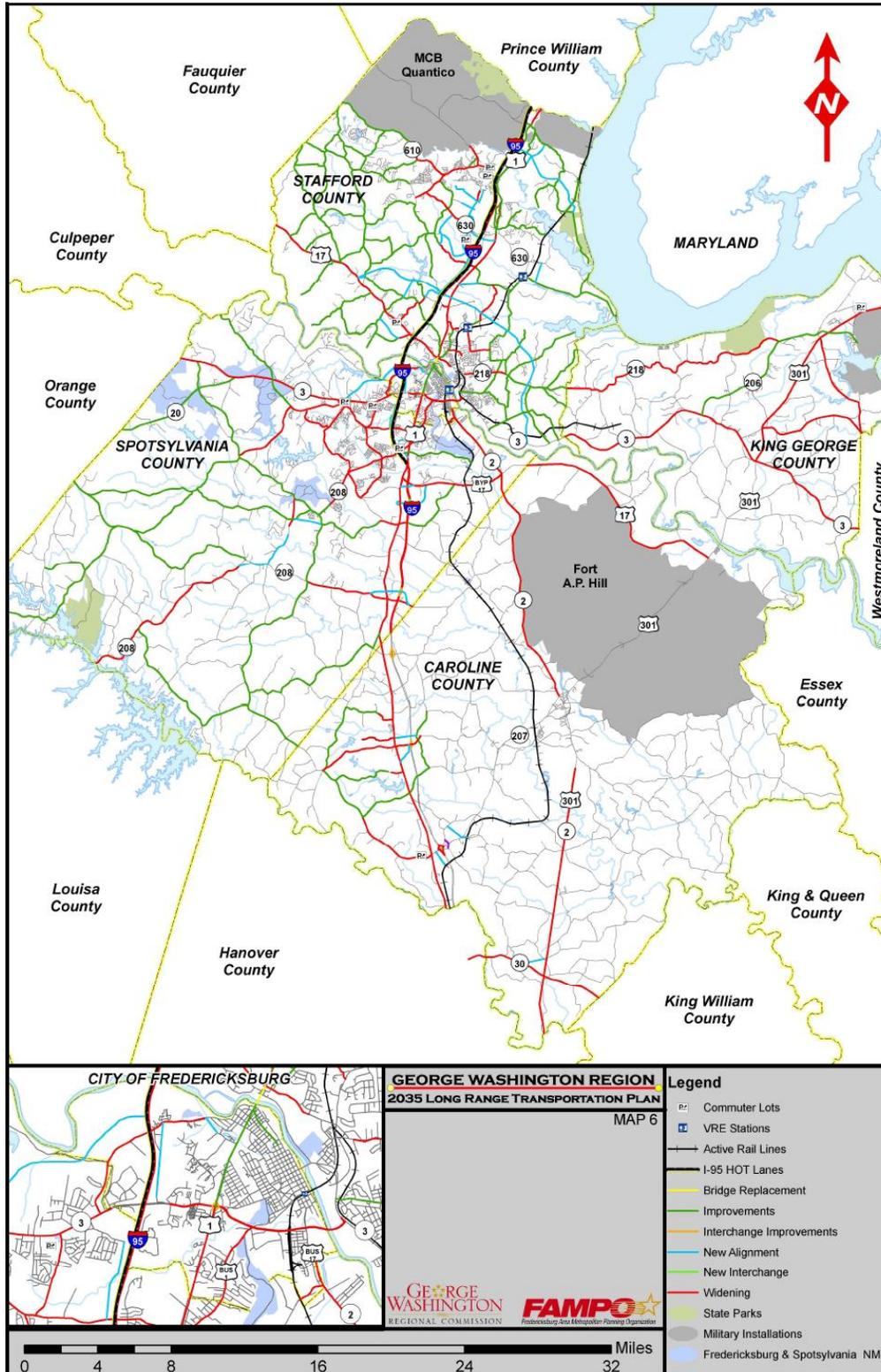
free-flowing network that encourages transit, carpooling, and vanpooling from Spotsylvania to employment destinations at the Pentagon, Alexandria, Tysons Corner, and the Dulles Corridor. I-95 HOT lanes in the George Washington Region are expected to be completed in 2015.

- *I-95 Limited Access Toll Road* - This proposed project would create a four-mile toll road from I-95 to Plank Road, expected to be completed in 2020.
- **Bicycle and Pedestrian Improvements** - Over the next 20 years the George Washington Region will strive to develop a regional network of on- and off-road bicycle and pedestrian facilities that will connect residential, commercial, employment centers, and other destinations throughout the region. Figure 3.3 shows the locations of bicycle and pedestrian needs projects to be undertaken over the timeframe addressed by this TDM plan.
- **Transit Improvements** - The George Washington Region Transit Policy Plan identifies a large number of potential transit improvement projects to serve a range of scenarios from maintaining current transit levels to expanding transit to a degree that could make transit a more integral component of the region's transportation system. Figure 3.4 shows the locations of selected transit projects likely to be undertaken over the timeframe addressed by this TDM plan. Other significant transit improvements included in the 2035 Long Range Plan are:
 - *VRE Extension* - To better serve Spotsylvania County residents and relieve commuter parking shortages in Fredericksburg, VRE service will be extended to a new terminal in Spotsylvania County by 2012. This new terminal will include 1,000 parking spaces. Its location has still not been finalized. One additional peak-period VRE round trip will be provided.
 - *Transportation Centers and Park-and-Ride Expansions* - By 2017, a system of four hubs serving transit, carpooling, vanpooling, and slug commuting may be established. These centers if constructed will include the existing FRED Central facility, an "in-line" HOT lanes station with 2,700 new parking spaces at Garrisonville Road and Route 610, a commuter lot and transit hub with approximately 800 commuter spaces in Celebrate Virginia, and a transportation center providing 1,000 parking spaces and access to the newly constructed I-95 HOT lanes in the Massaponax area. Overall, the HOT lanes project was projected to fund a total of 4,100 new park-and-ride spaces. A new commuter lot for carpool and vanpool commuters to Dahlgren on or near Route 3 East in Stafford County is being studied. All of these planned spaces will provide relief to currently overflowing lots, but fall short of the projected 5,500 new spaces needed by 2017.
 - *Express Bus Service* - The I-95 HOT lanes project if implemented will provide enhanced access for commuter bus services between the George Washington Region and Washington, D.C. The project will also help

fund three new express bus routes traveling: from Massaponax to Downtown D.C., from Fredericksburg to Downtown D.C., and from Fredericksburg to the Pentagon. These routes will initially provide peak-period commuter service and eventually be expanded to all day service.

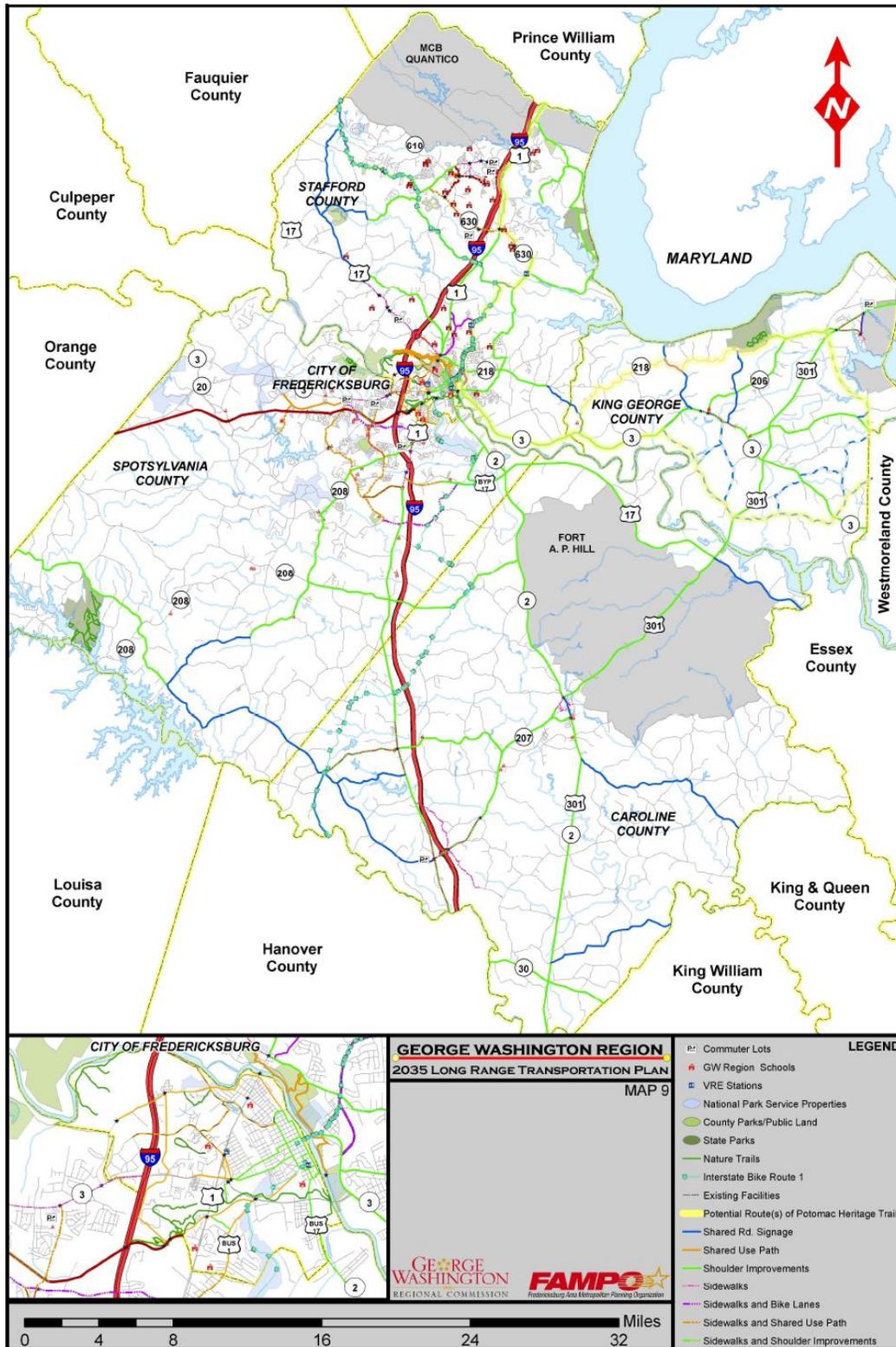
- ***FRED Service Expansions*** - Given the region's low density land use, FRED cannot be economically expanded to provide regional transit services that attract a large number of "choice" riders. However, existing services will be expanded to better serve work trips, provide extended service hours, and provide service on Saturdays. Although actual service changes will be influenced by local demographics, development patterns, and budgets, service will generally be expanded to include high-frequency routes along major highways, flexible (on demand) services in low-density areas, and regular route service in the remainder of the region.
- ***Southeast High-Speed Rail Corridor*** - The Southeast High-Speed Rail Corridor is one of 11 priority high-speed corridors designated for Federal funding. Once completed, the corridor will provide a high-speed alternative connection between Washington, D.C. and Charlotte, North Carolina. DRPT is currently partnering with the North Carolina Department of Transportation Rail Division to prepare a Tier II Environmental Impact Statement, which will address specific rail alignments and station locations. Fredericksburg is a potential stop along the corridor, which aims to begin passenger service between 2015 and 2020.

Figure 3.2 GWRC 2035 Highway Improvement Plan



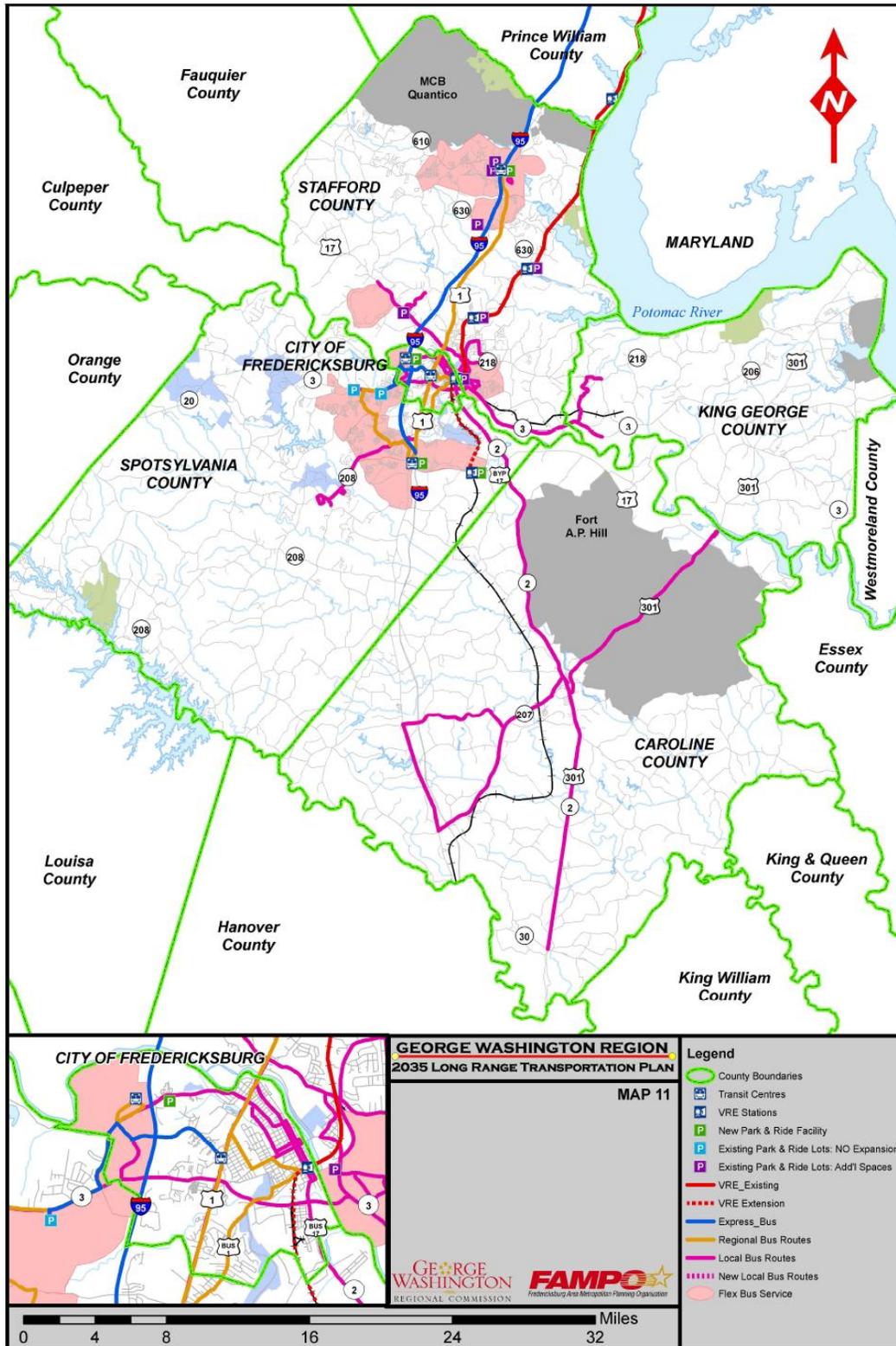
Source: George Washington Region 2035 Long-Range Transportation Plan.

Figure 3.3 2035 Bicycle and Pedestrian Improvement Plan



Source: George Washington Region 2035 Long-Range Transportation Plan.

Figure 3.4 GWRC 2035 Transit Improvement Plan



Source: George Washington Region 2035 Long-Range Transportation Plan.

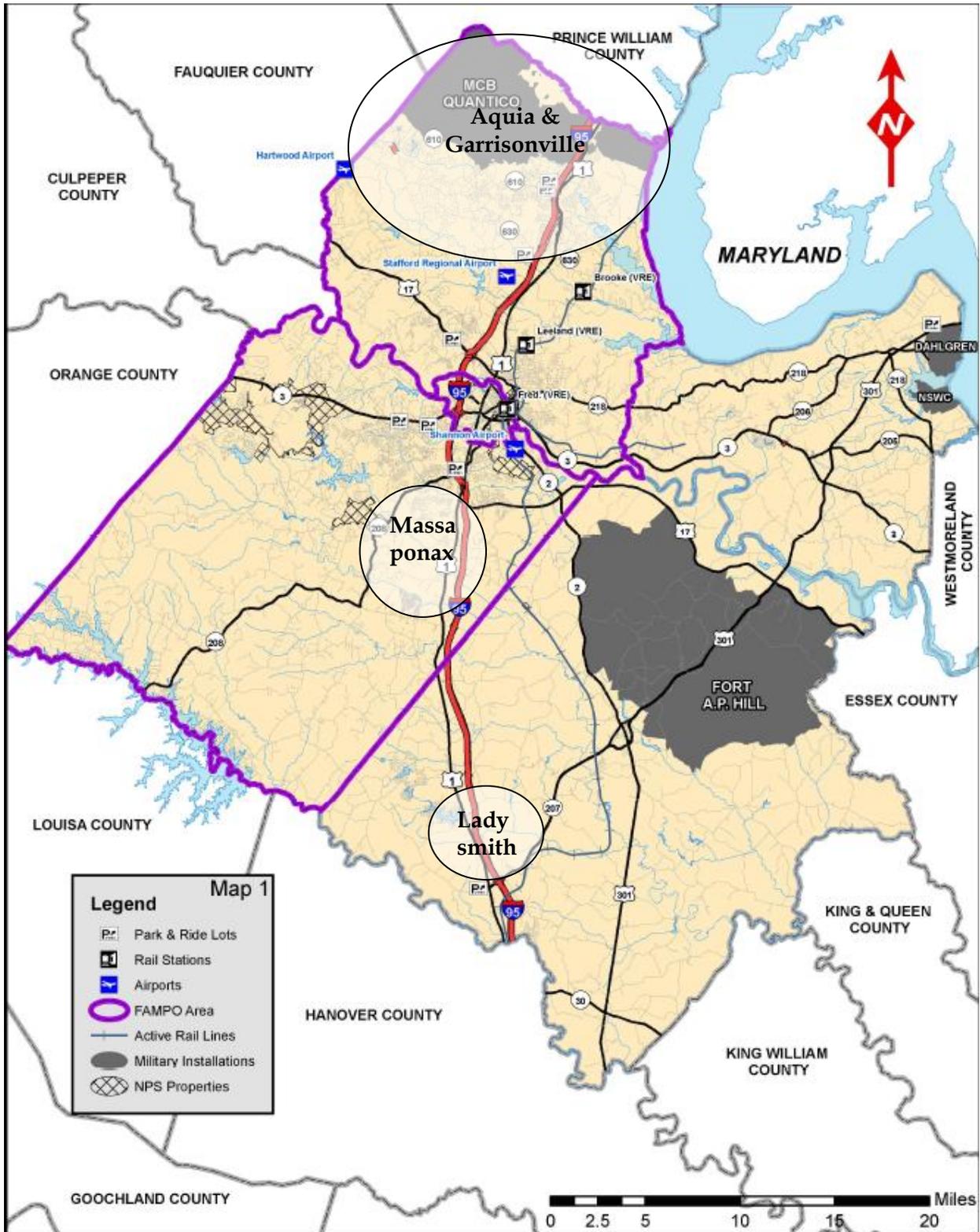
3.3.2 Activity Centers

The transportation enhancements described in Section 3.3.1, combined with continued population growth will impact the locations and types of activity centers located in the George Washington Region. Historically the region has served primarily as a bedroom community for workers commuting to jobs in Northern Virginia, the District of Columbia, and Richmond. Although the number of employment opportunities within the region is projected to grow, this feeder market role will continue to be a characteristic of the region going forward.

The region expects to attract a growing number of employers and commercial activity centers over the next 20 years. The Federal Base Realignment and Closure (BRAC) program, which will result in 2,659 new jobs at Quantico Marine Base by 2011, will fuel residential growth throughout the George Washington Region, attract additional employers, and necessitate regional retail and commercial growth to serve the growing population. In addition to BRAC jobs, new activity and population centers are expected to form in the George Washington Region around the following areas, illustrated in Figure 3.5:

- Massaponax area - This area near the junction of I-95 and Route 1 and 17 contains many large-scale residential developments, strip retail, hotels and restaurants. The area is expected to experience rapid growth in the future associated with the expansion of I-95 HOT lanes.
- Aquia/Garrisonville area - This area along Route 610 in northern Stafford County nearest to Northern Virginia has been developing as a residential and commercial area and is expected to continue experiencing significant growth in the future.
- Ladysmith - This area along I-95 and Route 1 in western Caroline County is a planned transit-oriented development included in the long-range plan. It is expected that local bus routes will connect the development to employment at Fort A.P. Hill and the City of Fredericksburg and the area will serve as a bedroom community for north and southbound commuters.

Figure 3.5 GWRideConnect Future Activity Centers and Areas of Growth



Source: George Washington Region 2035 Long-Range Transportation Plan.

3.4 PROJECTED TRAVEL PATTERNS

Changes in demographics, development patterns, and transportation infrastructure will all affect travel patterns in and around the GWRideConnect service area.

The rapid influx of residents and businesses in low-density developments distributed throughout the region has led to increased traffic congestion throughout the region, particularly in the expanding urbanized area, along the I-95 corridor, and other major arterials and collectors. Although roadways have been built and widened and regional transit providers have improved services and facilities, the transportation system has not kept pace with increasing demand for transportation and efficient transportation solutions are a high-priority need for the region in the future.

The 2035 George Washington Regional Long-Range Transportation Plan anticipates that the regional highway system will continue to experience severe congestion in the future and that the transit system will continue to lack concentrated areas of regional employment and housing to facilitate economical transit solutions. Highway improvements to relieve congestion are anticipated to exceed available revenues by an order of magnitude and transit is not currently seen as an effective solution outside of the I-95 corridor. This scenario, though bleak, presents great opportunities for TDM to fill gaps and address unique transportation needs as the region develops and adopts new land use policies.

Based on the transit improvements outlined in the George Washington Region 2035 Long-Range Transportation Plan, annual transit ridership in the region is projected to increase from 1.6 million in 2008 to 3.3 million passengers in 2017, and 5.5 million passengers in 2035. Carpooling and vanpooling use is projected to increase from 2.8 million passenger trips per year in 2008 to 4.6 million in 2017 and 6.1 million in 2035. In addition, a potential volunteer driver program coordinated by GWRC and FAMPO may provide transportation for up to 65,000 elderly and disabled persons annually by 2017 and up to 93,000 persons by 2035.

3.5 EXTERNAL TRENDS

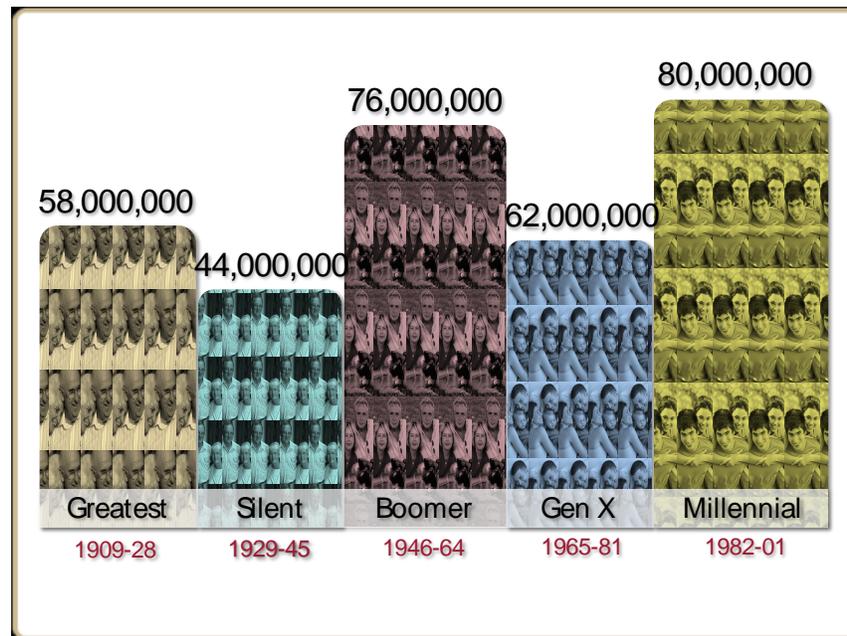
In addition to the projected demographic and development trends that will affect TDM in the area, there are a number of external trends and factors that are likely to influence and shape GWRideConnect's future. Some of these forces are described in this section.

3.5.1 New Generation of Workers and Rideshare Services

America's youngest generation, the Millennials (sometimes called Gen Ys or Echo Boomers), are poised to make a huge impact on ridesharing modes and ridesharing support services for years to come. There are two primary factors

that will fuel this change. First, when compared to the other generations, Millennials represent the largest generation alive today. This group is 80 million strong as shown in Figure 3.6, which suggests that they will influence society, just as the unusually large Baby Boomer generation did. Second, over the past two years, Millennials have shifted to and remained in non-SOV work commute modes at a greater rate than any older generation. Even the recent fall in gas prices has not reversed this promising trend.

Figure 3.6 Size and Age Profile of U.S. Generations



Source: SIR Boomer Project.

A new generation of rideshare support services is also evolving to serve the 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 such as Craigslist, Facebook, Twitter, Goloco.org, and Ridebuzz.org. These services offer new channels for programs such as GWRideConnect to explore to increase awareness of ridesharing and serve a growing customer base.

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.

Consumers in the GWRideConnect service area have shown interest and support for the sustainability movement. As a result, the message that ridesharing and TDM are the green alternatives to drive alone commuting could help TDM gain

ground in some markets. As was shown previously in Figure 2.11, however, decreasing pollution was listed as the fifth most compelling reason for commuters to use an alternate mode of transportation. Reducing travel time, cost, and stress are the largest motivations for using alternate modes in the Fredericksburg region.

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% 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.

3.5.3 Growing Involvement of Employers in TDM

In addition to the green movement providing incentive for employers to offer TDM programs, over the past few years, labor shortages and corporate experiences with TDM have helped increase employer appreciation and use of TDM programs. Most large 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 or are considering launching additional TDM services in the future. This trend creates an opportunity for GWRideConnect to connect with the growing number of companies in the George Washington Region and surrounding areas.

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 have begun measuring employee productivity by outcomes rather than by time clocks and are slowly evolving to a distributed workforce model.

This realization has been fueled by the prerecession 2009 labor shortage and will be accelerated, again, by the significant labor shortages projected in the coming decade when millions of Baby Boomers slow down or exit the labor market altogether. Employers' desire to cater to their labor force's physical work space desires 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 as it basically eliminates the need for the trip altogether. Today, 10 percent of the George Washington Region's workforce telecommutes. Also, according to the 2007 State of the Commute Survey, 27 percent of the rest of the George

Washington Region 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 either tolls, increased gas taxes, congestion pricing, or Vehicle Miles Traveled (VMT) tax. Other forms of roadway pricing may also be introduced in the future and no matter what form these user fees take, it seems 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 GWRideConnect Strategic Plan

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

This section outlines the strategic framework that will guide the growth and development of GWRideConnect and its services over the short-, medium-, and long-terms. An analysis of the program’s strengths weaknesses, opportunities, and threats in light of current area needs and projected changes in the future was conducted to produce goals and objectives the program will work towards, strategies the program will pursue to achieve their goals, and performance measures to monitor the program’s progress.

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

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

4.1.1 Strengths

- Dedicated, experienced, and knowledgeable staff is familiar with the transportation needs of area residents and commuters.
- GWRideConnect is acknowledged by GWRC, FAMPO, and the local media as a “go to” source for TDM information.
- Integration of GWRideConnect within GWRC allows the program to coordinate their activities to support regional planning efforts and to leverage support services (e.g., GIS mapping) to enhance the TDM program.

- Stakeholders see the program as a liaison from the George Washington Region to surrounding regions during large highway construction projects (e.g., Mega Projects and HOT lanes).
- Strong PDC and MPO that recognize the need for highway, transit, and TDM investments in the region.
- Concentrated, high-volume commuter destinations in Washington, D.C., Northern Virginia, and Dahlgren
- GWRideConnect coordinates the largest vanpool fleet in Virginia and there is an established “vanpool culture”, particularly among Federal employees, in the region.
- Staff is involved in regional planning efforts and serves on multiple transit and transportation project advisory committees.
- VRE, Amtrak, FRED, and private bus companies provide a variety of public transportation options in the region.
- Well-maintained and strategically located commuter lots serve carpools, vanpools, rail, buses, and “slug” commuters.
- Convenient access via I-95 and Routes 1 and 3 to surrounding destinations and employment centers.
- Strong working relationship with other regional TDM programs.
- Highest advertising recall of any TDM agency in Virginia.

4.1.2 Weaknesses

- Current economic conditions may make obtaining local match funding and additional funding for new/expanded programs more difficult in the future.
- Pedestrian and bicycle infrastructure is limited and lacks connectivity in many areas.
- Low-density land use (especially in Caroline County and portions of Spotsylvania and Stafford Counties) and dispersed local employment is difficult to serve via transit, vanpool, or carpool.
- Non-SOV transportation options and TDM services for individuals who live and work in the George Washington Region and for non-work trips are limited.
- Not enough park-and-ride spaces to meet demand in the region, especially in North Stafford County, Southern Spotsylvania County, and in the Route 3 east corridor.
- Abundant parking at employment, shopping, and other destinations; an established “car culture,” and auto-oriented land use planning throughout

the region create limited incentives for individuals with cars to use alternative transportation modes.

- Local transit service is limited.
- Human service mobility transportation is a growing unmet service need.

4.1.3 Opportunities

- Congestion in the region is expected to increase and create a major motivation for more residents to consider transportation alternatives to driving alone.
- Ridesharing will continue to create tangible time, money, and stress savings for long-distance commuters in the region and presents a powerful marketing message for the program.
- Base Realignment and Closure (BRAC) expansion will bring many new jobs and residents to the area. The types of jobs resulting from BRAC are very amenable to vanpooling and offer high levels of commuter incentives.
- Extension of I-95 HOV lanes to the George Washington Region, development of HOT lanes, and expansion of transit and park-and-ride facilities associated with these projects will increase incentives for area residents to use alternative modes.
- Increasing demand for transit among residents and increasing ridership on FRED and VRE will support expansion of these services.
- The 2007 State of the Commute Survey shows that there is untapped demand for telework in the region.
- Coordination of human mobility transportation services offer opportunities for GWRideConnect to expand their programs and customer base to serve currently unmet transportation needs.

4.1.4 Threats

- Sprawling and low-density development will continue to be an obstacle to effective transit, ridesharing, and other alternative transportation services in the region.
- Rapid growth that is not guided by regional land use standards or “smart growth” principles will be difficult to retrofit to serve increased demand for transit, ridesharing, and non-motorized transportation in the future.
- Local/intraregional trips will become a larger segment of travel as the region grows and diversifies. TDM services will need to be developed to serve this growing class of trips.
- Need to attract a larger number of “choice riders”

- Given the current economic situation, expanding TDM funding and staff to expand services at a rate that will keep pace with regional population growth may be difficult.
- Marketing to maintain GWRideConnect’s visibility and to reach new residents moving into the region before they establish a transportation routine will be a key, but challenging task.

4.2 GWRIDECONNECT MISSION AND VISION

The mission of GWRideConnect is:

to promote, plan and establish transportation alternatives to the use of the single occupant vehicle, thus improving air quality, transportation system efficiency, and quality of life for the citizens of the City of Fredericksburg and the counties of Stafford, Spotsylvania, Caroline, and King George.

Through its efforts to fulfill this mission, GWRideConnect supports the mission of the larger organization, the George Washington Regional Commission:

As the Regional District Commission, the mission of the George Washington Regional Commission is to coordinate planning to ensure economic competitiveness, reduce redundancy in government, improve efficiency, enhance services, and improve implementation time of regional projects.

4.3 GOALS, OBJECTIVES, AND 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 were also engaged in the planning process to the extent possible. The following plans were reviewed as part of the planning process:

- GWRC/FAMPO 2035 Long-Range Transportation Plan (2009)
- George Washington Region Transit Policy Plan (2008)
- Fredricksburg Area Human Service Transportation Study (2008)
- GWRC Coordinated Human Services Mobility Plan (2008)
- GWRideConnect Evaluation Plan (2006)
- MWCOG Constrained Long-Range Transportation Plan (2009)
- VTrans 2035 (ongoing)

The visions, goals, objectives, and strategies contained in these plans informed and shaped the content of this Plan. The goals and objectives adopted in this

Plans are designed to support these plans in order to assist GWRideConnect, its stakeholders, local jurisdictions, and the Commonwealth of Virginia achieve their collective goals.

4.3.2 Process for Developing Goals and Objectives

The goals and objectives contained in this plan were developed through a collaborative process involving GWRC 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 GWRideConnect documents to understand the role and services of the program;
- Interviews with GWRideConnect staff to identify existing and future program needs;
- Review of all comprehensive plans and other documents created by GWRC, FAMPO, and their member jurisdictions;
- Development of a SWOT analysis based on the reviewed documents;
- Formation of draft TDM goals based on:
 - Previous goals, actions, and performance measures outlined in the GWRideConnect Evaluation Plan;
 - Existing vision statements and transportation or TDM-related goals and objectives in reviewed documents;
 - Interviews and SWOT analysis; and
- Review and revision of goals and objectives by GWRideConnect 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, GWRideConnect has identified the following long-term goals (see Table 4.1 for a complete list of associated objectives and strategies):

1. **GWRideConnect will have an established community presence and be the recognized source for TDM and transportation information and assistance in the George Washington Region.**
 - Rideshare marketing builds awareness and trial of services. The George Washington Region’s rideshare marketing must build unaided awareness to stimulate greater use of rideshare services. Virginia State of the Commute data suggests that GWRideConnect’s unaided awareness is relatively low and lags behind programs serving other regions. George Washington regional commuters may not know where to turn for the assistance they want and need. The program needs to continue to advance messages that focus on perceived personal benefits of ridesharing and transit: saving time and money and reducing congestion. Integrating these ideas with criteria that guide mode choices – dependability and safety – makes for the most persuasive message package in the George Washington Region. Investing in a consistent and ongoing marketing program would build unaided awareness of the program. Many commuters switched from single-occupancy vehicle travel to a ridesharing mode within the past year. It’s clear that decisions about mode choice are being made continuously. Thus, the need to encourage commuters to consider alternate modes and the responsibility of providing information is constant.
2. **GWRideConnect will offer an expanding portfolio of TDM services to increase utilization of non-SOV travel options and improve mobility.**
 - GWRideConnect must continue to take advantage of a primed market. The George Washington Region continues to offer an opportunity to reduce drive alone commuting or, at the least, maintain the modal split as the region continues to grow. The basic “consumer need” is present. Almost one-half of the region’s workers commute outside of the region and, consequently, have long commutes. George Washington Region commuters have the longest average trip time and length in the state. People believe congestion is getting worse, not better. GWRideConnect will continue to focus efforts on the long-distance commuter as the primary market opportunity and begin to explore options for expanding services to meet local travel needs.
3. **TDM will be viewed as an integrated component of transportation, land use, and development planning and processes in Planning District 16.**
 - Relative to other urban areas in Virginia, the rideshare and transit infrastructure in the George Washington Region is relatively mature. The Region has the highest awareness of park-and-ride lots and the most

spaces per 1,000 employees. George Washington Region residents find that HOV lanes save them more time than do residents in other regions served by HOV lanes. With so much infrastructure in place, GWRideConnect will continue to look for ways to educate and inform local officials, public agencies, and residents about the availability of rideshare-related infrastructure and services to build familiarity and stimulate trial. The program will also work with local officials to examine the need for additional infrastructure like commuter parking. GWRideConnect will examine existing commuter bus runs to determine the need for additional service or connections to existing services. The program will also explore opportunities with FRED, the local bus service, to further leverage the rideshare infrastructure in service to long-distance commuters, such as providing feeder bus service to VRE stations.

4. GWRideConnect will engage local businesses in TDM programs.

- GWRideConnect will emphasize employer-provided TDM services and support increasing employees' use of rideshare alternatives. The program will focus employer outreach on large local employers to further support internal commuters. In order to support its other primary market, long-distance outbound commuters, GWRideConnect will also look for ways to include their rideshare messages and sales materials in Northern Virginia rideshare agencies' business outreach efforts. The program will continue to take advantage of the Telework! VA infrastructure tools and assistance. Telework represents a great opportunity in the George Washington Region as it does across the state. It involves little investment and appears to offer significant return. There is interest in teleworking among George Washington Region's commuters who work outside the home.

Table 4.1 outlines the specific TDM goals, objectives, and strategies that GWRideConnect will pursue over the short-term, medium-term, and long-term in order to achieve these goals.

Over the short-term, the focus of GWRideConnect's strategies will be on expanding and enhancing the region's key TDM programs and services. The program will work to develop several new programs that serve currently unmet or underserved needs in the region while continuing to expand and enhance its core ridematching, carpool/vanpool support, and information dispersal services.

In the medium term (seven to 15 years), GWRideConnect will continue to provide a solid base of services to area residents, employees, and employers. The program will also build upon existing services and partnerships to build the foundations for new programs and services. These programs will move beyond serving the needs of northbound commuters and 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. 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 GWRideConnect Goals, Objectives, and Strategies

1. Goal: GWRideConnect will have an established community presence and be the recognized source for TDM and transportation information and assistance in the George Washington Region.

1.1. Objective: Increase public awareness of TDM through effective marketing.

Short-Term Strategies (one to six years):

- 1.1.1. Expand TDM program marketing efforts to increase use of non-single occupancy vehicle commute modes in the I-95 corridor and feeder markets. Efforts should promote the time, money, and stress savings of ridesharing.
- 1.1.2. Develop a standalone brochure and/or other marketing materials for the GWRideConnect program.
- 1.1.3. Purchase a mailing list and distribute a GWRideConnect flyer/postcard to expand awareness of the program.
- 1.1.4. Develop a new GWRideConnect display ad.
- 1.1.5. Continue utilizing relationships with local news media to increase visibility of the program and promote GWRideConnect as the “go to” source for transportation information.

Medium-Term Strategies (seven to 15 years):

- 1.1.6. Develop a formal marketing plan with assistance from a marketing consultant/firm.
- 1.1.7. Expand advertising activities to newly developed markets.

Long-Term Strategies (16 to 25 years):

- 1.1.8. Explore the feasibility of developing a store front for GWRideConnect to increase the visibility and convenience of GWRideConnect’s services.
- 1.1.9. Expand GWRideConnect staff hours to meet commuter services needs.
- 1.1.10. Maintain a marketing plan that reflects available and effective media.

1.2. Objective: Develop efficient organizational practices to maximize the impact of TDM efforts.

Short-Term Strategies (one to six years):

- 1.2.1. Increase use of the Internet, website, and other technologies to improve the efficiency and convenience of GWRideConnect programs. Develop a system to provide ridematch letters and other materials in electronic format.
- 1.2.2. Develop a set of performance measures and/or materials to illustrate the impact of the services GWRideConnect provides (e.g., George Washington Region vanpools carry 1,200,000 passengers a year) and increase “buy in” in the program.
- 1.2.3. Identify new potential funding sources for TDM programs and services.
- 1.2.4. Partner with MWCOC and other regional TDM agencies to improve the on-line ridematching database, results reporting, and ridematch letter formatting.

Medium-Term Strategies (seven to 15 years):

- 1.2.5. Capitalize on opportunities to streamline operations and program delivery.
- 1.2.6. Identify opportunities to develop revenue sources for TDM programs (e.g., selling fare media).

Long-Term Strategies (16 to 25 years):

- 1.2.7. Keep GWRideConnect programs up to date with latest technologies and website development.

1.3. *Objective: Maintain and expand strategic partnerships to increase the visibility of TDM.*

Short-Term Strategies (one to six years):

- 1.3.1. Partner with DRPT to develop a Statewide TDM marketing/promotion campaign.
- 1.3.2. Continue to partner with Commuter Connections to promote regional TDM services in the Washington Metropolitan Area.
- 1.3.3. Continue to partner with regional TDM agencies to market services, coordinate service delivery, and identify unmet needs.
- 1.3.4. Continue partnership with FAMPO in joint outreach and marketing efforts to promote TDM as a transportation solution in the region.

Medium-Term Strategies (seven to 15 years):

- 1.3.5. Develop a citizen advocacy network.

Long-Term Strategies (16 to 25 years):

- 1.3.6. Work with local governments to provide assistance as needed with TDM infrastructure and programs.

2. Goal: GWRideConnect will offer an expanding portfolio of TDM services to increase utilization of non-SOV travel options and improve mobility

2.1. *Objective: Increase the number of vanpools and carpools serving the George Washington Region.*

Short-Term Strategies (one to six years):

- 2.1.1. Develop, promote, and operate an enhanced Guaranteed Ride Home service in the George Washington Region to provide free taxi or rental car transportation to registered commuters who use alternative modes and have a personal emergency during the workday.
- 2.1.2. Establish vanpool driver incentives to attract new drivers and help retain existing vanpool drivers.
- 2.1.3. Provide additional financial support to vanpools through the Van Start and Van Save programs, which will cover the cost of vacant seats for new vanpools during start-up operations and established vanpools that have unexpected vacancies. Work with DRPT to adapt program requirements to make this funding available to a larger number of vanpools and for longer periods of time (e.g., non-profit and for-profit, yearly subsidies).
- 2.1.4. Develop and manage a carpool incentives program that provides financial incentives or

other rewards that encourage George Washington Region residents to carpool.

- 2.1.5. Partner with NVTC, PRTC, and other localities to develop a Vanpool NTD Incentive program which would allow vanpools in the State to report their passenger data to the National Transit Database. This program would generate additional 5307 funds to the region and would assist vanpools with additional subsidy. This program has the potential of increasing the number of vanpools therefore reducing congestion, improving air quality, and providing more service to the residents of the George Washington Region as well as other parts of the State.
- 2.1.6. Conduct direct marketing for vanpooling and carpooling with tailored messages specifically for these modes.
- 2.1.7. Continue to assist vanpools with the Smart Benefits Program, process and redeem vouchers from vanpool operators.

Medium-Term Strategies (seven to 15 years):

- 2.1.8. Through the Vanpool NTD Incentive program, provide additional capital assistance and support for vanpools to purchase or lease vans, adopt new technologies to monitor and report vanpool mileage, and obtain free electronic transponders for use on I-95 HOT lanes.
- 2.1.9. Hire additional rideshare program staff to support commuter assistance program operations and promote awareness of TDM programs and transit on the I-95 corridor and in feeder markets throughout the region.

Long-Term Strategies (16 to 25 years):

- 2.1.10. Continue to manage programs that support the needs of carpools and vanpools in the George Washington Region.

2.2. *Objective: Support expansion of transit services to serve local and long-distance trips.*

Short-Term Strategies (one to six years):

- 2.2.1. Continue to serve on the FRED Public Transit Advisory Board and Marketing Committee.
- 2.2.2. Promote VRE and existing private commuter bus companies in the region.
- 2.2.3. Promote new and expanded express/commuter bus services serving the I-95 corridor HOV/HOT lanes, if implemented.

Medium-Term Strategies (seven to 15 years):

- 2.2.4. Partner with GWRC and FAMPO to explore opportunities to develop regional transit services (e.g., expanding FRED, developing a regional transit authority)

Long-Term Strategies (16 to 25 years):

- 2.2.5. Continue to explore new transit market needs and/or customer segments and develop strategies to meet identified needs.
-

- 2.3. *Objective: Support development of coordinated human mobility services to meet the transportation needs of all residents.*

Short-Term Strategies (one to six years):

- 2.3.1. Partner with GWRC and FAMPO to plan and promote a volunteer driver program.
- 2.3.2. Support “Mobility Options”, the George Washington Regional Human Services Transportation Program.
- 2.3.3. Share marketing strategies, activities and costs with “Mobility Options” when appropriate.
- 2.3.4. Provide back-up Call Center support for “Mobility Options”.
- 2.3.5. Promote Senior Travel Training program in conjunction with “Mobility Options”, FRED and Rappahannock Agency on Aging.

Medium-Term Strategies (seven to 15 years):

- 2.3.6. Assist in the assessment of regional planning efforts to address the evacuation needs of older residents and people with disabilities.
- 2.3.7. Work with “Mobility Options” Regional Call Center as it enhances capabilities to include individualized computerized route matching that residents can access 24 hours a day via the internet.
- 2.3.8. Assist “Mobility Options” to develop their Regional Call Center to become a transportation broker for Medicaid services in the region.

Long-Term Strategies (16 to 25 years):

- 2.3.9. Continue to support “Mobility Options” as the central call center for the scheduling and dispatching of all agencies, public and private, in the region. Service fees cover administrative costs.
- 2.3.10. Partner with “Mobility Options” to create a regional car-share program for human services transportation
- 2.3.11. Partner with “Mobility Options” to create and manage a regional bike-share program.
- 2.3.12. Work with FRED and “Mobility Options” to incorporate flex routes throughout the region.

3. Goal: TDM will be viewed as an integrated component of transportation, land use, and development planning and processes in Planning District 16.

- 3.1. *Objective: Support development of transportation infrastructure that serves the needs of non-SOV users.*

Short-Term Strategies (one to six years):

- 3.1.1. Work with local property owners to lease existing excess parking spaces for commuter parking with funding through CMAQ.
- 3.1.2. Support development of bicycle and pedestrian facilities outlined in the George Washington Region 2035 Long-Range Transportation Plan.
- 3.1.3. Continue to work with FAMPO on corridor studies to incorporate TDM practices.
- 3.1.4. Explore methods of incorporating TDM in planning efforts to support sustainability.

Medium-Term Strategies (seven to 15 years):

- 3.1.5. Support development of new and expanded park-and-ride facilities to accommodate carpools, vanpools, transit users, and slug commuters.
- 3.1.6. Support development of regional land use policies and regional land use planning scenarios that incorporate TDM.
- 3.1.7. Explore the feasibility of implementing a car sharing program in the George Washington Region to decrease residents' need to own a car.

Long-Term Strategies (16 to 25 years):

- 3.1.8. Coordinate with infrastructure and facility changes as a result of HOV/HOT lane development on the I-95 corridor.

3.2. *Objective: Increase the number of transportation and land use plans that directly address TDM.*

Short-Term Strategies (one to six years):

- 3.2.1. Continue participating in regional and project specific advisory councils.
- 3.2.2. Educate GWRC staff, elected officials, and area agencies on the role of TDM in transportation planning (e.g., "it's more than just ridesharing") by conducting presentations at meetings and regularly providing briefings on TDM and important local topics.
- 3.2.3. Participate in the update of the George Washington Regional Long-Range Transportation Plan (2013).

Medium-Term Strategies (seven to 15 years):

- 3.2.4. Partner with local jurisdictions to incorporate TDM into local comprehensive plan updates.

Long-Term Strategies (16 to 25 years):

- 3.2.5. Participate in development studies and plans for transit-oriented development and other activity centers.

3.3. *Objective: Elevate the role of TDM in local development and site plan review processes.*

Short-Term Strategies (one to six years):

- 3.3.1. Begin to develop relationships with local and regional planning and economic development staff to learn about upcoming developments and increase awareness of the potential benefits of incorporating TDM in the development process.
- 3.3.2. Continue to pursue new programs using CMAQ funds that reduce the George Washington Region's carbon footprint and support attainment of ambient air quality standards.

Medium-Term Strategies (seven to 15 years):

- 3.3.3. Work with local planning departments to establish TDM standards as a component of site plan review.
- 3.3.4. Serve as a resource/consultant for developers to incorporate TDM practices and opportunities into plans.

Long-Term Strategies (16 to 25 years):

- 3.3.5. Continue to support local jurisdictions to utilize and promote TDM best practices.
- 3.3.6. Serve as a resource for developers interested in pursuing LEED certification.

4. Goal: GWRideConnect will engage local businesses in TDM programs.

4.1. *Objective: Increase the number of employers with active TDM programs.*

Short-Term Strategies (one to six years):

- 4.1.1. Conduct presentations on the benefits of TDM for local businesses at regional Chambers of Commerce.
- 4.1.2. Expand outreach efforts to businesses in highly congested priority corridors to establish TDM programs at their business sites.
- 4.1.3. Coordinate with the Transportation Coordinators at Dahlgren and Quantico to develop services that meet current and new BRAC employees' transportation needs, market programs, and maximize ridesharing.

Medium-Term Strategies (seven to 15 years):

- 4.1.4. Extend TDM practices to new businesses in the region.
- 4.1.5. Expand employer outreach program. Explore the possibility of creating a full-time employer outreach staff position in order to increase the number of employers contacted and the number of employers with active TDM programs each year.
- 4.1.6. Develop and/or maintain partnerships with local and regional economic development officials and serve as a resource to bring new businesses into the region.

Long-Term Strategies (16 to 25 years):

- 4.1.7. Continue to work with regional economic development agencies to support growth of local employment through TDM strategies.

4.2. *Objective: Expand telework opportunities and use.*

Short-Term Strategies (one to six years):

- 4.2.1. Continue to market Telework! VA and promote regional telework centers.
- 4.2.2. Provide assistance to commuters and employers in the George Washington Region to increase the number of workers teleworking.

Medium-Term Strategies (seven to 15 years):

- 4.2.3. Explore ways to provide financial incentives and assistance to commuters and employers in the George Washington Region to increase the number of workers teleworking.

Long-Term Strategies (16 to 25 years):

- 4.2.4. Continue to explore and promote technologies and programs that increase the convenience and availability of telework.
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4.3.4 Potential Partnerships

Implementing short-, medium-, and long-term strategies 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 GWRideConnect's program enhancement strategies include:

- *GWRC* – GWRC will continue to serve as GWRideConnect's governing agency over the period covered by this Plan. GWRideConnect will continue to support the programs and planning initiatives undertaken by GWRC and, in return, will continue to benefit from the shared resources and services it receives as a program of GWRC. GWRC may be able to provide additional support to GWRC by funding professional development opportunities for staff, providing additional match funding, and/or by assisting GWRideConnect to identify and apply for State and Federal grants.
- *FAMPO* – Like GWRC, FAMPO will continue to be a key partner for GWRideConnect as it pursues the strategies outlined in this Plan. GWRideConnect will continue to serve as a member of the FAMPO Technical Committee and contribute to the development of transit and TDM components of regional transportation plans and studies produced by FAMPO. The program will also continue to partner with the MPO to obtain CMAQ funding to implement and support programs that provide air quality benefits to the region.
- *GWRC member jurisdictions* – Elected officials and local governmental agencies serving the City of Fredericksburg and the counties of Caroline, King George, Stafford, and Spotsylvania will be important partners in implementing this Plan. Over the time period addressed by the Plan, GWRideConnect will expand relationships with local jurisdictions' planning and economic development staff and work to establish itself as a regional transportation resource.
- *Metropolitan Washington Council of Governments (MWCOG) and Commuter Connections* – Over the period covered by this Plan, GWRideConnect will likely remain a member of Commuter Connections and continue to partner with MWCOG to provide regional TDM marketing, Guaranteed Ride Home, and on-line instant ridematching services. An important step in continuing this partnership, however, will be meeting with MWCOG and other regional TDM agencies to explore means of improving the user-friendliness of the on-line ridematching database.
- *Other TDM agencies* – GWRideConnect will also partner with other regional TDM agencies in order to more efficiently provide services, develop regional solutions to transportation issues, and start up new programs (particularly those programs designed to serve areas outside the Washington Metropolitan Area). For example, PRTC/OmniMatch will be a key partner in developing and marketing the Vanpool NTD Incentive Program and other services for

commuters traveling on the I-95 corridor. Rappahannock-Rapidan Commuter Services, Northern Neck Rideshare, and Middle Peninsula Rideshare will partner with GWRideConnect to develop a Guaranteed Ride Home program to serve areas of the State not currently served by MWCOG's GRH program.

- *Citizens, commuters, and ridesharers* – Carpooling is primarily citizen-driven. Transit and multimodal infrastructure improvements are generally only pursued when there is vocal citizen support. As a result, George Washington Region citizens, particularly commuters and current ridesharers, will be key partners in achieving the goals outlined in this plan and developing the Region's multimodal transportation system. Citizens are not only customers, but they serve as partners in the financing, planning, and operation of program. Through customer and resident surveys and focus groups, GWRideConnect can continue to determine what services to plan or expand to meet citizen's needs. The program may also partner with regional transit providers to develop a citizen advocacy network to advocate for funding and development of priority programs or projects.
- *Fredericksburg Regional Transit (FRED)* – GWRideConnect will continue to represent GWRC on the FRED Public Transit Advisory Board and Marketing Committee. The program will also continue to promote FRED services to local residents and partner to support new services that meet residents' and employers' needs.
- *Virginia Railway Express (VRE)* – GWRideConnect will continue to partner with VRE to promote commuter rail as a convenient travel option to destinations in Northern Virginia and Washington, D.C. The program will also work with VRE to ensure adequate commuter parking near stations.
- *Division of Risk Management (DRM)* – GWRideConnect partnered with DRM to create the AdVANtage vanpool liability self-insurance program and will continue to team with them to manage and promote the program.
- *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 spaces and other facilities. GWRideConnect will increase its outreach to local employers over the course of this Plan in order to achieve its goal of increasing involvement of local businesses in TDM programs.
- *VDOT* – VDOT owns many of the park-and-ride lots in the George Washington Region and will be responsible for expanding and constructing many additional lots in the future. GWRideConnect will continue to partner with VDOT to identify ridesharing infrastructure needs and will continue to serve as a member of the Advisory Committee for HOV/HOT Lanes and other Mega Projects.

- *Human services agencies* – Multiple agencies provide transportation services for senior and disabled residents in the George Washington Region. GWRideConnect will partner with these agencies as it supports GWRC in the development and implementation of its Coordinated Human Services Mobility Plan.
- *NVTC / PRTC* – GWRideConnect will continue to partner with NVTC, PRTC, and other localities to develop a Vanpool NTD Incentive program which would allow vanpools in the State to report their passenger data to the National Transit Database. This program would generate additional 5307 funds to the region and would assist vanpools with additional subsidy.
- *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 are also essential in undertaking individual projects, such as building parking facilities.
- *Realtors* – Realtors are a first point of contact for new residents moving into the region and are an important partner for TDM agencies in growing communities such as the George Washington Region. GWRideConnect will continue to partner with local realtors to raise residents’ awareness of TDM and encourage them to try alternative transportation modes before they establish a drive alone commute routine from their new home.
- *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, GWRideConnect will develop partnerships with area universities to identify service needs and opportunities. Public school districts may also present an opportunity to partner to develop “school pools”.
- *Rappahannock Economic Development Corporation (REDCO)* – The mission of REDCO is: to promote economic development and growth of the small business community within the Commonwealth of Virginia.” As GWRideConnect increases its outreach to local businesses, it will also work with REDC to identify opportunities to use TDM programs to support local businesses and attract new businesses to the George Washington Region.
- *Fredericksburg Regional Chamber of Commerce* – The Fredericksburg Regional Chamber of Commerce is a business membership organization which serves as the collective voice of the business community on issues of economic, political, and social significance. GWRideConnect will partner with the Chamber of Commerce to increase awareness of its services and the benefits of employer-based TDM programs to local businesses.

4.4 PROGRAM MONITORING AND EVALUATION

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

GWRideConnect currently tracks multiple performance measures to monitor program delivery and performance. GWRideConnect conducts follow-up with all ridematch applicants within 11 days. In addition, staff surveys applicants, vanpools, carpools, and bus runs listed in the GWRideConnect database twice annually to update their commuter information and offer additional assistance if necessary. GWRideConnect compares month-to-month and year-to-year performance and adjusts its efforts based on these results. Staff also evaluates performance through regular reports to the GWRC Board of Commissioners, MWCOG, and DRPT. Current performance results illustrate the effectiveness and efficiency of the program; GWRideConnect has a net program cost per ridesharing participant of less than \$0.20 per trip (compared to \$5.00 or more per transit trip).

GWRideConnect is also 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 GWRideConnect's progress towards its goals and objectives. Table 4.2 shows the methods GWRideConnect uses to collect program performance data and the frequency with which various surveys are conducted.

Table 4.2 GWRideConnect Data Collection

Data Collection Activity	Biennial/ Triennial	Annual	Semi- annual	Quarterly/ Monthly
Applicant follow-up				Within 11 days of application
GWRideConnect applicant survey			X	
GWRideConnect van, car, and bus pool survey			X	
Commuter Connections database survey			X	
State of the Commute survey	X			

Source: GWRideConnect

Performance measures monitored through these instruments provide GWRideConnect 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 in Table 4.2 that GWRideConnect 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 GWRideConnect Performance Measures

Performance Measure	Population	Data Source	Updated
Leading Indicators:			
Avg. commute length (min)	Residents/Employees	MWCOG SOC 2007	Triennially
Desire to/interest in telecommuting (%)	Residents	MWCOG SOC 2007	Triennially
Dissatisfied with commute (%)	Residents	VA SOC 2007	
Distance to work (mi)	Residents/Employees	MWCOG SOC 2007	Triennially
Vehicle Ownership (%)	Residents	VA SOC 2007	
Mode Split:			
SOV – Commute (%)	Residents	MWCOG SOC 2007	Triennially
Transit – Commute (%)	Residents	VA SOC 2007	
Carpool/Vanpool – Commute (%)	Residents	MWCOG SOC 2007	Triennially
Commute by train (%)	Residents	MWCOG SOC 2007	Triennially
Commute by bus (%)	Residents	MWCOG SOC 2007	Triennially
Commute by bike (%)	Residents	MWCOG SOC 2007	Triennially
Commute by walking (%)	Residents	MWCOG SOC 2007	Triennially
Transportation Use:			
Daily VMT (000)	GWRC area	VA SOC 2007	
Annual Unlinked Trips (000)	GWRC area	VA SOC 2007	
Use HOV (%)	Residents/Employees	MWCOG SOC 2007	Triennially
Infrastructure:			
Employer offers free on-site parking (%)	Residents/Employees	MWCOG SOC 2007	Triennially
HOV Available (%)	Residents/Employees	MWCOG SOC 2007	Triennially
Less than one-half a mile to nearest bus stop from home (%)	Residents/Employees	MWCOG SOC 2007	Triennially
Less than one-half a mile to nearest train station from home (%)	Residents/Employees	MWCOG SOC 2007	Triennially
Park-and-ride lot use (%)	Residents	VA SOC 2007	
GWRideConnect Program Impacts:			
Contacted GWRideConnect (%)	Residents/Employees	MWCOG SOC 2007	Triennially
Receive ride match lists (%)	Residents	VA SOC 2007	
New rideshare applicants	Residents/Employees	GWRideConnect	Monthly
Rideshare applicants assisted	Residents/Employees	GWRideConnect	Monthly
Carpools/Vanpools formed	Residents/Employees	GWRideConnect	Monthly
Carpools/Vanpools assisted	Residents/Employees	GWRideConnect	Monthly
Carpool/Vanpool surveys distributed	Residents/Employees	GWRideConnect	Monthly

Performance Measure	Population	Data Source	Updated
Applicant surveys distributed	Residents/Employees	GWRideConnect	Monthly
Bus referrals made / schedules distributed	Residents/Employees	GWRideConnect	Monthly
VRE clients assisted / info distributed	Residents/Employees	GWRideConnect	Monthly
Telecommuting brochures distributed	Residents/Employees	GWRideConnect	Monthly
Metro referrals made / maps distributed	Residents/Employees	GWRideConnect	Monthly
Park-and-ride maps distributed	Residents/Employees	GWRideConnect	Monthly
SmartBenefit Vouchers processed (\$ amount)	Residents/Employees	GWRideConnect	Monthly
SmartBenefit materials distributed	Residents/Employees	GWRideConnect	Monthly
GRH applicants processed	Residents/Employees	GWRideConnect	Monthly
Local outreach to employers, realtors, applicants, vanpool operators	Residents/Employees	GWRideConnect	Monthly
GRH brochures distributed	Residents/Employees	GWRideConnect	Monthly
Commuter Connections brochures distributed	Residents/Employees	GWRideConnect	Monthly
Using workplace-based TDM programs (%)	Residents/Employees	VA SOC 2007	
Commute Difficulty versus Last year – % Easier	Residents/Employees	MWCOG SOC 2007	Triennially
Commute Difficulty versus Last year – % more difficult	Residents/Employees	MWCOG SOC 2007	Triennially
Employer offers commute incentives/support services (%)	Residents/Employees	MWCOG SOC 2004	Triennially
Offered workplace-based TDM programs (%)	Residents/Employees	MWCOG SOC 2007	Triennially
Rideshare after ride matching services are offered (%)	Employees	VA SOC 2007	
Service Awareness and Use:			
Aware/use Commuter Connections (%)	Residents/Employees	MWCOG SOC 2001	Triennially
Aware of GWRideConnect (%)	Residents/Employees	MWCOG SOC 2004	Triennially
Knew of a commute info resource organization (%)	Residents/Employees	MWCOG SOC 2007	Triennially
Aware of GRH (%)	Residents/Employees	MWCOG SOC 2004	Triennially
Use WMATA website (%)	Residents/Employees	MWCOG SOC 2001	Triennially
Used commute info resource organization (%)	Residents/Employees	MWCOG SOC 2007	Triennially
Employer Conditions			
Compressed work schedule (%)	Residents/Employees	MWCOG SOC 2004	Triennially

Performance Measure	Population	Data Source	Updated
Flextime (%)	Residents/Employees	MWCOG SOC 2001	Triennially
Job responsibilities do not allow telecommuting (%)	Residents/Employees	MWCOG SOC 2007	Triennially
Standard work schedule (%)	Residents/Employees	MWCOG SOC 2001	Triennially
Telework 1+ days (%)	Residents/Employees	MWCOG SOC 2007	Triennially
Telework offered by employer (%)	Residents	VA SOC 2007	
Teleworking (%)	Residents/Employees	MWCOG SOC 2007	Triennially

Sources: GWRideConnect, MWCOG & Virginia State of the Commute Survey 2007

5.0 Financial Plan

5.1 CURRENT BUDGET AND FINANCIAL RESOURCES

This section presents the current and historic budget and funding sources for the GWRideConnect program. In FY 2010, GWRideConnect’s annual budget was \$666,293. As a result of being housed within GWRC, GWRideConnect benefits from some shared overhead costs and staff. Since the formation of the program, GWRideConnect’s primary funding source has been an annual State TDM grant awarded by DRPT, supplemented by a required 20 percent local match. GWRideConnect staff coordinates with GWRC to incorporate these funds into the larger GWRC budgeting process.

GWRideConnect has also received a significant amount of funding from Federal Congestion Mitigation and Air Quality (CMAQ) grants channeled through FAMPO. This grant funding is dedicated to specific programs that reduce congestion and improve air quality in the Northern Virginia non-attainment area. TDM programs funded through CMAQ in the GWRC area include GWRideConnect’s local Guaranteed Ride Home Program, marketing, and the Van Start subsidy program. FAMPO and GWRideConnect staff is involved in the grant application processes for this funding. The FAMPO Policy Board approves the final funding for the projects.

Table 5.1 shows the breakdown of GWRideConnect’s operating budgets over the last five years.

Table 5.1 GWRideConnect FY 2006 to 2010 Operating Budgets^a

Expenses	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Program Staff and Administration	\$266,724	\$269,840	\$280,112	\$300,950	\$300,000
Marketing and Promotion	\$10,000	\$30,000	\$60,000	\$70,000	\$157,754
Incentives and Subsidies	\$15,000	\$20,000	\$25,000	\$60,000	\$151,539
Consultant Services	\$5,000	\$5,000	\$1,000	\$1,000	\$2,000
Travel and Training	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Other, GRH ^b	–	\$5,000	\$70,000	\$70,000	\$50,000
<i>Total</i>	<i>\$301,724</i>	<i>\$334,840</i>	<i>\$441,112</i>	<i>\$506,950</i>	<i>\$666,293</i>

^a Budget includes DRPT TDM grant, CMAQ funds, and local match.

^b GWRideConnect local Guaranteed Ride Home Program, not Commuter Connections program.

Source: GWRideConnect.

Revenues for GWRideConnect’s operations are obtained from a variety of Federal, State, and local sources. The amounts GWRideConnect has received from each of these funding sources over the past five years are shown in Table 5.2.

Table 5.2 GWRideConnect FY 2006 to 2010 Operating Revenue Sources

Income	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
State TDM Grant	\$241,379	\$267,872	\$312,890	\$325,560	\$355,803
Local Funds	\$60,345	\$66,968	\$78,222	\$81,390	\$88,951
Federal CMAQ Grant	–	–	\$50,000	\$100,000	\$221,539
<i>Total</i>	\$301,724	\$334,840	\$441,112	\$506,950	\$666,239

Source: GWRideConnect.

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 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. In addition, many currently planned projects are predicated on the receipt of funds from the I-95/I-395 HOT Lanes project, which may occur but the project is currently on hold.

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 and that revenues from most other ongoing sources will increase at a level consistent with inflation, an average of three percent.²¹ This funding scenario will allow GWRideConnect to continue its current core programs, but will not enable GWRideConnect to increase staff salary or benefits or to create or expand any programs unless substantial CMAQ or other funds are made available. This scenario would be seriously detrimental to the continued success of GWRideConnect, which has relied on TDM grant increases of four to 16 percent each year since FY 2006 to keep pace with growth of the program’s customer base and services.

²¹ This constrained scenario is consistent with the constrained funding scenario contained in the 2035 George Washington Regional Long-Range Transportation Plan, with the exception that State TDM grants are not assumed to continue to grow at historic levels.

The unconstrained scenario considers funding requirements to enhance existing services and initiate new programs, as outlined in Section 4, if grants and additional funding are identified. The unconstrained scenario includes projects that will be pursued if HOT lanes revenues are made available in the recommended amounts for the recommended projects (as presented in the I-95/I-395 Transit/TDM Study Draft Final Report issued by DRPT in January 2008) as well as several projects for which specific funding sources have not yet been identified.

5.2.1 Short-Term

Constrained Funding Sources and Program Description

In the constrained scenario, it is assumed that GWRideConnect will continue to rely upon its current primary revenue sources:

- *Federal Congestion Management Air Quality (CMAQ) Program* – Effective January 23, 2006, the Environmental Protection Agency (EPA) has classified the City of Fredericksburg and the counties of Spotsylvania and Stafford as an ozone maintenance area under the eight-hour ozone National Ambient Air Quality Standard (NAAQS). As a result of this status, the region is eligible for CMAQ funding over the next 10 years while it pursues a maintenance plan to continue to attain the eight-hour ozone standard. CMAQ funds are available for projects that contribute to the attainment of NAAQS. FAMPO allocates CMAQ funds to new services based on a declining scale over a three-year period.
- *State TDM/Commuter Assistance Grants*– These grants support administration of GWRideConnect and other regional TDM programs. TDM grants require a 20 percent local match. An annual DRPT TDM grant has historically been one of GWRideConnect’s primary sources of funding. However, over the last several years the amount available through these grants has been slightly unstable.

Grants from these sources will be supplemented with required local match amounts. In the constrained scenario, GWRideConnect’s annual State TDM grant amount will remain constant at \$355,803 over the short-term. Any increase in funding would come through local funds, Federal CMAQ grants (provided through FAMPO), or other new sources, which are expected to increase at a level consistent with inflation, an average of three percent. Expansion of existing programs and implementation of new programs will be very limited and dependent upon the amount of non-DRPT funds available. Table 5.3 shows anticipated GWRideConnect revenue sources over the next one to six years given this constrained funding growth scenario.

Table 5.3 Constrained Short-Term Program Revenue

	Year 1 (FY 2011)	Year 2 (FY 2012)	Year 3 (FY 2013)	Year 4 (FY 2014)	Year 5 (FY 2015)	Year 6 (FY 2016)
State TDM Grant	\$355,803	\$355,803	\$355,803	\$355,803	\$355,803	\$355,803
Local Funds	\$88,951	\$88,951	\$88,951	\$88,951	\$88,951	\$88,951
Federal CMAQ Grant	\$221,539	\$228,185	\$235,031	\$242,082	\$249,344	\$256,824
<i>Total</i>	\$666,293	\$672,939	\$679,785	\$686,836	\$694,098	\$701,578

Source: Cambridge Systematics, based on interviews with GWRideConnect and DRPT

Unconstrained Funding Sources

In the constrained scenario, it is assumed that GWRideConnect will continue to rely upon its current primary revenue sources (described above) and will also have access to HOT Lanes revenues and other funding sources. The HOT Lanes project is expected to provide \$272,410 in annual operating revenue for TDM programs between 2010 and 2035. The project is also expected to provide a total of \$14,138,939 for VRE parking expansion, \$8,483,363 for commuter buses, and \$22,622,302 for transit centers over the 25-year period covered by this Plan.²² The unconstrained program includes at least a three percent annual increase in most revenue categories in order to account for inflation, increases in staff wages and benefits, and natural growth of GWRideConnect's existing programs. Table 5.4 shows the estimated annual unconstrained budget for services and programs over the short-term (one to six years).

Table 5.4 Unconstrained Short-Term Program Revenue

	Year 1 (FY 2011)	Year 2 (FY 2012)	Year 3 (FY 2013)	Year 4 (FY 2014)	Year 5 (FY 2015)	Year 6 (FY 2016)
State TDM Grant	\$355,803	\$366,477	\$377,471	\$388,796	\$400,459	\$412,473
Local Funds	\$88,951	\$91,619	\$94,368	\$97,199	\$100,115	\$103,118
Federal CMAQ Grant	\$221,539	\$228,185	\$235,031	\$242,082	\$249,344	\$256,824
HOT Lanes	\$272,410	\$272,410	\$272,410	\$272,410	\$272,410	\$272,410
<i>Total</i>	\$938,703	\$958,692	\$979,280	\$1,000,486	\$1,022,328	\$1,044,826

Source: Cambridge Systematics, based on interviews with GWRideConnect

Additional potential funding sources that GWRideConect could pursue in the short-term, but are not included in Table 5.4, include:

²² 2035 George Washington Regional Long-Range Transportation Plan

- Federal Funding:
 - *NTD Vanpool Incentive Program* – If implemented this incentive program would generate excess 5307 funds that could be used on certain “capital” projects in the region.
- State Funding:
 - *Transportation Efficiency Improvement Fund (TEIF) Grants* – 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 Grants* – 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 been successful in obtaining 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. Additional programs listed in the unconstrained program description could be funded through these grants, however, other DRPT administered State aid grants are preferable due to the fact that Technical Assistance grants require a 50 percent local match.
- Local Funding:
 - *Two Percent Motor Fuels Sales Tax* – The two percent motor fuels sales tax is collected in Fredericksburg and Stafford County and can be used for any transportation purposes. Fredericksburg and Stafford County currently use these funds to pay their local shares of VRE and FRED service and for roadway projects. Competition for these funds is high, however, they could potentially be used to fund TDM-related projects at the discretion of local governments during annual budget deliberations.
- Other 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 and employers could be used to initiate or expand several services in the future.

Unconstrained Program Description

The revenues shown in Table 5.4 will allow GWRideConnect to continue its core commuter programs and implement multiple new programs. These programs and their estimated individual costs are discussed in more detail below:

- *Program Staff and Administration* – This program element includes the cost of wages and benefits for GWRideConnect employees to administer and operate TDM programs, including: ridematching, employer outreach, transit promotion, planning activities, and other commuter assistance programs. These costs are covered primarily by State TDM grant funds and are expected to increase with inflation at approximately three percent per year. HOT Lanes funds may provide additional funding for Rideshare Program Operational Support and additional staff to promote and manage commuter assistance programs on the I-95 corridor and feeder markets.
- *Marketing and Promotion* – HOT Lanes funds will provide additional funds to expand marketing efforts touting TDM programs and non-single occupancy vehicle (SOV) commute modes in the I-95 corridor and feeder markets. GWRideConnect may also continue to utilize CMAQ funding for specific marketing efforts such as developing targeted marketing messages to increase carpool and vanpool mode shares.
- *Incentives and Subsidies* – Over the short-term, GWRideConnect will continue to administer several subsidy programs that it currently participates in. HOT Lanes funds will also allow the program to develop, manage, and market several new incentive programs for commuters traveling on the I-95 corridor. These programs include:
 - VanStart/VanSave subsidy – VanStart/VanSave are the primary subsidy programs currently administered by GWRideConnect. Through these programs, GWRideConnect 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).²³ GWRideConnect may continue to utilize CMAQ funds to operate the Van Start. The DRPT grant will be used to fund the Van Save program. HOT Lanes funds may be available to provide additional financial support for these programs.
 - Capital Assistance For Vanpools – HOT Lanes funds may provide new financial assistance for the purchase or lease of vans for vanpools, IT monitoring and reporting of vanpool mileage, and free electronic toll transponders to vanpools. If the new NTD Vanpool Incentive program is established additional 5307 funds may be available to support these endeavors.

²³ I-95/I-395 Transit/TDM Study and I-66 Transit/TDM Study: TDM Program Benefit and Cost Estimates

- Vanpool Driver Incentives - HOT Lanes funds may fund a new incentive program to attract new vanpool drivers and help retain existing drivers for vanpools. Estimated cost is \$250 per driver per year (about \$1/day).²⁴ Part of the Scope of Work of the NTD Vanpool Incentive Program is to research vanpool driver incentive programs.
- Carpool Incentives - HOT Lanes funds may fund a new program to provide rewards and incentives for carpoolers. 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. NuRide Carpool incentives are estimated to cost \$10 per month per person.²⁵
- Telework Program Assistance - HOT Lanes funds may provide new financial incentives and assistance to increase the number of workers teleworking.
- *Travel and Training* - In order to encourage professional development among GWRideConnect staff so that they may continue to provide a high-quality service, the program will continue to utilize State TDM grant funding for events such as the Annual ACT Conference, trainings conducted through CUTR and ACT. In the short-term, it is assumed that the GWRideConnect travel and training program component budgets will increase with inflation at three percent annual rate.
- *Other program elements:*
 - Enhanced Guaranteed Ride Home - CMAQ funds through FAMPO will be used to develop, operate, and promote Enhanced Guaranteed Ride Home (GRH) services in the Region to provide free taxi or rental car transportation to registered commuters who use alternative modes and have a personal emergency during the workday. Funding was established as part of the HOT Lanes Program for this task also.
 - AdVANTage Program - GWRideConnect will pursue CMAQ and other funds to market and support the AdVANTage vanpool liability self-insurance program. The AdVANTage program was originally planned to start with \$2 million in funding, but only received \$500,000. The program is now just self-sustaining and will require an additional \$500,000 in the short-term.

²⁴ Source: I-95/I-395 Transit/TDM Study.

²⁵ Source: I-95/I-395 Transit/TDM Study.

5.2.2 Medium- and Long-Term

Potential Funding Sources

Over the medium and long-term, if the HOT Lanes project is implemented, it is expected to continue providing \$272,410 in annual operating revenue for TDM programs. Most of the potential short-term funding sources described above will also continue to be potential sources of funding for GWRideConnect in the medium and long-term. New potential TDM funding sources that may be available in the medium- and long-term include revenues from road user fees or development impact fees that may be implemented in the George Washington Region.

Unconstrained Program Description

Several major program components that will require additional funding in the medium and long-term include:

- *Program Staff and Administration* – As GWRideConnect continues to grow and develop its programs, it may have additional administrative needs such as:
 - Technology enhancements to maintain and improve TDM databases and ensure that GWRideConnect’s services are made conveniently available through the most current outlets (e.g., social media, “iPhone” applications).
 - Staff to maintain and expand outreach and collaboration with employers, jurisdictions, agencies, and other stakeholders.
 - Staff to manage new programs (e.g., Enhanced Guaranteed Ride Home program).
- *Marketing and Promotion* – In the medium and long-term, GWRideConnect will continue marketing efforts to promote TDM and transit in the George Washington Region. In order to target and maximize the effectiveness of these efforts, the agency may pursue additional funding to develop a formal marketing plan with assistance from a marketing firm. Additional funding may also be needed to implement the recommendations of the marketing plan.
- *Travel and Training* – It is assumed that the GWRideConnect travel and training program component budgets will continue to increase at a three percent annual rate.
- *Subsidies* – GWRideConnect will continue to support ridesharing in the Region by providing subsidies to maintain and form new vanpools and carpools.
- *Other program elements* – “Other” program elements that will require additional funding in the medium and long-term include feasibility studies and plans to implement new services such as car-sharing, fare media sales, a

GWRideConnect storefront, etc. Funding needs for these projects will depend upon the specific services and facilities that are identified in future updates of this TDM plan, the regional long-range transportation plan, and local comprehensive plans.