Long-Range Transportation Demand Management (TDM) Plan

Middle Peninsula Rideshare- Middle Peninsula Planning District Commission (MPPDC)

Working Draft

report

prepared for

Middle Peninsula Rideshare

prepared by

Cambridge Systematics, Inc.

with

Center for Urban Transportation Research
LDA Consulting
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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 (typically 1-2 year) funding horizons. As a result, many of these agencies have not previously been empowered to fully participate in long-range planning processes for their respective programs.

Middle Peninsula Rideshare (Rideshare) is the designated TDM agency tasked with advancing alternatives to the drive alone commute through innovative programs serving the Middle Peninsula region, including the Counties of Essex, Gloucester, King and Queen, King William, Mathews and Middlesex and the Towns of Tappahannock, Urbanna and West Point. As the region is working to preserve its high quality of life, conserve valuable natural resources, and provide needed services to a gradually changing and aging population, Rideshare has begun preparing for future needs today. This document presents Rideshare's long-range operational plan for 2010 through 2035. It builds upon the successes and challenges of the Middle Peninsula 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 maintain the Rideshare program as a relevant, customer-focused "go-to" resource for commuters and employers in the Middle Peninsula region in the future.

This document also fulfills the TDM plan requirement established by the Virginia Department of Rail and Public Transportation (DRPT). Beginning in 2009, DRPT required all agencies receiving TDM State 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.

More specifically, the Plan will:

- Serve as a management and policy document for each TDM Agency;
- Provide DRPT with information necessary to fulfill related planning and programming requirements;

- Document current and proposed future operating budgets for each TDM agency; and
- Provide all information necessary to include each 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 each agency's existing TDM planning documents and is consistent with long-range plans prepared by local and regional planning organizations, the Virginia Department of Transportation (VDOT), and DRPT.

2.0 Overview of Rideshare

2.1 History of TDM Program

The Middle Peninsula Planning District Commission (MPPDC) was established in April 1972 as one of 21 authorized Planning District Commissions (PDCs), pursuant to the 1968 Virginia Area Development Act. The purpose of Planning District Commissions, as set out in the Code of Virginia, Section 15.2-4207, is "...to encourage and facilitate local government cooperation and state-local cooperation in addressing on a regional basis problems of greater than local significance" and "to promote orderly and efficient development of the physical, social, and economic elements of the district by planning, encouraging and assisting governmental subdivisions to plan for the future". The MPPDC serves as a subsidiary to the Counties of Essex, Gloucester, King and Queen, King William, Mathews and Middlesex and the Towns of Tappahannock, Urbanna and West Point.

MIDPENRIDESHARE

YOUR LONG DISTANCE COMMUTE CONNECTION

The Middle Peninsula Rideshare (Rideshare) program was formed as a program of the MPPDC in 1985 and owes its initial and continuous success to a very enthusiastic Executive Director. A notable milestone that highlights the program's early contributions occurred during the reconstruction and widening of the Coleman Bridge in 1995. The Coleman Bridge is a swing bridge that spans the York River between Gloucester County and York County at Yorktown, carries US Highway 17 along its span, and provides access to several military installation job sites—including the US Navy's Naval Weapons Station Yorktown. The bridge, which connects the Peninsula and Middle Peninsula regions of Tidewater, was reconstructed through an unusual floating process which reduced the time this important commuter artery was out of service. During the reconstruction period, the Rideshare program successfully worked hand-in-hand with the construction staff to move commuters across the river, thereby demonstrating its role as a capable team player in resolving significant commuter access and bottleneck issues.

Today, the Rideshare program covers a service area of 1,387 square miles that includes a population of 92,000 residents and 23,743 employees. In line with its

original mission, the program continues to provide ridesharing services to assist persons who are seeking transportation from Rideshare's service area to employment and other destinations in Northern Virginia, Richmond, and Hampton Roads. The program also links commuters to existing area vanpools and to VSPI, Inc – a major private provider of commuter vanpool transportation services – for assistance in forming new carpools. Rideshare's Guaranteed Ride Home (GRH) Program offers a rental car reimbursement to existing carpoolers and vanpoolers to ensure that they have a reliable alternative to return home during personal or family emergencies, unexpected requirements to work late, or vehicle breakdowns. The program also helps a limited number of employers by providing information about transportation alternatives, including employee carpool formation, company vanpool formation, and employee transportation benefits information. As one of the region's small employers, the MPPDC offers a teleworking arrangement to its employees. This option is utilized by a number of its planning staff who commute from Richmond. There are no existing or planned "brick-and-mortar" telework centers in the region. The lack of broadband connectivity, the limited size and dispersed nature of the employer occupational base, and absence of congested conditions within the region remain as key impediments to the potential of advancing telecommuting as a viable alternative to traditional work arrangements.

2.2 GOVERNANCE & ORGANIZATIONAL STRUCTURE

2.2.1 Governance

The MPPDC (Commission), which sponsors the Rideshare Program as part of its annual workplan, is governed by a Board of Commissioners— a total of 25 locally elected officials and citizens— who represent the six counties and three towns which comprise Planning District 18 – Middle Peninsula. The Commission is supported by nine staff positions, including: an Executive Director who oversees the entire Commission and its programs, a Director of Regional Planning, several Regional Projects Planners, an Administrative Assistant/Rideshare Coordinator/On-Site Program Manager, and a Secretary.

The Rideshare Program Manager and Regional Projects Planner, who support the program on a part-time basis, report directly to the Commission's Executive Director. The Executive Director provides a regular written summary of activities for each program conducted by the PDC – including activities performed by Rideshare – to the entire Board of Commissioners through a monthly *Executive Director's Report of Staff Activities*. The MPPDC approves funding and overall program design for the Commission and its programs, including the Rideshare program, and authorizes local matching funds on an annual basis. The localities determine the overall level of MPPDC's funding which, in turn, sets the level of matching funds available for the Rideshare program.

2.2.2 Organizational Structure

The design of the overall program of the MPPDC for Fiscal Year (FY) 2010, based on the most recently available information, outlines 12 general program areas, including:

1. Administration;
2. Local Daily Technical Assistance;
3. Strategic Planning;
4. Economic and Community Development;
5. Water Quality Planning;
6. Transportation Planning;
7. Public Safety;
8. Regional Information Center;
9. Regional Educational Workshops/Forums;
10. Legislative Monitoring Services;
11. Regional Service Delivery; and
12. Intergovernmental Review.

TDM services operated under Rideshare are one of the activities that support the Transportation Planning program, which includes: other transportation activities of general interest to the PDC, special studies, data collection and analysis, and coordination and advocacy activities. The execution of the Transportation Planning program and its supporting activities falls under the responsibility of the Executive Director, Director of Regional Planning, Regional Projects Planners, and the Rideshare Coordinator. Funding support for the Transportation Planning program comes from a variety of sources, including: the Virginia Department of Transportation (VDOT) Rural Transportation Planning Assistance, DRPT's Transportation Demand Management Program, and local funds.

The Rideshare program is supported part-time by two staff members, whose titles and major responsibilities are shown in Table 2.1. Both employees have other duties in addition to those which specifically relate to Rideshare. For example, the Rideshare Coordinator also supports the Regional Educational

Workshops/Forums, which comprise another program area within MPPDC[1]; performs duties related to intergovernmental review of financial assistance applications; and supports the general administration covering all program areas, including financial management. The Regional Projects Planner also performs other grant-supported planning activities in addition to the Safe Routes to School project, which falls under the Rideshare program.

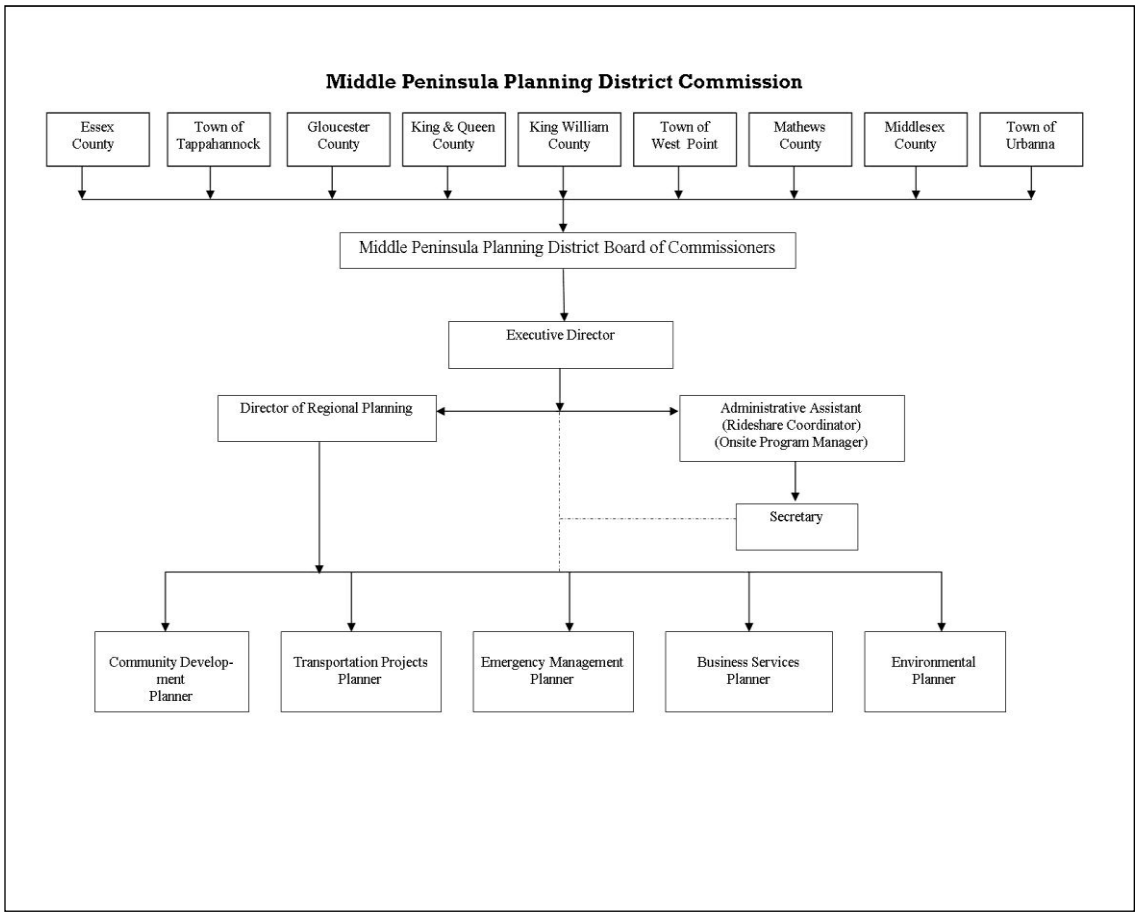
Table 2.1 Rideshare Staff Descriptions

FTE	Position	Job Description
0.25	Rideshare Coordinator	Administers Rideshare program, advertises and promotes program, oversees employer outreach activities, provides ridematching and direct customer services
0.1	Regional Projects Planner	Provides technical assistance, including assisting interested localities with applying for and developing Safe Routes to School Programs and Infrastructure Projects, updating the Middle Peninsula Regional Bicycle Plan, and mapping

Source: Rideshare

[1] The Regional Workshops/Forums Program encourages the sponsorship of meetings, seminars and workshops for local elected and appointed officials, local government administrators, local economic developers, and local opinion leaders covering such topics as economic development, Commission functions and activities, leadership techniques, local government operations, environmental management, and others.

Figure 2.1 MPPDC Organizational Chart



Source: Rideshare

2.2.3 Key Stakeholders

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

- *MPPDC* – As Rideshare's governing agency, MPPDC is a key organizational stakeholder for the program. Rideshare benefits from the shared overhead and support services it receives as a program of MPPDC. In turn, the multi-county Middle Peninsula region served by MPPDC accrues benefits from the commuter services provided by Rideshare.
- *MPPDC member jurisdictions* – The Rideshare program depends on the MPPDC jurisdictions, comprised of nine separate government agencies, to provide the 20 percent annual local match to maintain program operations. The ability to garner local support is crucial, and has a direct influence on the

funding amount requested from the State in the annual grant application process.

- *MPPDC Commuters and Employers* - Commuter residents and local employers in the Counties of Essex, Gloucester, King and Queen, King William, Mathews, and Middlesex— as well as the Towns of Tappahannock, Urbanna, and West Point— are the key customers of Rideshare, which offers them alternatives to single occupancy vehicle commuting.
- *DRPT* – DRPT is Rideshare's primary funding agency, providing the bulk share of funding—amounting to 80 percent of the overall budget— to support the program. Rideshare looks to DRPT to support, guide, and promote TDM at the State level.
- *Bay Transit* – Bay Transit is the main on-demand transit service provider in the Middle Peninsula and one of the primary human service mobility providers in the region. Rideshare promotes Bay Transit's services to residents and partners with the agency to identify new service needs.
- *Newton Bus Service* – Newton Bus Service is another service delivery partner that the Rideshare program promotes in its Commuter Guide brochure and in the "Public Transportation" section of its website. Newton Bus Service—based in Gloucester and with a satellite facility in Richmond— offers private commuter bus service to the Peninsula Area and charter bus service to other destinations.
- *TRAFFIX* and *RideFinders* – These two major service delivery partners comprise neighboring TDM agencies that service the Hampton Roads and Richmond areas, respectively. With the high volume of commuters traveling to these two regions, cooperation and coordination with services offered by these agencies is required in order to offer the best service to local residents.
- *VDOT* – While the Rideshare program does not directly interact with or draw funding support from the Virginia Department of Transportation (VDOT), the Rideshare program is highly dependent on infrastructure that is maintained and/or operated by the Department; notably, several park and ride lots to which the program directs commuters who take advantage of carpooling and/or vanpooling. Through its Rural Transportation Assistance Program, VDOT is more influential in the support of other program areas within the MPPDC, including Strategic Planning, Rural Transportation Planning activities, the Regional Information Center data program, and Regional Educational Workshops/Forums.

2.3 SERVICE AREA PROFILE

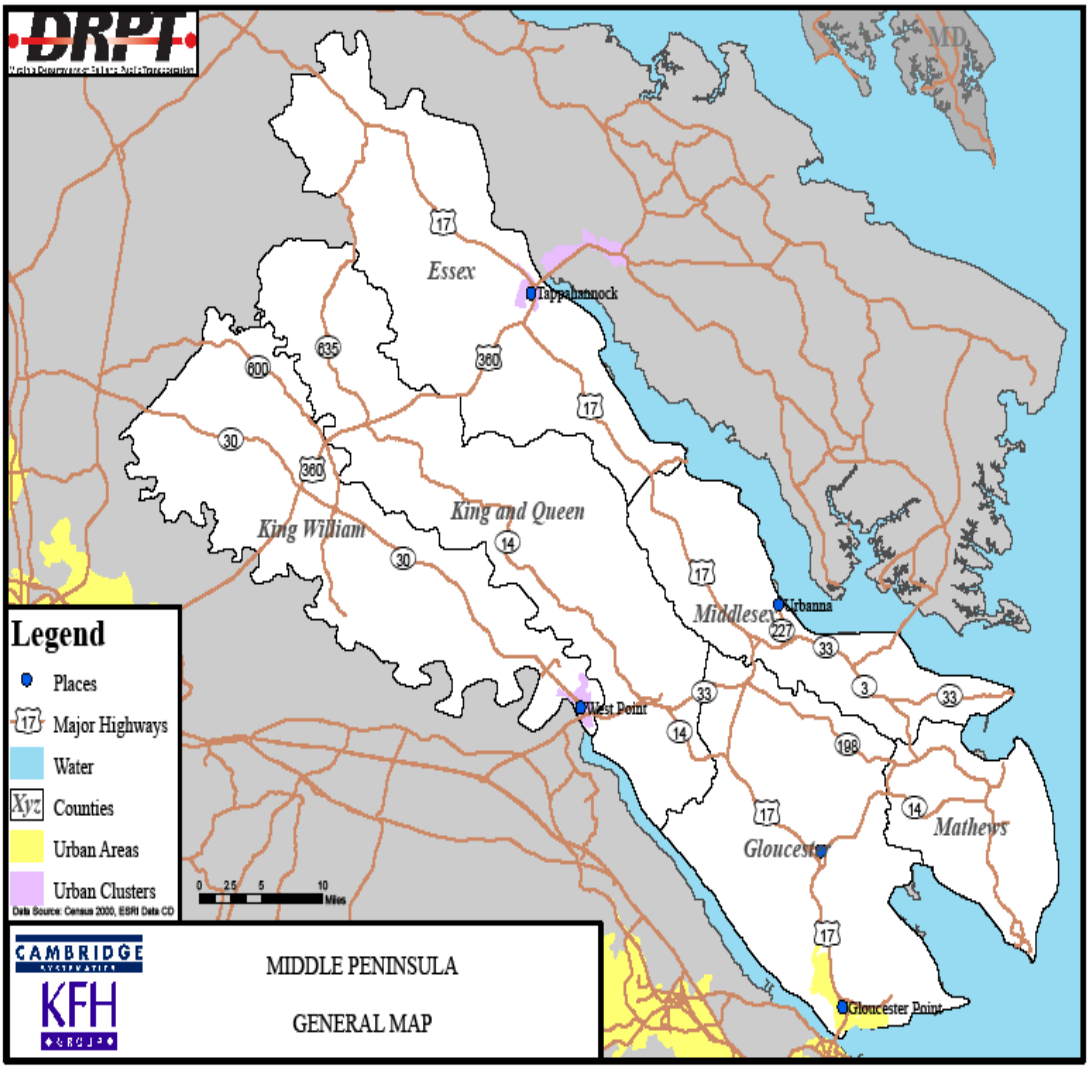
2.3.1 Description of Service Area

The Middle Peninsula region is located south and east of Fredericksburg, east of Richmond, and north of Hampton Roads —three areas within a long-distance commute. The region is bounded by the Chesapeake Bay to the east, the York River to the south, the Rappahannock River to the north and east, and Caroline County to the west. The service area comprises approximately 1,387 square miles and is home to about 92,000 residents and 23,743 employees.

Rideshare's service area, as shown by the map in Figure 2.2, is characterized by rural, low density residential and agricultural land uses. Population density in the Middle Peninsula is extremely low in comparison to other areas of the Commonwealth. The entire region contains less than 500 persons per square mile. The community of Gloucester Point in Gloucester County, and the Town of West Point in King William County, and the Town of Tappahannock in Essex County are small urban clusters within the region that are home to employers and potential travel destinations.

Travel and recreation in the Middle Peninsula region is very much shaped by its access to the Chesapeake Bay and other bodies of water, including the two large rivers – Rappahannock and York. The area has over 150 private marinas, boat ramps and public landings that provide convenient water access to residents and visitors. Opportunities for swimming, sailing, canoeing, fishing, skiing, boating and other water related activities are made possible by the Chesapeake Bay, rivers, ponds, creeks and streams in the region. The Virginia Department of Conservation and Recreation (DCR) has identified 32 Federally or state-protected conservation sites on the Middle Peninsula, including the Bethel Beach Natural Area Preserve in Mathews County.

Figure 2.2 Map of Rideshare Service Area



Source: Middle Peninsula Coordinated Human Services Mobility Plan, 2008

2.3.2 Transportation Facilities

The Middle Peninsula region is served by a transportation system consisting primarily of several US and State highway routes and multiple secondary roads that connect these primary roadways. Multimodal transportation facilities in the region that are common in more urban areas -- including transit access, bicycle paths, and sidewalk facilities – are either very limited or non-existent in the Middle Peninsula region. There is no fixed-route public transit service; only an on-demand service is available between the hours of 6:00am and 6:00pm with a 24-hour advanced notice requirement. Availability of pedestrian infrastructure

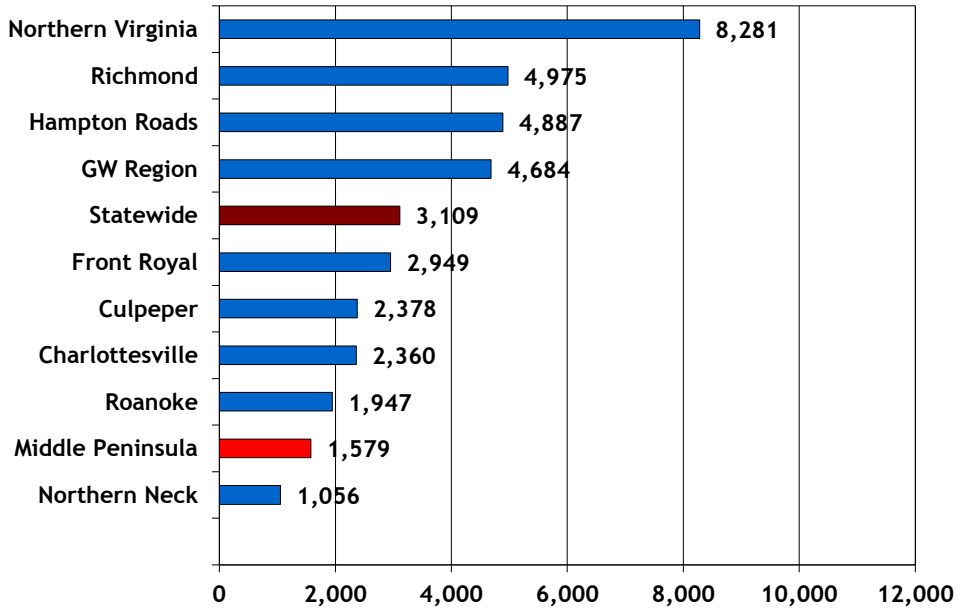
in moderately good condition is limited to portions of the region's towns. Sidewalks are rarely found outside the town borders in the rural outskirts of each county.

Roadways

The roadway system is by far the most widely used element of the region's transportation network. State Routes 14, 198, and 33, in addition to US Routes 17 and 360, serve as the primary corridors through the six-county region. Two bridges connecting the Middle Peninsula region to the Northern Neck Peninsula to the north are located along US Route 360 and State Route 3. The Coleman Bridge connects the Middle Peninsula to the south along US Route 17. Two bridges into the Town of West Point on State Route 33 connect the region to Interstate 64, providing access to the west.

Due to the Middle Peninsula's rural character and distance from major interstate commuter routes (e.g. I-95), the region has not experienced much congestion issues on its roadways. Although many Middle Peninsula residents commute long distances to work, travel delays related to congestion within the region are not a major concern. As shown in Figure 2.3, the 2007 Virginia State of the Commute Study compared *vehicle miles traveled (VMT) per road mile* between the various regions in the Commonwealth as a simple measure of congestion. According to this measure, the Middle Peninsula region had the second lowest congestion level in Virginia, surpassed only by its neighbor—Northern Neck.

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



Source: Virginia State of the Commute Study, 2007

Public Transportation

Bay Transit, the public transportation authority of Bay Aging, is the only public transportation provider in the Middle Peninsula and has a service area of nearly 3,000 square miles that includes 12 counties and an estimated population of 150,000 people. The service is advertised through the Rideshare website and in its promotional pamphlet, the *Middle Peninsula Commuter Guide*. The current one-way fare within one county is $1. It is double ($2) each way when crossing county lines[2].

The historical evolution of the service began in 1998, when Bay Transit took over the operations of the former Colonial Beach Transit. It continues to operate as a not-for-profit community transit service, providing service to the Middle Peninsula Counties of Essex, Gloucester, King and Queen, King William, Mathews, and Middlesex; the Northern Neck Counties of Lancaster, Northumberland, Richmond, and Westmoreland; and the Richmond-Petersburg Region Counties of Charles City and New Kent. Based on 24-hour advance notice requests, Bay Transit provides on-demand bus transportation to the general population, seniors, and individuals with disabilities and offers several fixed route shuttles in some of the Towns.

Constraints regarding crossing jurisdictional boundaries hamper use of Bay Transit services for most commuters in the region. There is a strong need for fixed route transit service, particularly on Route 17, which Bay Transit currently cannot serve. There is very little transit between different jurisdictions, and none to outside the region.

Commuter Bus Service

Newton Bus Service, based in Gloucester with a satellite facility in Richmond, offers commuter bus service to one significant employer in the Peninsula area and charter bus service to other destinations. The company markets its motorcoach service availability for groups to access destinations such as Williamsburg, Richmond, Tidewater, Charlottesville, Baltimore, Eastern Shore area, Fredericksburg, Washington, DC, and New York City.

Bicycle and Pedestrian Facilities

Facilities for bicycling and pedestrian use are very limited in the region, even for recreational use. Hence, they are an even less likely choice for commuting to work. One notable exception is the Riverwalk Trail located in the Town of West Point in King William County, which was constructed as part of a VDOT Transportation Enhancement Grant. Currently, the path begins at the West Point

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[2] Source: http://www.midpenrideshare.org/publictransportation.php

Public Schools and extends down Chelsea Avenue and along the Mattaponi River, under the Lord Delaware Bridge and into the Downtown area. Future extensions to this trail are in the planning process.

Another VDOT-sponsored program to enable walking and biking in the region is focused specifically on school children. The Safe Routes to School Program assists interested localities and schools across the Commonwealth with the development of programs and infrastructure improvements to make walking and biking to school a safe and desirable option for students in kindergarten through eighth grade. In the Middle Peninsula Region, the Town of West Point was awarded funding to develop a Student Travel Plan and to construct additional sidewalks and safety infrastructure to encourage children to travel to school in non-motorized ways. West Point's Student Travel Plan was approved by VDOT in 2008 and the Town was awarded funding for an infrastructure project in 2009.

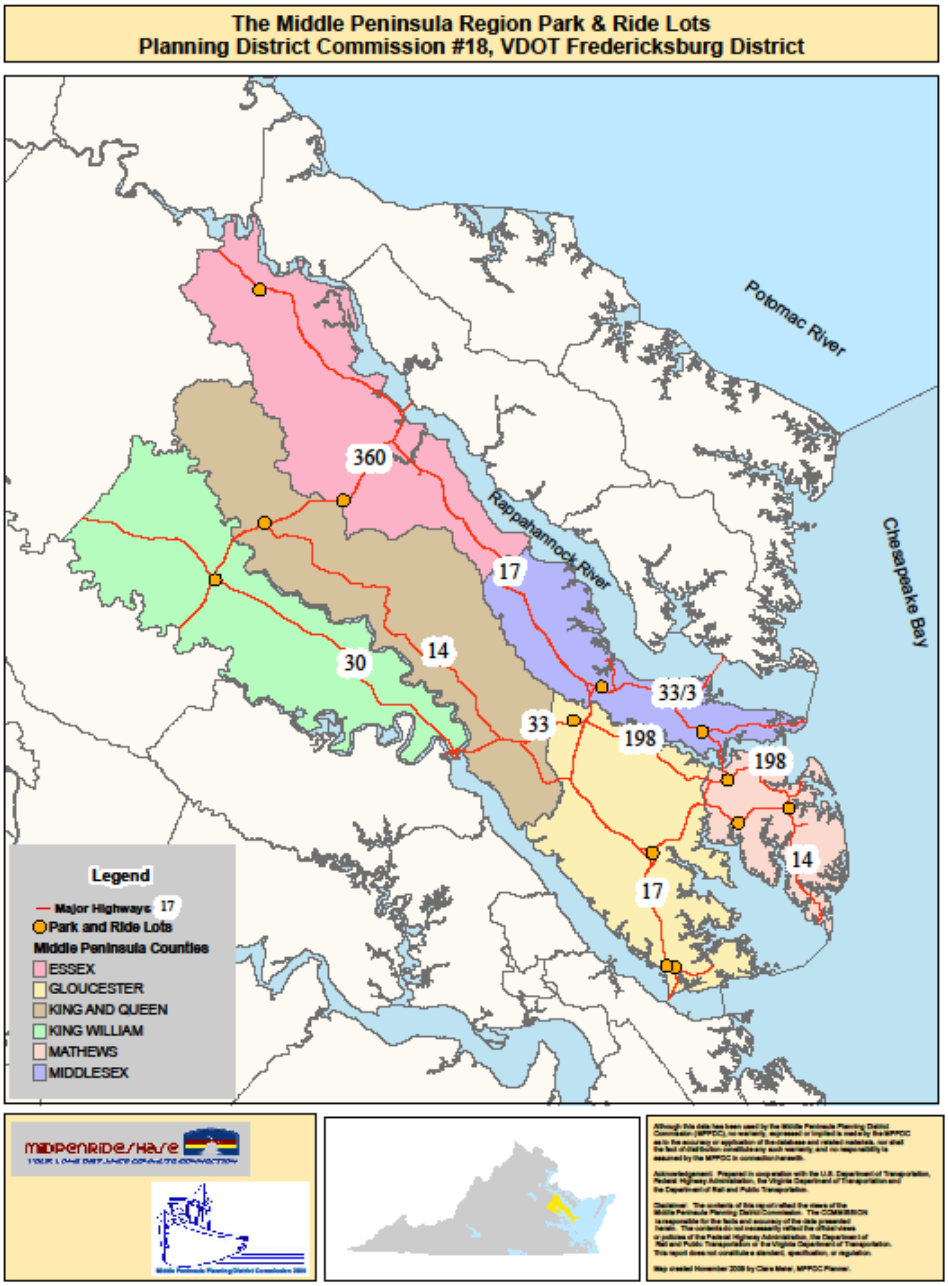
Park-and-Ride Lots

Figure 2.4 depicts the location of park and ride lots in the Middle Peninsula Region graphically, whereas Table 2.2 lists each lot by jurisdiction, road/nearest intersection, and estimated number of available spaces. There are a total of 12 lots with approximately 785 available parking spaces for commuters:

- Essex County (2 lots);
- Gloucester County (3 lots, or almost 41 percent of all spaces in the region);
- King and Queen County (1 lot);
- King William County (1 lot);
- Mathews County (3 lots); and
- Middlesex County (2 lots).

Figure 2.5 shows the ratio of park and ride spaces to commuters in the Middle Peninsula region relative to other regions throughout Virginia based on 2006 data provided by VDOT. Middle Peninsula has a fairly substantial number of park and ride spaces available compared to other regions- 20 spaces for every 1,000 commuters. Only the GW Region has a higher ratio of spaces to commuters. Reported usage of some of these lots by Middle Peninsula residents appears to be low, as they are poorly located and/or perceived as unsafe. Less than one percent of Middle Peninsula residents surveyed for the 2007 Virginia State of the Commute study reported using a park and ride lot when commuting to work in the last year, reflecting the traditional tendency to drive alone over joining a carpool or vanpool.

Figure 2.4 Major Commuter Lots in the Rideshare Service Area



Source: Rideshare

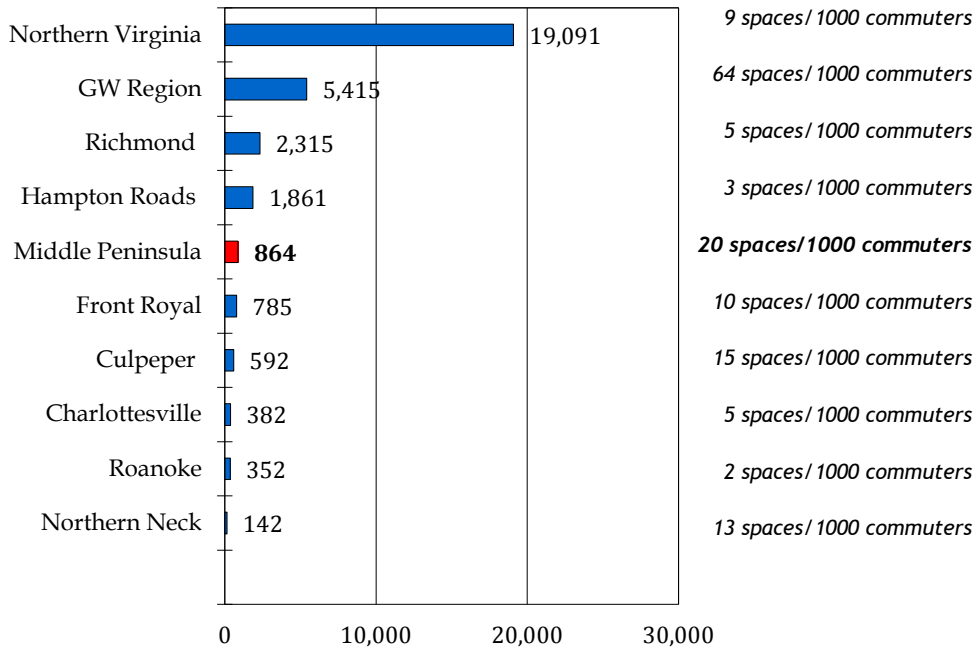
Table 2.2 Park-and-Ride Locations in the Rideshare Service Area

Jurisdiction (County/ VDOT District)	Location (Road/ Nearest Intersection)	Estimated Number of Spaces
Essex County/ Fredericksburg District (Watt's Supermarket)	Routes 360, 684 and 620	30-60
Essex County/ Fredericksburg District	Routes 17 and 654	25-30
Gloucester County/ Fredericksburg District (Guinea Road Commuter Lot)	Routes 17 and 216	225
Gloucester County/ Fredericksburg District (Hayes Rescue Squad)	Routes 1216 and 1232	70
Gloucester County/ Fredericksburg District (Rappahannock Community College: Glenn's Campus)	Routes 374 and 33	25
King and Queen County/ Fredericksburg District (Bradley's Convenience Stores)	Routes 14 and 360	30
King William County/ Fredericksburg District (King William County High School)	Routes 30 and 662	120-150
Mathews County/ Fredericksburg District (North)	Routes 14 and 683	50
Mathews County/ Fredericksburg District (Twigg Bridge)	Routes 198 and 3	35
Mathews County/ Fredericksburg District (Mathews County Recreational Park)	Routes 14, 198 and 713	63
Middlesex County/ Fredericksburg District	Routes 33 and 3	30
Middlesex County/ Fredericksburg District (Middlesex County Farmers Market)	Routes 33 and 703	50
	***Total**	***Approximately 785***

Source: Rideshare

* Note: In the case of those lots where a range was provided for the Estimated Number of Spaces, the average of that range was used in the Total calculation across all lots.

Figure 2.5 Ratio of Park and Ride Spaces to Commuters



Source: VDOT, 2006

2.3.3 Demographic Profile

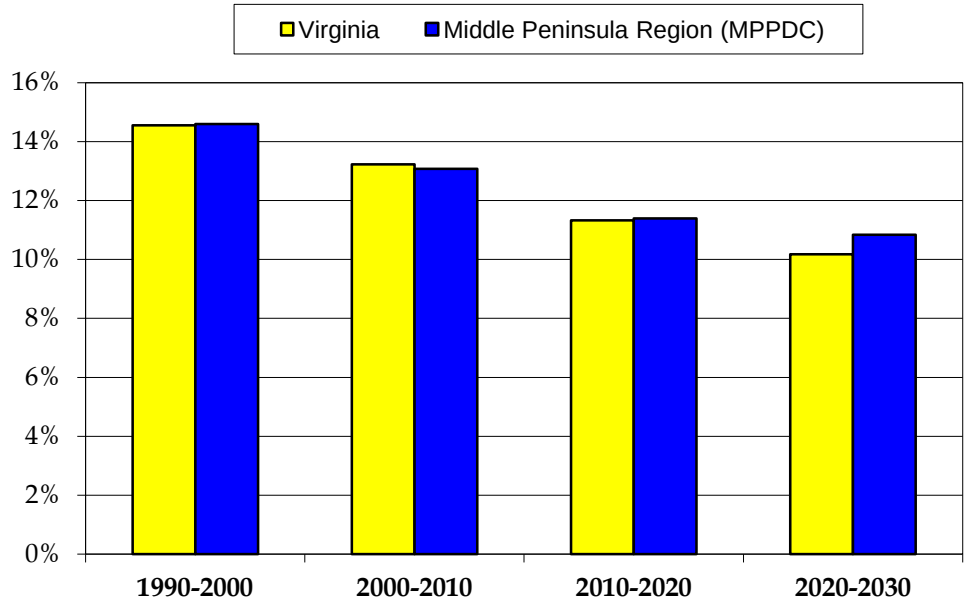
As shown in Table 2.3, between 1990 and 2000, Middle Peninsula's population increased by just over 10,000 residents, for a growth rate of 14.6 percent. Between 2000 and 2010, it increased by a slightly lower percentage (13.1 percent). Between 1990 and 2010, the percentage of the population that is under 20 years old shows a decline (from 27 percent to 23 percent), while the percentages of 20 to 64 year olds and those 65 years and over are increasing slightly (by 2 to 3 percent). If these demographic patterns continue into the future, the potential effect on a TDM agency like Rideshare may be a greater emphasis on a broader notion of mobility (i.e. non-work related trips) for older persons who will likely face major challenges in accessing their destinations once they cannot operate a vehicle. Figure 2.6 shows how anticipated growth in the area compares to growth for the Commonwealth of Virginia as a whole.

Table 2.3 Estimated Demographic Profile (1990-2010)

		1990	2000	2010
Population:				
	Total Pop.	73,023	83,684	94,630
	% Growth	--	14.6%	13.1%
Age Groups (%):				
	Under 20	19,972 (27%)	19,571 (24%)	21,453 (23%)
	20 to 64	42,024 (58%)	49,166 (60%)	57,300 (61%)
	65 and Over	11,027 (15%)	12,685 (16%)	15,877 (17%)

Sources: Virginia Employment Commission and US Census Bureau

Figure 2.6 Population Growth in MPPDC and Virginia



Sources: Virginia Employment Commission and US Census Bureau

2.3.4 Employment Profile

In addition to demographic shifts within various age groups in the population base, employment patterns can also impact the types of TDM services demanded in an area. As shown in Figure 2.7, the Middle Peninsula and neighboring Northern Neck region have the second lowest employment density in Virginia. This low density creates a challenge for encouraging carpooling and successfully

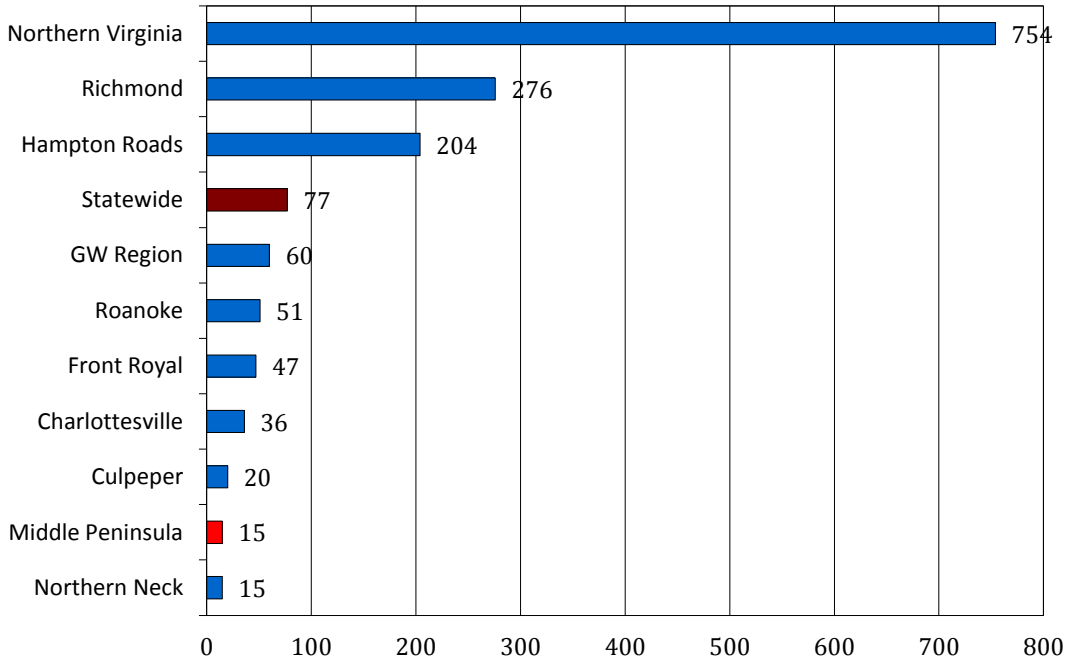
implementing traditional TDM strategies. Moreover, there are very few large employers in the region. While the employers listed in Table 2.4 each have well over 100 employees, the actual job sites may be dispersed over a wide geographic area (as in the case of the school systems), and employees may be housed in areas that are even more dispersed than the job sites (even in localities outside of the Middle Peninsula). The majority of the region's very small and hard-to-target employers are difficult and costly to affect by TDM service offerings.

Table 2.4 Top 10 Employers in Rideshare's Service Area

Middle Peninsula Planning District (MPPDC)
1. Gloucester County School
2. Riverside Regional Medical Center
3. Walmart
4. Stone Container Corporation
5. Virginia Institute of Marine Science
6. Food Lion
7. King William County Schools
8. County of Gloucester
9. Middle Peninsula Northern Neck Mental Health Center
10. Essex County School Board

Source: Virginia Employment Commission. 50 Largest Employers during 1st Quarter (January, February, March) 2009.

Figure 2.7 Employment Population Density in Virginia Regions



Source: 2000 Census, Employees per square mile

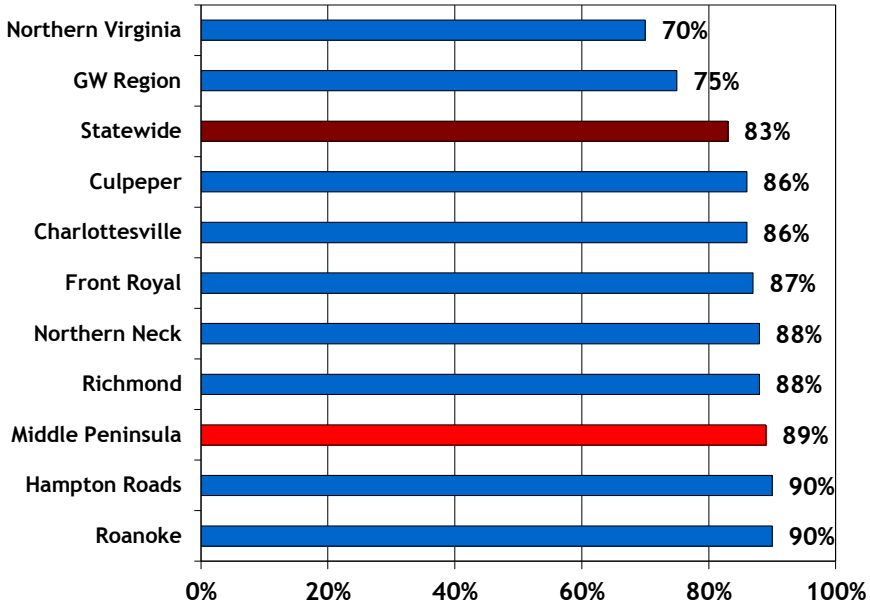
2.3.5 Existing Travel Patterns

Demographic shifts and employment patterns are two significant factors that affect the potential for TDM service offerings. Information on travel patterns – knowing where and how residents, workers, and visitors travel for work and non-work activities – also helps determine the services that best fit their needs today and can help identify the types of programs that will attract them to non-single-occupancy vehicle modes in the future. Current travel and commute trends can provide clues as to what types of services will be needed and where future programs and marketing should be targeted.

Mode Split

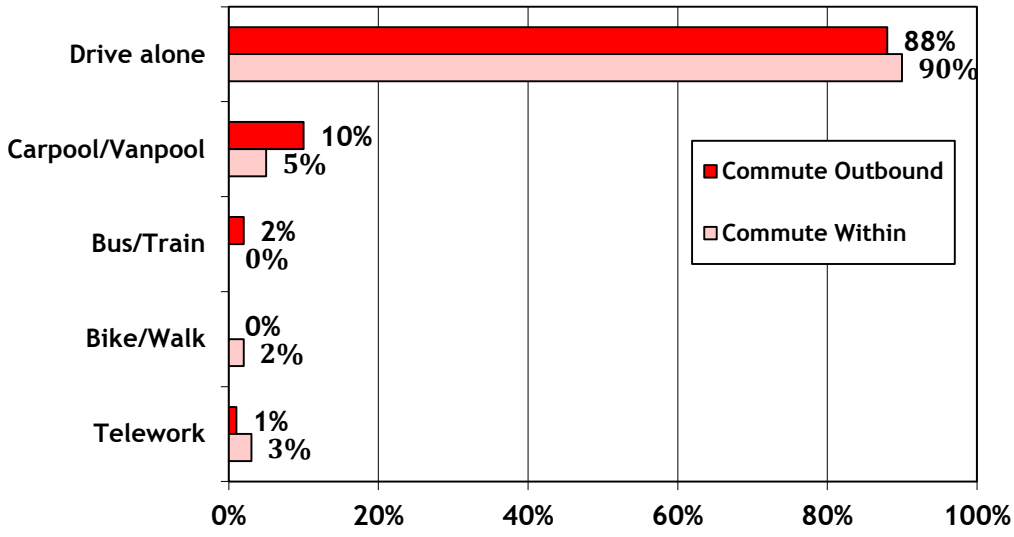
Mode split is commonly used as a performance measure for TDM agencies, as their efforts are directed at reducing the percentage of SOV and shifting travel behavior to alternative modes. According to the 2007 State of the Commute results, approximately 77 percent of Virginia commuters drive alone, 11 percent carpool or vanpool, 4 percent take transit, 4 percent telework, and 4 percent walk or use other means. As shown in Figure 2.8, as of 2007, Middle Peninsula had a drive alone rate that was higher than the statewide rate of 83 percent. The region's rate of 89 percent was comparable to other regions in the State, with the exception of the Northern Virginia and George Washington regions, which had rates of 70 percent and 75 percent, respectively.

Figure 2.8 Drive Alone Rates in Virginia Regions



Source: Virginia State of the Commute Study, 2007

Figure 2.9 MPPDC Use of Alternatives to Drive Alone Commute



Source: Virginia State of the Commute Study, 2007

Commuting Patterns

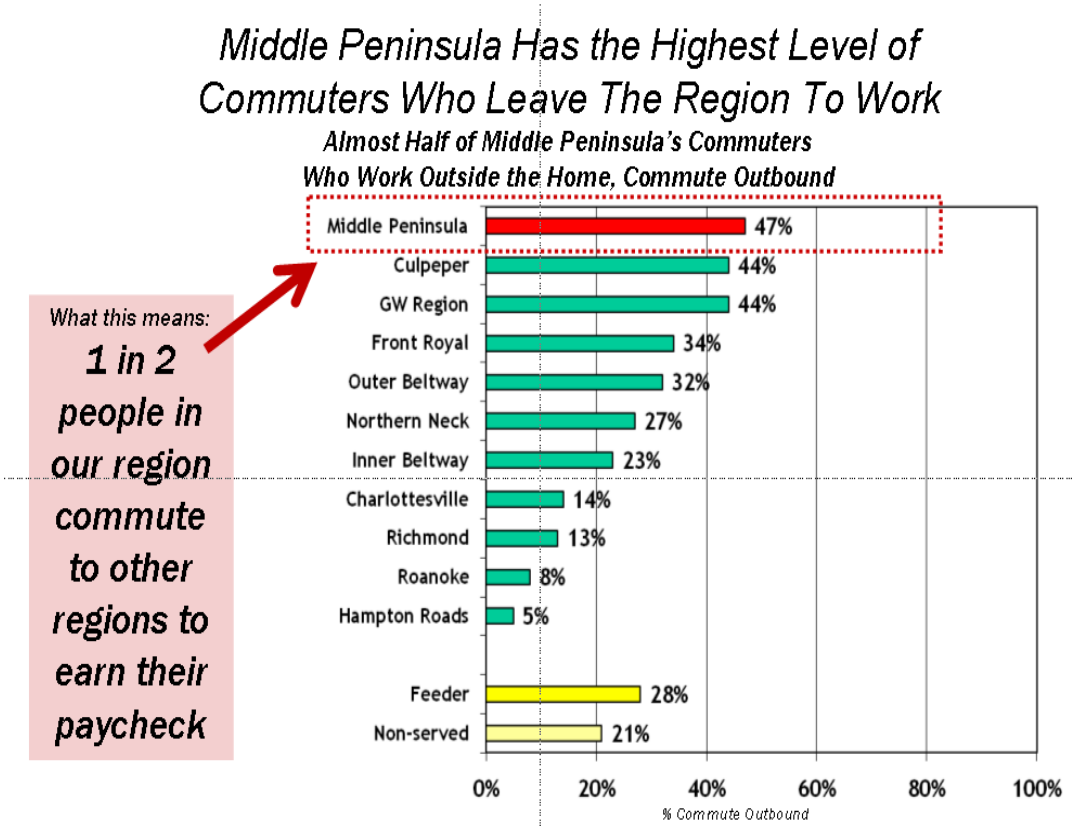
Commuting patterns are one of the largest influences on a TDM agency's programs and customers. Areas with a large percentage of inbound commuters

may want to emphasize employer services, while areas with a large percentage of outbound commuters may want to focus on residentially-based programs. Figure 2.10 and Figure 2.11, as well as Table 2.5, detail current commuting patterns for the Rideshare service area.

Access to and from the Middle Peninsula is limited by the location of bridges along the 3 major corridors. Commuters traveling north or south generally travel on US Route 17 which crosses the York River to the south and allows access to Interstate 95 near Fredericksburg to the north. Commuters traveling to Richmond from the southeastern and central areas of the region travel through the Town of West Point on State Route 33 to access Interstate 64. Commuters in the upper part of the region generally travel US Route 360 to the Richmond area.

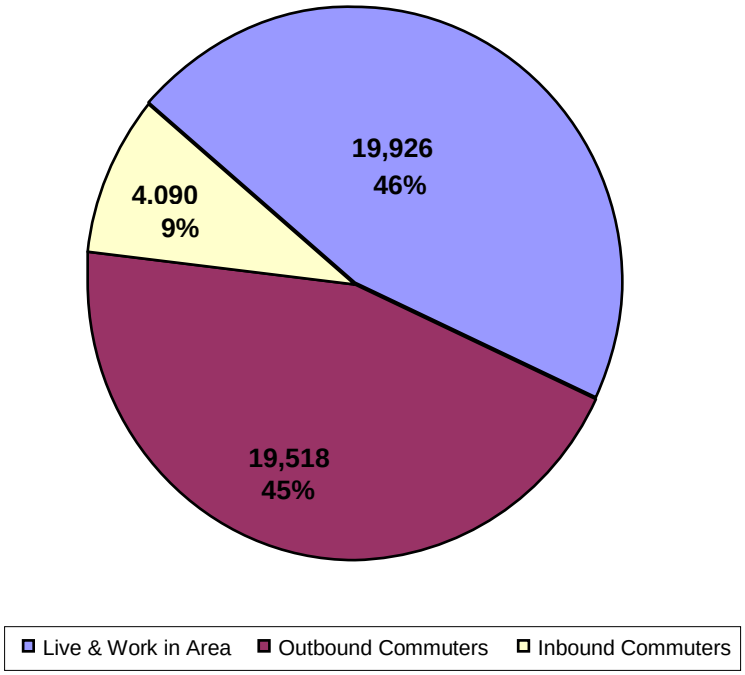
As can be seen in Figure 2.10, the Middle Peninsula region has the highest percentage of outbound commuters of all regions in the Commonwealth – at 47 percent. These commuters are traveling primarily to the three major metro areas – Hampton Roads, Richmond and Northern Virginia/DC for employment.

Figure 2.10 Percentage of Outbound Commuters by Region



Source: Virginia State of the Commute Study, 2007

Figure 2.11 Commuting Patterns (2000)



Source: Virginia Employment Commission

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

Residents Commuting to:	Residents (%)	Workers Commuting From:	Workers (%)
Gloucester County	8,152 (21%)	Gloucester County	7,902 (33%)
Newport News city	3,971 (10%)	Essex County	2,818 (12%)
Essex County	2,996 (8%)	Middlesex County	2,770 (12%)
King William County	2,910 (7%)	Mathews County	2,585 (11%)
Middlesex County	2,800 (7%)	King William County	2,324 (10%)
Henrico County	2,151 (5%)	King and Queen County	1,527 (6%)
Mathews County	1,950 (5%)	Richmond County	599 (2%)
Richmond city	1,901 (5%)	Newport News city	365 (2%)
York County	1,878 (5%)	Northumberland County	340 (1%)
Hanover County	1,546 (4%)	Westmoreland County	336 (1%)
Total Resident Commuters:	***39,444***	***Total Workers:***	***24,016***

Source: Virginia Employment Commission

State of the Commute Summary (2007)

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

- Average one way commute time/distance: *31 minutes/22 miles*
- Percent reporting their commute is more difficult than last year: *20%*
- Percent of residents with no transit in home/work area: *67% home/59% work*
- Projected VMT increase 2000-2025: *56% (Rural average)*

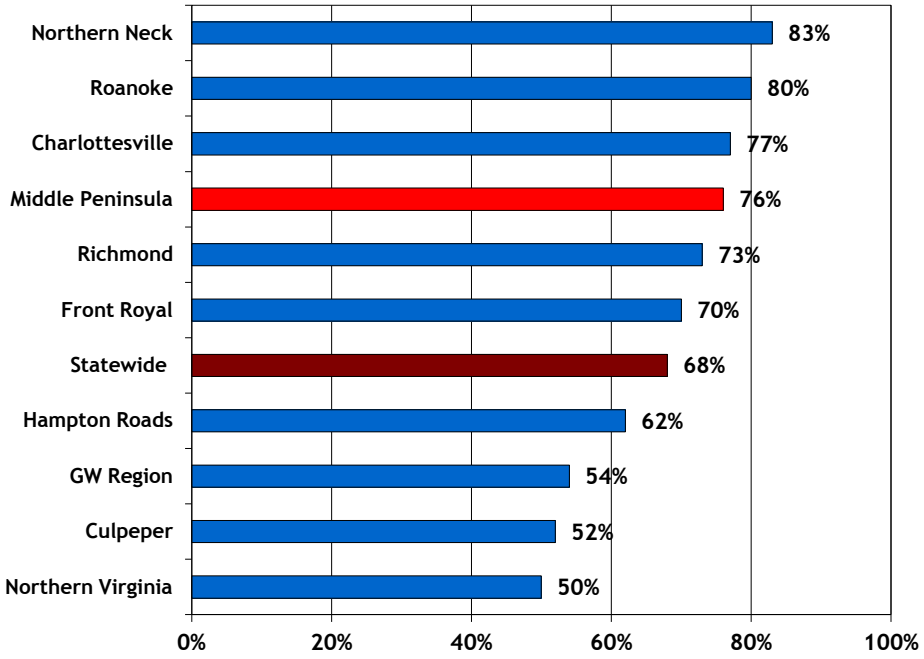
As Table 2.6 shows, the Middle Peninsula region has a higher than average commute time and length compared to other regions in Virginia. The average commute length in Middle Peninsula is six miles longer than the state average, and the average commute time is five minutes longer. Given that the additional mileage does not significantly increase the commute time, it is not surprising that Middle Peninsula has a fairly high percentage of residents who report they are satisfied with their commute. As Figure 2.12 shows, 76 percent of residents in Rideshare's service area report that they are satisfied with their commute.

Table 2.6 Average Commute Trip Time and Length

Region	Avg. Trip Time Minutes	Rank	Region	Avg. Trip Length Miles	Rank
GW Region	42	1	GW Region	30	1
Culpeper	40	2	Culpeper	29	2
Northern Virginia	35	3	Front Royal	25	3
Middle Peninsula	**33**	**4**	**Middle Peninsula**	**23**	**4**
Front Royal	32	5	Northern Neck	22	5
Northern Neck	29	6	Non-served	19	6
Statewide	**28**	**7**	Charlottesville	18	7
Non-served	26	8	Feeder	17	8
Charlottesville	26	8	**Statewide**	**17**	**8**
Feeder	24	10	Northern Virginia	16	10
Hampton Roads	23	11	Richmond	16	10
Richmond	23	11	Hampton Roads	14	12
Roanoke	20	13	Roanoke	14	12

Source: Virginia State of the Commute Study, 2007

Figure 2.12 Percent Satisfied with their Commute in Virginia Regions



Source: Virginia State of the Commute Study, 2007

2.4 CURRENT TDM PROGRAMS AND SERVICES

The Rideshare program assists residents, employers, and employees of the Middle Peninsula region who are seeking alternative transportation options relative to driving alone, and strives to increase awareness of these options through promotions, advertising, and coordination with neighboring TDM agencies, human service operators like Bay Transit, and private commuter service providers such as the Newton Bus Service. Already, 14 percent of commuters are using alternative modes, largely for long-distance commutes to three major metropolitan areas—Northern Virginia/District of Columbia (DC), Richmond and Hampton Roads.

Due to severe public transit limitations within the largely rural Middle Peninsula region, the Rideshare Program places its focus on helping commuters and employers to establish carpools or vanpools— or, alternatively, using private commuter bus services— by providing ridematching services and promoting its own Guaranteed Ride Home (GRH) program for existing carpoolers and vanpoolers. The steep, although temporary, increases in gas prices in 2008 resulted in unusual interest and enthusiasm for alternative modes of transportation, particularly from employers who were sensitive to the transportation need and affordability faced by their lower income workers.

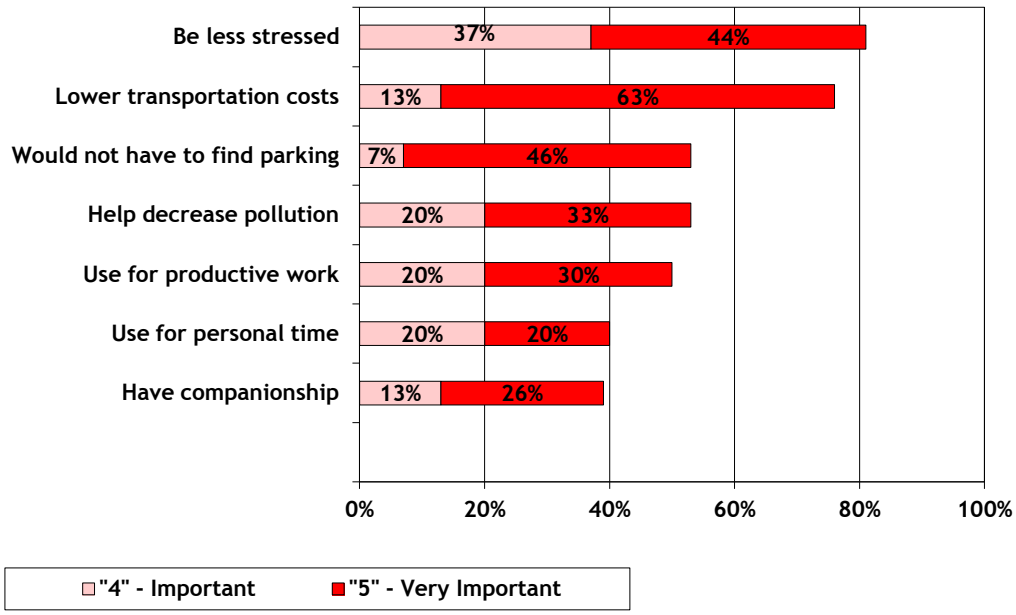
Toward that end, the Rideshare program worked with those employers to establish vanpool programs and other alternatives for those employees, and expects to do so in the future. For other vanpool start-ups—including one to Langley Air Force Base in Hampton and another to downtown Richmond—the Rideshare program provided assistance in filling empty seats through advertising, promotion and registration of riders with the complementary GRH program.

The Rideshare program has also been involved in providing technical assistance for the Safe Routes to Schools Program and a follow-on grant application for a Safe Routes to School Infrastructure project for the Town of West Point.

2.4.1 Customers

Disseminating information on the range of transportation options available to residents and employees to enable informed transportation decision-making is the core of Rideshare's program. Although congestion is not a major concern in the Middle Peninsula, many residents commute long distances outside of the region to reach employment centers in more congested areas such as Hampton, Richmond, Northern Virginia, or the District of Columbia. The primary motivations for Rideshare's customers to use alternative modes, as shown in Figure 2.13, include avoiding the stress of driving alone and decreasing the costs of transportation

Figure 2.13 Reasons MPPDC Commuters Use Alternative Modes



Source: Virginia State of the Commute Study, 2007

2.4.2 Programs and Services

Information about Rideshare's programs and services can be found on the program's website (http://www.midpenrideshare.org/). The website is the main starting point for new customers to learn about Rideshare and its services. Rideshare provides residents and employers the only real alternative to SOV commuting and offers relief when a vehicle is either permanently or temporarily unavailable. The primary perceived value of the service, however, is derived from the cost savings and stress relief from long distance commutes.

Detailed descriptions of the programs and services provided or administered by Rideshare staff are included below.

Carpools and Ridematching

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

Rideshare receives an average of 37 applications for ridematching each year. Currently, there are 99 active ridematching applicants in the Rideshare database. The program produces 28 matchlists each year.

Rideshare also offers its ridematching services for purposes other than commuting. For example, Rideshare has assisted local churches with transportation issues, as well as local social service agencies with medical transportation needs.

Vanpool Matching/Leasing

Rideshare provides vanpool ridematching services using their own database, and in coordination with RideFinders and TRAFFIX and their respective databases. In addition to ridematching, the program supports existing vanpools and promotes establishment of new vanpools by providing:

- Technical assistance – Rideshare provides informational resources and one-on-one assistance to assist commuters to lease and start their own vanpool service.
- VanStart/VanSave – Rideshare manages the VanStart and Van Save programs, which provide subsidies to help start a new vanpool or to temporarily cover vacant seats in an existing vanpool.[3]

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[3] The Virginia Van Start Program temporarily subsidizes empty seats during the critical start-up phase of new vanpools. The program is open to all new vanpools that register for assistance with a local Rideshare Program. The Virginia Van Save Program for

Footnote continued

During the first half of FY09, there were two new start-ups in the region. Middle Peninsula Rideshare assisted both with filling seats, promotion, and with Guaranteed Ride Home registrations, discussed below.

There are currently five vanpools operating out of the Middle Peninsula region, with three headed to downtown Richmond and the other two to Langley Air Force Base in Hampton. The agency will continue its efforts to assist local commuters to establish and operate vanpools.

Guaranteed Ride Home (GRH)

Middle Peninsula Rideshare offers a Guaranteed Ride Home (GRH) Program to registered commuters to ensure that those who travel to work using alternate modes have transportation home. Personal or family emergencies, unexpected requirements to work late, and carpool or vanpool vehicle breakdowns are covered by this service. Commuters must register annually and will be reimbursed for expenses incurred for taxi or rental car up to 4 times per year.

There are 12 total GHR registrants in the program, but none have yet taken advantage of the reimbursement.

Employer Services

Middle Peninsula Rideshare assists employers, both public and private, by providing services and information about transportation alternatives, including:

- Employee carpool formation;
- Company vanpool formation and feasibility studies;
- Employee transportation benefits information; and
- Telework policy formation.

Given the dispersed nature of the region, there are very few concentrated large employers, making employer outreach difficult and expensive. As a result, it is not surprising that Rideshare has only one partner with an active worksite TDM program. Due to very limited staff resources and the nature of employment in the region, the program has only recruited one employer in the past year. Heightened employer interest in the program was noted in 2008, as steep rises in gas prices caused them to be especially concerned about affordable transportation options for their lower income employees. Middle Peninsula Rideshare worked successfully with several employers at that time to establish

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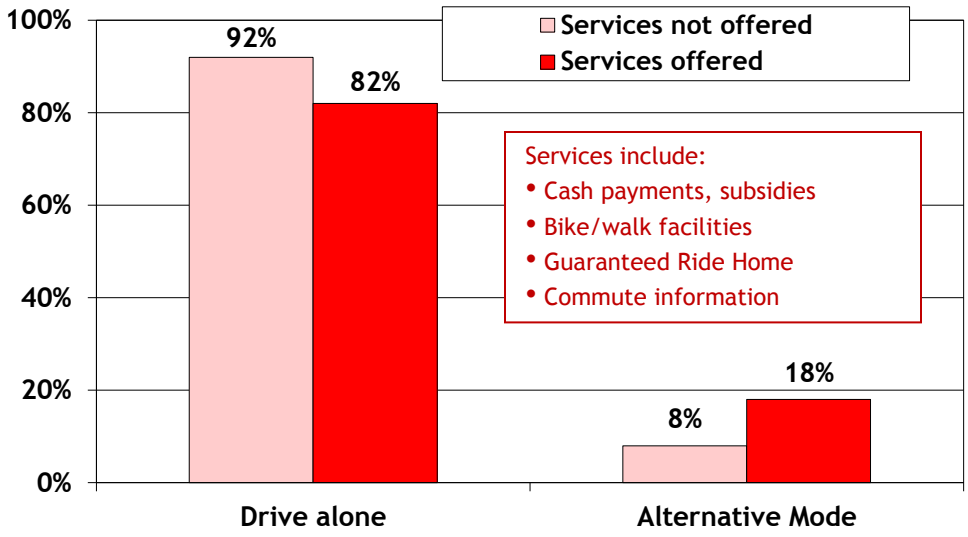
existing vanpools is designed to assist established vanpools experiencing emergency loss of passengers. An eligible vanpool owner/operator may apply for Van Save assistance a maximum of once every 12 months per van. Assistance for both programs is granted at the discretion of the local Rideshare Program based on eligibility of the applicant.

the feasibility of van pool programs and other alternatives, and anticipates continued interest in this type of assistance in the future, especially if fuel prices rise precipitously.

Figure 2.14 illustrates the potential effects on employee travel behavior in response to employer efforts to make various TDM services available. As illustrated by the Virginia State of the Commute Study, the share of "drive alone" commuters decreases when services that promote alternative modes – such as bike/walk facilities and subsidies—become available. As a result, these modes become more attractive to a greater share of employees.

Figure 2.14 Primary Mode if Employer Makes TDM Services Available



Source: Virginia State of the Commute Study, 2007

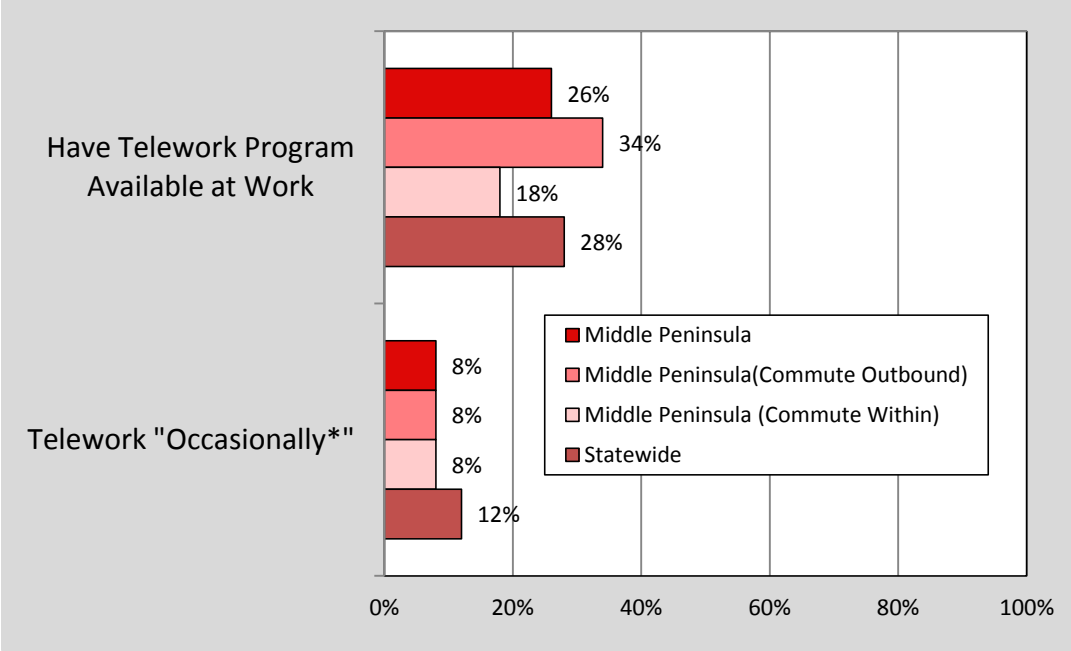
Telework

There are currently no telework centers located in the Middle Peninsula. Telework options are constrained for many area residents due to limited access to broadband internet service. Rideshare is working to address needs in this area by partnering with the Northern Neck Planning District Commission (NNPDC) region in support of a joint American Recovery and Reinvestment Act (ARRA) application for a regional broadband network. This "regional middle mile project" consists of approximately 223 miles of new fiber optic cable, wireless towers and networking equipment designed to enhance broadband services by partnering with private providers across the 10 counties that comprise the Middle Peninsula and Northern Neck region. The project will provide broadband access to more than 20,000 homes and businesses that currently have limited or no broadband.

Rideshare staff provides information about teleworking and alternative work schedules to eligible commuters and companies who contact them for other TDM

services. As shown in Table 2.7, the shares of Middle Peninsula residents who are interested in telework, either on an occasional or regular basis, are lesser than statewide.

Figure 2.15 Teleworkers and Telework Programs in MPPDC



Source: Virginia State of the Commute Study, 2007

Table 2.7 Potential New Teleworkers in MPPDC

	Statewide	Middle Peninsula
Non-teleworkers who:		
Have TW-appropriate job responsibilities	31%	25%
Are interested in TW	24%	17%
- Occasional	15%	12%
- Regular	9%	5%
Potential New Teleworkers	**751,000**	**6,900**

Source: Virginia State of the Commute Study, 2007

Bicycling/Walking

These modes are extremely limited in the region due to a lack of safe pedestrian and bicycle infrastructure. One bicycling and walking path in the region is the Riverwalk Trail located in the Town of West Point in King William County. The

path was constructed with funding from the Transportation Enhancement Grants offered by the Virginia Department of Transportation. The path currently begins at the West Point Public Schools and extends down Chelsea Avenue and along the Mattaponi River, under the Lord Delaware Bridge and into the Downtown area. Future extensions of the Riverwalk Trail are planned.

The Virginia Department of Transportation's Safe Routes to School Program assists interested localities and schools across the Commonwealth with the development of programs and infrastructure improvements to make walking and biking to school a safe and desirable transportation option for students in kindergarten through eighth grade. In the Middle Peninsula Region, the Town of West Point was awarded funding to develop a Student Travel Plan and construct additional sidewalks and safety infrastructure to encourage children to travel to school in non-motorized ways. West Point's Student Travel Plan was approved by the Virginia Department of Transportation in 2008 and the Town was awarded funding in 2009 for an infrastructure project.

Public Transportation

Rideshare provides its customers with information on Bay Transit and Newton Bus Service. Bay Transit operates primarily as an on-demand transportation service, providing limited service to local residents via handicapped-accessible vans. Due to the limited number of vehicles and constraints against crossing jurisdictional boundaries, the current effect of Bay Transit's operations on commuter options is marginal. Newton Bus Service is a private operator that offers several commuter buses from the Middle Peninsula to the shipyard in Newport News for the first shift.

Marketing

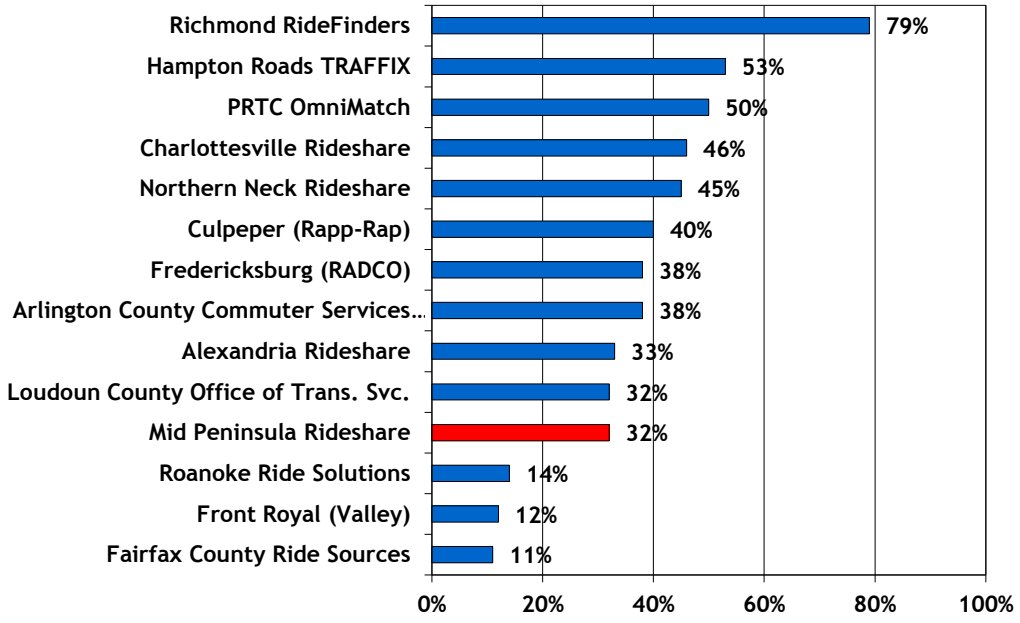
A key objective of all Rideshare marketing materials and efforts has been to expand commuters' awareness of non-SOV modes, primarily carpool and vanpool. Rideshare uses a wide variety of methods to deliver this message and increase commuters' awareness of available services. These include:

- Radio spots;
- Sponsorship of local radio commute drive-time weather reports
- Sponsorship of radio remote broadcasts at local community events
- Email list serves;
- Direct mail;
- Billboard ads;
- Community events; and
- Press releases.

There is no media outlet that covers the entire region. Each locality has its own local weekly paper – five in all— and several free monthly papers exist. Four separate cable companies provide service to different areas of the region and several local radio stations are in operation. Due to Rideshare's small marketing budget, attempts are made to convince local media to offer additional free exposure whenever possible, such as print articles and radio interviews in conjunction with paid advertising. Due to the limited access to the region imposed by the bridges, billboards would be an optimal marketing choice, given a sufficiently large promotional budget. Figure 2.16 reflects the immense challenges of marketing TDM services with constrained budget resources and within such a dispersed geographic market. The State of the Commute data reported an average level of customer awareness and name recognition of the Rideshare Program in the region—much higher than Front Royal, Fairfax County and Roanoke, but considerably below that of agencies such as TRAFFIX in Hampton Roads and Richmond RideFinders. This is not surprising, given the latter agencies' sizeable marketing resources and area congestion, which makes demand for TDM services more acute.

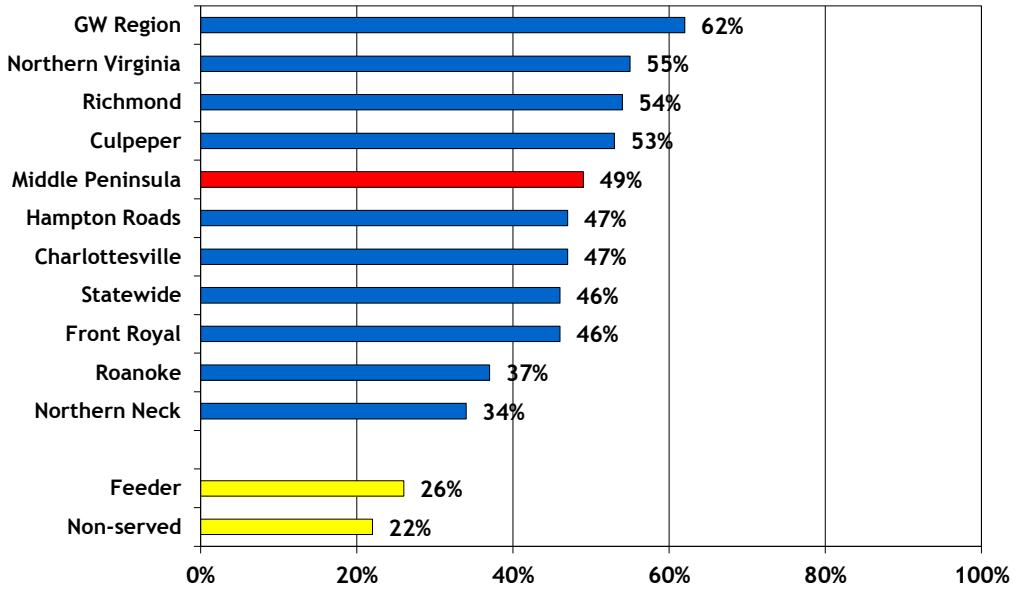
The Middle Peninsula Rideshare program fared better in terms of recall of its advertising efforts, and was surpassed only by Richmond, Northern Virginia, Culpeper, and the GW Region in 2007, as shown in Figure 2.17.

Figure 2.16 Awareness of Rideshare Program



Source: Virginia State of the Commute Study, 2007

Figure 2.17 Advertising Recall



Source: Virginia State of the Commute Study, 2007

2.4.3 Related Mobility Programs

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

- Human service transportation programs;
- Middle Peninsula/Middle Peninsula Community Services Board (CSB);
- ARC of the Peninsula;
- United Way "Volunteer Wheels" Program;
- Virginia Department of Rehabilitative Services; and
- Bay Aging.

Middle Peninsula Rideshare participates in the regional Coordinated Human Services Mobility Planning group to help to coordinate mobility services available among the different human service transportation programs in the region.

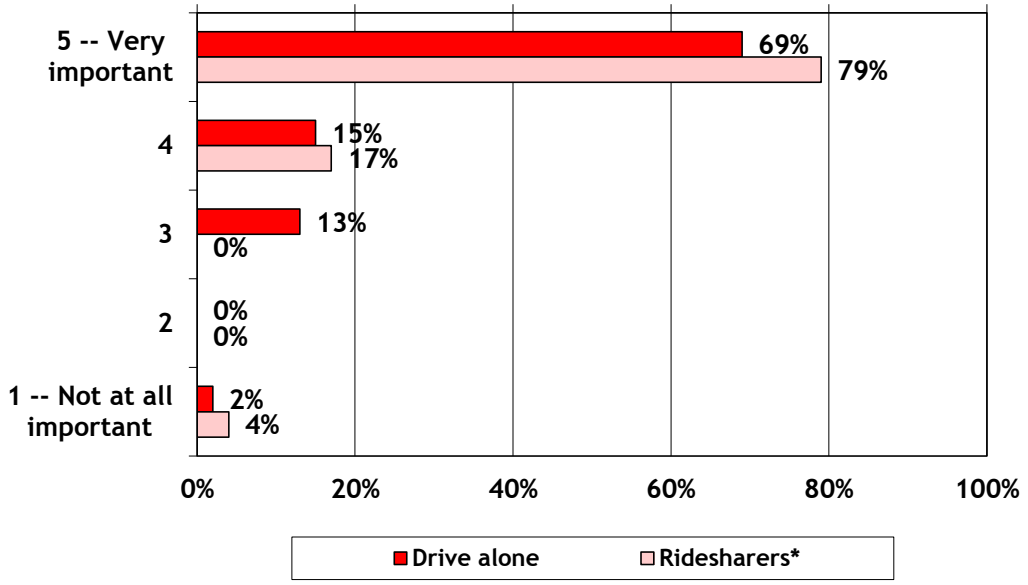
3.0 Future Middle Peninsula Rideshare Service Area Profile

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

Over the next 25 years, the Middle Peninsula is expected to continue to grow and develop at a marginal rate, as it has over the previous 25 years. Rural and low-density residential land uses are expected to continue to be the prominent development pattern.

Future transportation challenges in the Middle Peninsula will be unique compared to the region's larger, more urban neighbors, and TDM strategies can play an important role in addressing these challenges. As Figure 3.1 shows, support for future investment in transit and TDM in the Middle Peninsula region is high. This support is shared among both single-occupancy vehicle commuters and current ridesharers.

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



Source: Virginia State of the Commute Study, 2007

3.1 PROJECTED DEMOGRAPHICS

Based on available data from the Virginia Employment Commission and the US Census Bureau, the "under 20" population will continue to decline. As more people move to the area to retire, the "over 65"population is projected to increase. In response to these demographic trends, the TDM program should begin to include more mobility issues and livable community planning for the aging population, as well as increased commuter transportation options.

Table 3.1 Demographic Changes (2010-2030)

	2010	2020	2030
Population:			
Total Population	94,630	105,411	116,838
By Age Group:			
Under 20	21,453 (23%)	23,250 (22%)	26,702 (23%)
20 to 64	57,300 (61%)	61,286 (58%)	63,084 (54%)
65 and Over	15,877 (17%)	20,875 (20%)	27,052 (23%)

Source: Virginia Employment Commission and US Census Bureau

3.2 PROJECTED EMPLOYMENT

Table 3.2 Estimated Employment Levels

New Jobs & Employment Growth*:

	Estimated 2006	Estimated 2016	Change	% Change	Annual Growth
Total Employment*	162,749	189,131	26,382	16.2%	1.5%

*Projections data is for Bay Consortium (LWIA XIII). No data available for Rideshare.

Source: Virginia Employment Commission

3.3 AREAS OF GROWTH

3.3.1 Transportation Facilities

No new transportation facilities, classified as "major" infrastructure improvements, are anticipated in the near future.

3.3.2 Land Use Trends

Anticipated land use trends in each County in the Middle Peninsula region are discussed below.

Essex County

The County intends to channel most of its population into and around areas delineated as development services districts that surround the Town of Tappahannock. Development in more remote County areas should be limited to a somewhat greater extent to minimize the impact of service delivery costs. Guiding growth toward town areas, where facilities can be most logically extended, permits protection of the outlying areas' rural character and reduces demand for County services in those areas.

Essex County has designated several areas outside of the Town of Tappahannock where residential growth will be permitted to occur. These districts currently exist and are planned along Route 17 and Route 360 in the County. Existing infrastructure and public services will guide locations in the County where Planned Residential or Planned Unit Development will be permitted in higher densities, if needed.

All industrial growth is expected to occur in and near the Town of Tappahannock. Areas of high growth for commercial centers are expected to occur in or very near the Town of Tappahannock, with a few along Route 17 and Route 360 at intersections that see frequent residential traffic.

Gloucester County

Gloucester County has a designated primary development district that spans the Courthouse area down Route 17 to Gloucester Point, and is part of the Hampton Roads Metropolitan Planning Organization (MPO) area. The remaining area, to the north, is contained in the planning area of the Middle Peninsula Planning District Commission (PDC). Any residential, commercial, or industrial growth areas discussed below are within the PDC jurisdiction.

There are three areas of the County designated for residential growth: the Suburban Countryside District, the Bayside District, and the Rural Countryside District. The Suburban Countryside District is located in the southwest portion of the County and allows for greater residential growth than the Rural Countryside District located to the north of the Courthouse area. Most residential growth is expected to occur in the MPO area because Gloucester is a "bedroom community" for the Hampton Roads area. Growth that occurs outside of the MPO area most likely will occur as close as possible to the Courthouse area, the Business/Commercial Parks District, and the Employment/Industrial Parks District. Areas that are designated for growth outside of the MPO area include the Rural Service Centers of: Belroi, Adner, Glenns and Dutton. These areas are shown as possible areas of growth in the rural part of the County, and are mapped as such in the Gloucester County Comprehensive Plan.

There are 11 designated Rural Service Centers in the PDC jurisdiction, and some commercial growth can be expected to occur in these areas on a small scale. All designated Business/Commercial Parks Districts are in the MPO jurisdiction. Most, if not all, commercial and industrial growth is expected to occur in the MPO area.

King and Queen County

The County has identified five Rural Village Centers where residential growth is expected to occur. These villages provide an opportunity for mixed residential and light commercial development. The remainder of the residential will be rural. The Rural Village Centers include the areas of Newtown, Walkerton, King and Queen Courthouse, Little Plymouth, and Cologne.

High potential for significant growth exists along the Route 33 Economic Development Corridor due to its location along the main highway that connects the eastern portion of the Middle Peninsula to the Town of West Point and Richmond. The area already is capable of attracting new businesses. Three areas in the County have been designated Commercial Corridor Centers, where commercial and industrial growth is expected to occur. The first area is St. Stephen's Church at the intersection of Routes 360, 14, and 721, which is identified as the only commercial hub in the northern part of the County. There is the possibility of mixed-use development in this area because of the close proximity to an elementary school, a library, a planned cultural center, and recreational facilities. The second area is Mattaponi/Airport Road located on Route 33 east of the Mattaponi River. There is already a mix of residential and commercial development in the area, and continued growth is expected to occur. The third area is comprised of Shacklefords and Shacklefords Fork, located about two miles apart at the highway junctions of Route 33 and Route 14. There is already significant commercial development here, along with an almost fully developed industrial park.

King William County

Recent residential subdivisions, particularly the larger ones, are located in the area of the County west of U.S. 360. More than half of the lots in existing subdivisions have an area of two acres or less. Subdivisions with more than seven lots accounted for most of the residential development within the County. Most of the recent residential growth in the County has been located in northwest King William County. Most residential growth is expected to occur along U.S. 360, with a portion occurring in the upper end of the County, and in the Town of West Point.

Most commercial and industrial growth is expected to occur along the U.S. 360 corridor, with a small amount scattered in the upper and lower regions of the County.

Mathews County

Mathews County has experienced a decline in population in recent years; therefore, a substantial amount of growth is not expected to occur there. Anticipated growth will likely occur first in the Mathews Village Center, then in the Water Communities and the Crossroad Communities.

Most residential development is expected to occur in the General Development Area of Cobbs Creek and Dixie and the Rural Development Area located in the center of the County and out onto the Mobjack Peninsula. The area in between Route 198, 3 and 14 is mostly comprised of a Limited Rural Development Area where some rural development will be allowed to occur.

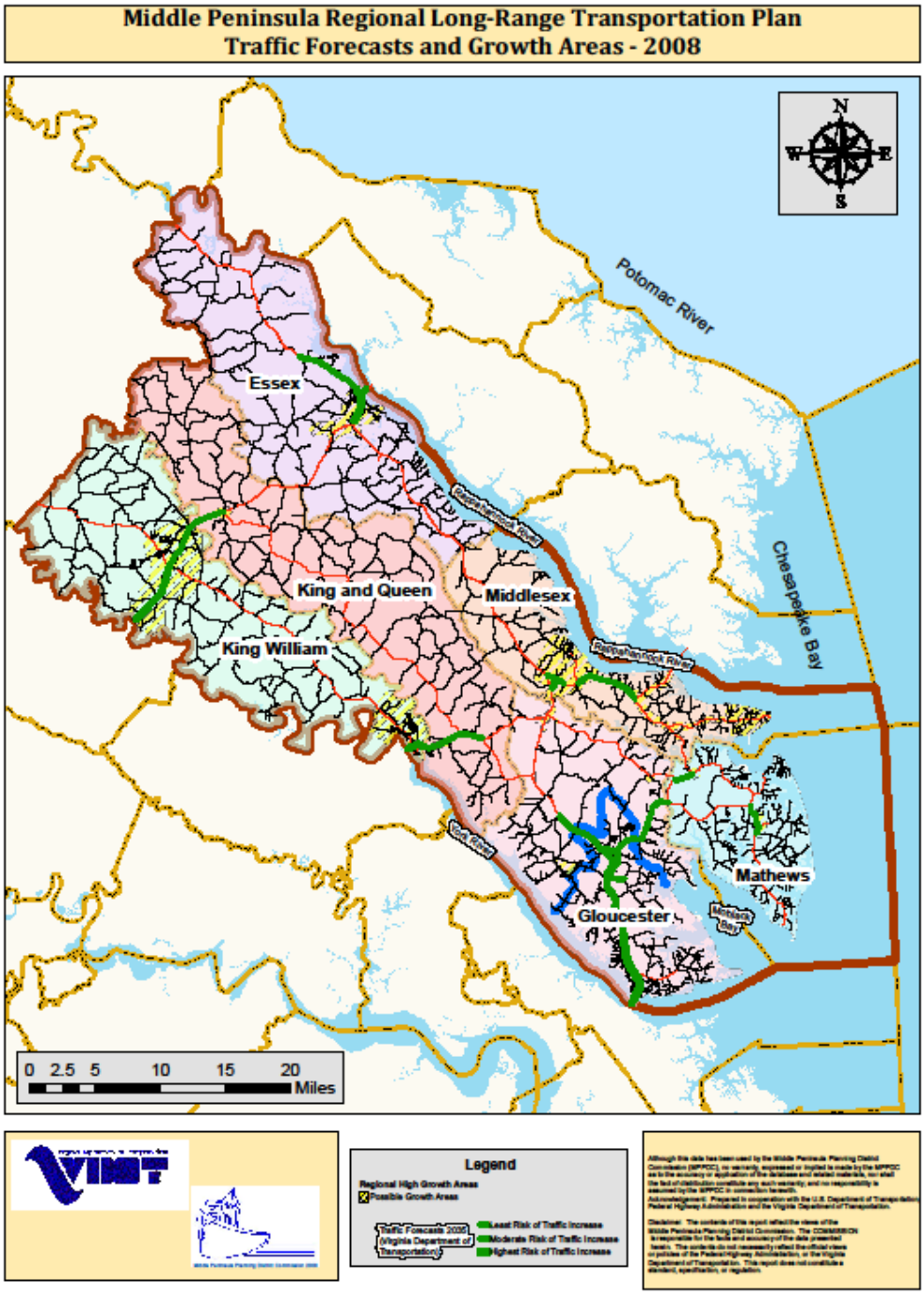
The areas in the County that will attract commercial or industrial businesses will most likely be the Mathews Village Center, the Crossroads Communities, and the Waterfront Communities. The Mathews Village Center has the available infrastructure to maintain commercial and industrial businesses, and those land uses already exist in that area. There will be increasing pressure for economic development along Route 14/198 from Hudgins to the Courthouse area if traffic continues to increase along that stretch of road.

Middlesex County

Residential growth is expected throughout the County. Commercial centers are expected to grow around the Town of Urbanna and the areas of Saluda, Hartfield, and Deltaville. There is opportunity for industrial growth throughout much of the County, with a focus on the area between Jamaica and Church View, and the areas of Saluda, Hartfield, and Deltaville.

The most likely areas to see industrial growth are in the Town of Urbanna and Saluda.

Figure 3.2 Middle Peninsula Draft Regional Long-Range Transportation Plan Growth Areas (2008)



Source: Draft Middle Peninsula Regional Long-Range Transportation Plan

3.4 PROJECTED TRAVEL PATTERNS

Changes in demographics, employment, development patterns, and transportation infrastructure will all affect the travel patterns in and around the Rideshare service area. The Draft Middle Peninsula Regional Long-Range Transportation Plan, currently under development, lays out some of these changes.

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 the Middle Peninsula's future. Some of these forces are described in this section.

3.5.1 Aging Population

One of the key trends that will affect the Middle Peninsula region is the aging of the population, as Baby Boomers continue to move into this area for leisure and recreational opportunities. There trends have been underway for some time, as shown earlier by the shifts in demographics over the past few decades. These older segments of the population are less likely to need commuting assistance to work; instead, their needs may be more focused on social mobility (i.e. the ability to travel to church, grocery stores, activities). This will imply that TDM service offerings in the future may begin to take on more of a elderly/human mobility focus.

3.5.2 Environmentalism and Sustainability

One of the most recent social movements is the green or sustainability movement. When it comes to TDM, there are both consumer-driven and business-driven forces at work. Residents of the Middle Peninsula have shown some tendency to cite environmental reasons as a motivation for ridesharing and using alternative modes. The view that ridesharing and TDM are the green alternatives to drive alone commuting could help TDM gain ground in this market.

Perhaps the more powerful green influence in the TDM world is what is happening with businesses. More and more companies want to be perceived as being green. In a recent SIR Study for the *Older Dominion Partnership*, 50 percent of the CEOs in Virginia want their companies to be perceived as *"being green."* To this end, companies are embracing green practices and looking for ways to showcase their corporate "greenness", thus providing some opportunity for Rideshare to assist interested local companies in this effort.

3.5.3 Growing Involvement of Employers in TDM

Over the past few years, the labor shortage, green movement, and corporate experiences with TDM have helped the TDM cause reach the tipping point in employer appreciation and use. Corporate America has now realized that it is in its self-interest to embrace TDM programs to boost recruitment, retention, and employee productivity. Consequently, more and more companies are offering TDM services and programs and/or considering launching additional TDM services in the future. This provides greater flexibility for workers to choose residential locations that may be quite far from their work place to satisfy "quality of life issues". As a result, the Middle Peninsula region's commuter base may grow over time, although more employers may not choose to physically locate there. Some of these commuters may have much more flexibility in telecommuting, or greater subsidies to use other TDM services, if they do need to commute over long distances.

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. Enlightened employers are measuring employee productivity not by time clocks but rather by outcomes – they are slowly evolving to a distributed workforce model.

This realization has been fueled by the pre-recession 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. The interest of employers to cater to their labor force's physical work space desires often translates into compressed work weeks, greater flexibility with work hours, 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, nine percent of the Middle Peninsula workforce telecommutes, despite limited high-speed internet access in the region. Also, according to the 2007 State of the Commute Survey, 21 percent of the rest of the Middle Peninsula workforce would telework at least occasionally if given the opportunity.

Increased access to broadband and other technological innovations would provide more opportunities for Rideshare to provide services to employers interested in offering telework options to their employees.

3.5.5 Automobile Cost of Operation

Discussing the future of roads and highways most often leads to some form of user fees – tolls, increased gas taxes, congestion pricing, or avehicle miles

traveled (VMT) tax. Other forms of roadway pricing may also be introduced in the future. 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 could 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 (an example would be the recent toll increase on the Coleman Bridge).

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. The timing and size of the increases are still unknown but, with the 2008 spike as an indicator, gas price increases will likely have a major impact on the choice and use of travel modes.

4.0 Rideshare Strategic Plan

This section outlines the strategic framework that will guide the growth and development of Rideshare and its services over the short, medium, and long terms. In this Plan, the short-term reflects the next six years; the medium-term reflects Year 7 through Year 16; and the long-term reflects Year 17 through Year 25. 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 and performance standards to monitor the program's progress.

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

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 Rideshare already excels, while recognizing weaknesses as areas in which Rideshare should work to improve its programming. Opportunities are elements that Rideshare 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, knowledgeable staff with substantial knowledge of the transportation needs of Middle Peninsula residents and extensive institutional knowledge of the MPPDC and its stakeholders.
- Rideshare staff have an established role with human mobility agencies in the region, which dovetails with projected trends in serving an older segment of the population in the future as the region's residents "age in place" and new residents are attracted to the area by retirement opportunities.
- Location of the program within the MPPDC provides administrative and technical support services, such as GIS mapping and planning expertise, that enhance the services delivered by the TDM program.
- In terms of travel patterns, the majority of travelers to and from the region are restricted to three major corridors due to the limited number and placement of bridges. This forces most commuters to use a limited number of roadways, enhancing the ability to match dispersed commuters and allowing for effective outdoor marketing given sufficient funding.

4.1.2 Weaknesses

- Lack of local congestion and abundance of free parking makes ridesharing a difficult sell to local employers and residents who *are not* long distance commuters.
- Limited staff resources and budget do not allow for extensive marketing or pro-active development and expansion of programs and services.
- Current economic conditions make increased local match funding difficult to obtain. Federal funding for the program is non-existent due to the rural nature of the region; hence, the program is highly dependent on a single source of funding—the DRPT grants.
- Low density land use patterns throughout the region are not feasible to serve with fixed-route transit. Existing services are confined within the Town boundaries.
- Although there are several employers in the area large enough to provide TDM programs/incentives for their employees, dispersed housing and employment patterns make ridematching for residents who both live and work within the region difficult.
- Limited to nonexistent pedestrian and bicycle infrastructure makes promotion of these modes outside of the Towns fruitless.
- Ridematching software that does not have route matching capabilities. Proximity of commuters to each other is less important than proximity of commuters to bridges and major travel corridors.
- No regional marketing media outlets – no regional cable television, newspaper, radio or television stations. Budget-constrained marketing efforts must be split among many outlets to reach commuters.

4.1.3 Opportunities

- Growing senior/retired population in the region will have increasing transportation needs that cannot be served by driving alone. Developing services to fulfill these needs presents an opportunity for Rideshare to strengthen partnerships with local human mobility agencies and expand its own programs and customer base.
- Bay Transit's ridership numbers over the last several years indicate that there is increasing demand for transit services in the Middle Peninsula.
- The Virginia Rural Broadband Planning Initiative could make implementation of high-speed internet service throughout the Middle Peninsula possible and facilitate development of the region's broadband network in the near future. This service would expand possibilities for Rideshare and Middle Peninsula residents, including expanding telework

opportunities and opportunities to use internet-based marketing, ridematching, and other services.

- Residents' desires to preserve the rural nature of the Middle Peninsula, combined with current ridesharers' statements that they use alternative modes to reduce pollution, present an opportunity to use "green" messages to market ridesharing in the region.
- Increased funding could allow for outdoor advertising on the major corridors which are ideally suited to reach the target audience of long-distance commuters.

4.1.4 Threats

- Low rate of projected population growth and lack of projected future congestion, and development policies that encourage ample parking create limited incentives for residents to rideshare.
- Continued rural low density development in the area cannot be economically served by traditional transit services.
- Local intra-regional travel will continue to be difficult to serve due to dispersed employment centers.
- Continued competition between TDM, transit, and human service mobility providers for limited funding and limited inter-agency coordination threatens all agencies' ability to efficiently develop and support effective new services.

4.2 RIDESHARE MISSION & VISION

The Mission of the Middle Peninsula Rideshare program is to:

> *Help commuters, employers, students, and employees solve transportation problems…to help [commuters] save money, find a much needed ride, and all free of cost.*

Rideshare's motto is "Your long distance commute connection".

4.3 GOALS & OBJECTIVES

4.3.1 Coordination with Other Plans & Programs

This long-range TDM plan was developed in coordination with relevant existing plans developed at the local, regional, and State level. These documents included the following:

- Middle Peninsula Coordinated Human Service Mobility Plan
- MPPDC Annual Work Program

- Draft Middle Peninsula Regional Long-Range Transportation Plan

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

4.3.2 Process for Developing Goals & Objectives

The goals and objectives contained in this Plan were developed through a collaborative process involving Rideshare 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:

- Interviews with Rideshare staff to identify existing and future program needs;
- Review of existing Rideshare documents—as well as those created by Rideshare's governing agency, the MPPDC—to understand the role and services of the program;
- Development of a SWOT analysis and draft TDM goals based interviews and reviewed documents;
- Review and revision of goals and objectives by Rideshare staff.

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

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

4.3.3 Agency Goals, Objectives, and Strategies

Following the process described in section 4.3.2, Middle Peninsula Rideshare has identified the following short-, medium, and long-term goals, objectives, and strategies for the program.

Short-term (one to six years)

1. **Continue to focus on Middle Peninsula Rideshare's greatest point of leverage – the long-distance commuter market**

   Middle Peninsula Rideshare will continue to direct staff and financial resources towards supporting residents who commute outside of the region for work. Few people can benefit from rideshare within the region, since the population is spread out and there are relatively few large employers or employment centers in Middle Peninsula. Compared to all other regions across the State, the Middle Peninsula region has the highest percentage of commuters who commute out of region – 47%. In other words, nearly half of the region's working residents (people who work outside of their homes) derive their income from employment outside of the region, predominately from jobs in Hampton Roads, Richmond, and other major urban centers thirty or more miles away.

   While many residents choose the region as their home base and elect to travel long distances to reach their work sites, the income from these distant jobs enables these local residents to pay local real estate taxes and support the local economy. Therefore, helping Middle Peninsula's residents - local commuters- get to work in distant markets is not only a valued service to these taxpaying residents, it makes smart business sense for the Middle Peninsula economy. This same appreciation and local investment in rideshare services for long-distance commuters is being practiced by other PDCs across Virginia (for example, in Northern Neck, Fredericksburg, Culpeper, Shenandoah, etc.).

2. **Reinforce Middle Peninsula's Rideshare long-distance commuter focus through all communications and outreach**

   This Long-Range TDM Plan seeks to build Middle Peninsula Rideshare's institutional image as the region's "go to" service agency for residents who need planning, assistance, and ongoing support for their long-distance commutes.

   In many localities with high out-of-market commuters, residents presume that the local rideshare service is focused on local, short-distance ridesharing, a service that is not helpful to the long-distance commuter. This misperception will be avoided in the Middle Peninsula market by purposely advancing Middle Peninsula Rideshare as a service for long-distance commuters. To this end, a tag line will be created for the agency's name that clarifies its service focus, as shown by the below example.

Middle Peninsula Rideshare

Your Long Distance Commute Connection to
Richmond, Hampton and Beyond

A final version of this tagline will be used on the Website, signage, and all marketing materials. It will help gain the attention of Middle Peninsula Rideshare's primary audiences – the long distance commuters – by saying "this service is for you!"

3. **Concentrate on key benefit- saving money**

   The primary benefit of ridesharing for all commuters is saving time, money, lowering stress, and helping the environment. For long distance commuters, the benefit of saving money trumps all other benefits as the money savings can be significant.

   Weekly expenditures for gas alone for commutes of 70 to 150 mile round trip commutes can range from $50 to $100 per week (or $200 to $400 per month). With the addition of parking ($100 to $150/month) and related car maintenance and insurance costs, the numbers rise exponentially. Ridesharing can cut this cost in half or more, depending on the number of ridesharers in a van or car. Given the high cost of SOV commuting, Middle Peninsula's Rideshare's marketing communications will focus on the core consumer benefit it can deliver – help long distance commuters save annually on their commute. This message will appear in all communication materials.

4. **Further develop infrastructure and rideshare services to support long-distance commuters**

   This Long-Term TDM Plan advances Middle Peninsula Rideshare's focus on ensuring the needed rideshare infrastructure components are in place – ridematching software and database capabilities, as well as development of park and ride lot infrastructure where there are noted gaps.

   <u>Ridematching software and database</u>

   Given that the region's population of potential ridesharers and work destinations are so spread out, the rideshare ridematching software must be state-of-the art and the service must allow matching with commuters in the Richmond and Hampton Roads databases. To this end, Middle Peninsula Rideshare will continue its partnership with NuRide until a viable statewide database and route-matching software is adopted by both of the larger neighboring agencies.

   <u>Park-and-ride lots</u>

   The region has over 750 park-and-ride lot spaces. This plan calls for the study of available lots and projected long-term need for both formal and informal lots, particularly near the underserved Towns of West Point and Tappahannock.

5. **Build Guaranteed Ride Home and ridematching database to truly reflect the activity of ridesharing in the region and build a free word-of-mouth referral network**

Currently, Middle Peninsula Rideshare's statistics do not reflect the level of activity of ridesharing across the region. This Plan calls for Middle Peninsula Rideshare to immediately build the ridematching and GRH database registrants through a number of aggressive tactics, including: park-and-ride lot windshield stuffers and posters, an email campaign to existing registrants to ask them to refer a friend, development of a partnership with Newton's bus service, etc.

Once these databases are increased, Middle Peninsula Rideshare will connect registrants via social media (Facebook, Twitter, etc.) to turn these databases into a "member community" - active messengers of the benefits of TDM. This surrogate sales force will then be given the tools (messages and emails to forward) to help spread the word and recruit more applicants.

6. **Leverage limited marketing resources through "guerilla marketing" outreach tactics**

   The current lack of available financial resources severely limits Middle Peninsula Rideshare's deployment of traditional mass media to build awareness and attract customers. The only option is low-cost, highly creative guerilla-marketing efforts. This includes creating Middle Peninsula Rideshare's own "free media channels" through community bulletin boards, places of worship, a potential alliance with Bay Transit, and local partnerships with businesses that serve a large part of the local population.

   For example, one primary strategic business partner target will be Walmart , as there are two such stores in the region. Based on anecdotal evidence, over one-third of the region's residents shop these stores every week. Two-thirds visit at least once a month. These stores are, de facto, "the" regional center of activity – the one place where the majority of all residents visit. Middle Peninsula Rideshare will approach Walmart to work out a strategic alliance that can help Walmart shoppers (the long-distance commuters) and employees. Walmart can be positioned as the hero for helping them "save money/live better" with their commute. This benefit is perfectly aligned with Walmart's corporate positioning. Strategic partnership components can be prominent profiling of Walmart on Middle Peninsula Rideshare's Website in exchange for the same like exposure for Middle Peninsula Rideshare in Walmart stores.

   Another potential local strategic business partner is 7-11. A similar kind of marketing partnership as the one described above for Walmart will be explored with 7-11 across the region.

7. **Measure and package Middle Peninsula Rideshare's outcomes and community impacts—VMT and emission reduction results**

   Middle Peninsula Rideshare's Long-Range TDM Plan calls for the agency to hone its overall capabilities in assessing its performance and impact, as well as reporting outcomes. This will require the implementation of a systematic performance evaluation program.

8. **Continue to build TDM advocacy support**Successfully advancing TDM and multimodal solutions as a vital and viable part of the region's long-term transportation system will require appreciation by all of the jurisdictions in the MPPDC region. To this end, Middle Peninsula Rideshare's Long-Range TDM Plan includes outreach and advocacy that advances the work and impact of TDM, in general, and Middle Peninsula Rideshare, in particular. Once a few of the aforementioned strategies have been successfully implemented, staff from Middle Peninsula Rideshare will systematically brief the Board of Commissioners of MPPDC. This briefing will include showcasing the current rideshare statistics, future trends affecting the area, and the 25-year plan to serve this important market.

9. **Study alternative long-term funding**

   Middle Peninsula Rideshare's reliance on DRPT grants and required local match as a dominant source of funding could present a problem in the future if that funding stream were reduced or eliminated. Middle Peninsula Rideshare's Long-Range TDM Plan calls for the agency to work with the MPPDC and other stakeholder groups to research opportunities for new sources of funding that could be used for operating purposes and/or for special projects. This includes working with MPPDC staff to develop a funding contingency plan to explore over time the potential for contributions from non-governmental grant sources.

Mid-term (seven to 15 years)

1. **Explore the impact of advancing telework services**

   Currently, telework is limited by the low penetration of broadband services in the Middle Peninsula region, which may increase over time. In the meantime, this TDM Plan calls for the exploration of a new Telework!VA service pilot program. Middle Peninsula Rideshare may approach Telework!VA with the idea of having commuters and their employers apply Telework!Va funds to cover monthly subscriptions to wireless national networks. This estimated annual cost of $500 may represent a significant return-on-investment for Telework!VA. Qualification would still require employer confirmation.

2. **Once budget resources are available, use paid outdoor media on all feeder routes**

   There are only five access points in and out of the region. These natural choke points can capture 100 percent of the long-distance commuters. When resources are available, fund mobile (painted truck) or traditional fixed billboards that can be stationed at these choke points.

3. **Once budget resources are available, use direct mail to targeted households**

Databases and direct mail are becoming more and more sophisticated. Given the high penetration of long-distance commuters in the region and relatively higher household incomes they earn, it is possible to deploy direct mail in Middle Peninsula Rideshare's market area to attract new customers. The only barrier is cost. As resources become available, this marketing approach will be added to Middle Peninsula Rideshare's marketing arsenal.

4. **Target the top 25 employers in the primary distance markets – Richmond and Hampton Roads – through Middle Peninsula Rideshare's strategic partners**

   Newton's bus service demonstrates the power of employer involvement in long-distance commuting. This private commuter bus service runs four 55-seat coach buses to Newport News shipyard every day. Other large employers in Hampton Roads and Richmond may be interested in similar service.

   This Long-Range TDM Plan calls for exploring business partnership opportunities in Richmond and Hampton Roads through RideFinders and TRAFFIX, the sister TDM agencies serving those markets. Middle Peninsula Rideshare will advance Newton's commuter bus service by approaching the top five employers in each market. This includes being a feeder to Hampton Roads Transit's *Max* service. In exchange for this business development assistance, Newton bus will be asked to provide discounted trial rates for six months and to give Middle Peninsula Rideshare advertising space for ridesharing support services on the exterior of Newton's buses.

Long-term (16 to 25 years)

Explore new services with mobility partners to support emerging market needs

Middle Peninsula Rideshare's Long-Range TDM Plan calls for the development of strategies to serve emerging market needs. As of now, this includes working with MPPDC and Bay Transit to develop long-term plans for the coming Age Wave—the projected dramatic increase in the region's senior population. The impact of the Age Wave may be even more pronounced in the Middle Peninsula as many of the region's Millenials— the youngest family members—will leave the area. Therefore, the number of locally available family caregivers for aging Boomers will be relatively lower than in other regions.

Middle Peninsula Rideshare will work with Bay Aging to prepare a comprehensive evaluation of future transportation needs and formulate alternative service options that should be explored before the Age Wave hits. This may include tapping into the resources of the Older Dominion Partnership, the State's age wave planning forum.

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.

Rideshare currently tracks the following metrics to monitor program delivery and performance:

- Number of requests for information/assistance;
- Number of ridematching and GRH registrations received;
- Number of commuters matched;
- Number of carpools formed;
- Number of employers requesting assistance;
- Number of active NuRiders; and
- Number of new NuRiders.

Table 4.2 shows the methods Rideshare uses to collect program performance data and the frequency with which various surveys are conducted. Data and information about the Rideshare program are derived primarily through the triennial Virginia State of the Commute Survey and through DRPT online reporting requirements. These resources serve as a starting point to evaluate the impact of the program and monitor Rideshare's progress towards its goals and objectives.

Table 4.1 Rideshare Data Collection

Data Collection Activity	Biennial/ Triennial	Annual	Semi-annual	Quarterly/ Monthly
Applicant follow-up				X
Applicant survey		X		
NuRide Reports				X
State of the Commute Survey	X			

Table 4.3 lists performance measures currently monitored through the surveys listed in Table 4.2 that Rideshare can potentially use to monitor the goals and objectives contained in this plan. The measures are organized by category. Some performance measures listed below have been tracked over multiple years, but others are relatively new.

Table 4.2 Potential Rideshare Performance Measures

Performance Measure	Population	Data Source	Updated
Leading Indicators:			

Performance Measure	Population	Data Source	Updated
Dissatisfied with commute (%)	Residents	VA SOC 2007	
Mode Split:			
Transit - Commute (%)	Residents	VA SOC 2007	
Transportation Use:			
Daily VMT (000)	Middle Peninsula area	VA SOC 2007	
Annual Unlinked Trips (000)	Middle Peninsula area	VA SOC 2007	
Infrastructure:			
VDOT park and ride lot survey		VDOT	Every few years
Park-and-ride lot use (%)	Residents	VA SOC 2007	
Rideshare Program Impacts:			
Receive ride match lists (%)	Residents	VA SOC 2007	
New rideshare applicants	Residents/Employees	Rideshare	Monthly
Rideshare applicants assisted	Residents/Employees	Rideshare	Monthly
Carpools/Vanpools formed	Residents/Employees	Rideshare	Monthly
Carpools/Vanpools assisted	Residents/Employees	Rideshare	Monthly
Carpool/Vanpool surveys distributed	Residents/Employees	Rideshare	Monthly
Applicant surveys distributed	Residents/Employees	Rideshare	Monthly
Bus referrals made / schedules distributed	Residents/Employees	Rideshare	Monthly
VRE clients assisted / info distributed	Residents/Employees	Rideshare	Monthly
Telecommuting brochures distributed	Residents/Employees	Rideshare	Monthly
Metro referrals made / maps distributed	Residents/Employees	Rideshare	Monthly
Park-and-ride maps distributed	Residents/Employees	Rideshare	Monthly
Metro checks processed ($ amount)	Residents/Employees	Rideshare	Monthly
Metro check materials distributed	Residents/Employees	Rideshare	Monthly
GRH applicants processed	Residents/Employees	Rideshare	Monthly
Local outreach to employers, applicants, vanpool operators	Residents/Employees	Rideshare	Monthly
GRH brochures distributed	Residents/Employees	Rideshare	Monthly
Using workplace-based TDM programs (%)	Residents/Employees	VA SOC 2007	
Rideshare after ride matching services are offered (%)	Employees	VA SOC 2007	
Service Awareness and Use:			

Performance Measure	Population	Data Source	Updated
Employer Conditions			
Telework offered by employer (%)	Residents	VA SOC 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 Rideshare program. In FY 2010, Rideshare's annual budget was $62,500, an amount that comprised slightly less than 5.5 percent of MPPDC's $1,142,390 total operating budget. Because the program is housed within the MPPDC structure, Rideshare derives certain benefits from shared overhead costs and staff. Since its initial formation, Rideshare's primary funding source has been the annual State TDM grant awarded by DRPT, supplemented by a required 20 percent local match. Rideshare staff coordinate with MPPDC staff to incorporate these funds into the larger MPPDC budgeting process.

Table 5.1 shows the breakdown of Rideshare's operating budgets over the last five fiscal years. The majority of funds are currently dedicated to program administration and marketing of non-SOV transportation options. Although the approved budget amounts have remained flat over this time period, the MPPDC has covered a very small portion of total expenditures beyond the required 20 percent local match.

Table 5.1 Rideshare FY 2006 – 2010 Operating Budgets

Expenses	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Salaries	$22,562	$22,317	$21,928	$20,788	$20,500
Fringe Benefits	$7,303	$7,982	$7,243	$7,163	$7,415
Marketing/Promotion	$11,551	$12,468	$14,516	$18,507	$14,900
Supplies	$33	$0	$0	$0	$0
Phone	$667	$663	$710	$835	$840
Dues & Memberships	$500	$575	$575	$575	$575
Travel	$5,104	$3,506	$3,947	$2,090	$3,238
Subsidies	$0	$0	$0	$0	$1,000
Indirect Costs	$14,843	$15,115	$13,446	$12,792	$14,032
Approved Budget	*$62,500*	*$62,500*	*$62,500*	*$62,500*	*$62,500*
Total Expenditures	*$62,563*	*$62,626*	*$62,506*	*$62,750*	*$62,825*

Source: Rideshare

As previously mentioned, State and local sources contribute funding for Rideshare to cover its operations. Throughout the program's existence, all State funds for the TDM program came from a single source – DRPT TDM grants – which have been reliable historically, but which also make the agency very

dependent on this source in the future absent being able to secure more diverse sources. Local match funding for the grant is provided by MPPDC general funds and ultimately by member jurisdictions of MPPDC. The amounts Rideshare has received from each of these funding sources over the past five fiscal years are shown in Table 5.2.

Table 5.2 Rideshare FY 2006 – 2010 Operating Revenue Sources

Income		FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
State TDM Grant		$50,000	$50,000	$50,000	$45,750	$50,000
Local Funds		$12,563	$12,262	$12,506	$17,000	$12,500
	Total	$62,563	$62,262	$62,506	$62,750	$62,500

Source: DRPT FY 06 – FY10 Rail and Public Transportation Improvement Programs

5.2 FUTURE FINANCIAL RESOURCES

The following section discusses potential funding sources for the short-, mid-, and long-term financial needs. For the purpose of this plan, constrained and unconstrained funding scenarios are considered. The *constrained* scenario assumes that DRPT funding for the program will remain constant over the first six-year period covered by this plan. This funding scenario will allow Rideshare to continue its current programs, but will not enable Rideshare to increase staff salary and benefits or to expand programs. In contrast, the *unconstrained* scenario considers funding requirements to enhance existing services and initiate the programs outlined in the implementation plan if grants and additional funding are identified.

5.2.1 Short-Term (one to six years)

In the constrained scenario, Rideshare's annual budget will remain constant at $62,500 per year over the short-term. No expansion of existing programs or implementation of new programs will occur unless additional local funds are made available or new state and Federal funding sources are identified.

Unconstrained Program Description

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

Table 5.3. Unconstrained Short-Term Program Plan

Expenses	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Admin	$45,900	$47,050	$48,225	$49,425	$50,650	$51,825
Marketing	$24,030	$24,030	$24,030	$24,030	$24,030	$24,030
Travel	$3,500	$3,575	$3,650	$3,750	$3,850	$3,950
Subsidies	$1,000	$1,500	$1,500	$1,500	$3,000	$3,000
Total	$74,430	$76,155	$77,405	$78,705	$81,530	$82,805

The unconstrained program includes a 2.5 percent annual increase in administration and travel to account for inflation, increases in staff wages and benefits, and natural growth of Rideshare's existing programs and services. An increase of $9,130 in marketing in the first year will allow for a test of outdoor marketing in the Route 33 corridor, and continuation of the drive-time radio weather sponsorship. Specific programs components and their estimated costs are described in more detail below:

- **Program Staff and Administration.** This program element includes the cost of wages and benefits for Rideshare employees to administer and operate TDM programs, including ridematching, employer outreach, planning activities, and other commuter assistance programs as well as the costs of partnering with NuRide. Budget estimates included in Table 5.3 assume a 2.5 percent annual increase in this category to account for cost of living adjustments, increases in wages and benefits, and growth of administrative duties as Rideshare's program grows.
- **Marketing and Promotion.** Over the short-term, Rideshare will test the impacts of outdoor marketing on the program by leasing available signage on the Route 33 corridor for six months in FY2011; continue to sponsor the local radio commute-time weather reports; and run limited print media ads in the local newspapers. As the database increases more reliance on social media will be used. Direct mail advertising to targeted residents and region-wide outdoor marketing will be utilized as funding allows.
- **Travel and Training.** In order to encourage professional development among Rideshare staff so that they may continue to provide a high-quality service, budget estimates include funding for events such as the Annual ACT Conference, trainings conducted through CUTR, etc. In the short-term, it is assumed that the Rideshare travel and training program component budgets will increase at a 2.5 percent annual rate.
- **Subsidies.** Over the short-term, Rideshare will continue to administer several subsidy programs that it currently offers and expects, that as the database increases demand for these services will also increase. These programs include:

- **VanStart/VanSave subsidy.** Through these programs, Rideshare can help to create a new vanpool or maintain an existing vanpool in need of a new passenger. Beginning in Year 5, Rideshare will strive to support an additional vanpool through these programs each year.
- **GRH.** Rideshare will continue to offer GRH insurance to ridesharing commuters through a reimbursement program for taxi or rental car use. As the number of participating commuters increases, the use for this service is anticipated to also increase.

- **Other program elements:**
  - **Park-and-ride.** Rideshare has demonstrated a need (through the West Point Route 14 Corridor Study) for a new lot in or near the Town of West Point, a major gateway into the region, which is currently unserved. Rideshare will continue to work with the Town and VDOT to provide this service. Rideshare will also conduct a study of the underutilized lot at Gloucester Point to determine why commuters refuse to use the lot and determine if there are any low-cost improvements that will encourage use.

Potential Funding Sources

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

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

- DRPT Administered State Aid Grant Programs:
  - **TDM/Commuter Assistance.** These grants support administration of Rideshare and other regional TDM programs. TDM grants require a 20 percent local match. If additional funding is made available through this program, Rideshare could request funds for additional staff, marketing, or administration of any of the programs listed in the unconstrained program description above.
  - **Transportation Efficiency Improvement Fund (TEIF).** These grants support a variety of TDM projects and programs and could be used to support any of the programs listed in the unconstrained program description above. TEIF grants require a 20 percent local match. The total amount of funding available statewide through the TEIF program is projected to remain flat over the next six years, so competition for these funds will likely increase over time.

- **Demonstration Project Assistance.** These grants assist communities to increase the efficiency or utilization of public or public-private transportation service by implementing innovative projects. Grants cover up to 95 percent of eligible expenses. In the past, TDM agencies have obtained Demonstration Project Assistance funding to develop new commuter bus routes and other services.
- **Technical Assistance.** These grants support planning or technical assistance to help improve or initiate public transportation or commuter assistance services. However, other DRPT administered state aid grants may be preferable due to the fact that Technical Assistance grants require a 50 percent local match.
- **Senior Transportation Program.** These grants support projects and programs that improve mobility for senior citizens. Grants cover up to 95 percent of eligible expenses. Rideshare could partner with Bay Aging/Bay Transit to pursue funding for human mobility services through this program.

- DRPT Administered Federal Aid Grant Programs:
  - **Job Access Reverse Commute (JARC) Program (FTA Section 5316).** These grants support the operating and capital costs of special programs designed to connect unemployed and low-income individuals to jobs. Grants cover up to 50 percent of eligible expenses and up to 80 percent of eligible capital expenditures. Any of the programs listed in the unconstrained program description that also are contained in the regional Coordinated Public Transit – Human Services Transportation Plan are eligible for JARC funding.
  - **New Freedom Program (FTA Section 5317).** These grants support capital and operating costs of new public transportation services and alternatives designed to assist individuals with disabilities with accessing transportation services, including transportation to and from jobs and employment support services. Grants cover up to 50 percent of eligible expenses and up to 80 percent of eligible capital expenditures. Any of the programs listed in the unconstrained program description that also are contained in the regional Coordinated Public Transit – Human Services Transportation Plan are eligible for New Freedom funding.
- **Public/Private Partnerships.** Public/private partnerships offer another potential source of funding to implement select projects outlined in the unconstrained program description. Rideshare will approach Walmart and 7-11 to develop a strategic partnership to promote services to customers and offer services to employees in exchange for prominent exposure of the companies on Rideshare's website and promotional materials. Rideshare will also explore opportunities to partner with Newton's bus and TRAFFIX to offer commuter services to the Hampton Roads area.

5.2.2 Medium- and Long-term (7 to 25 years)

Unconstrained Program Description

It is difficult to estimate annual budgetary needs over the medium- and long-term, but it is assumed that the unconstrained program will continue to include at least a 2.5 percent annual increase in each budget category in order to account for inflation, increases in staff wages and benefits, and growth of Rideshare's existing programs and services. Several major program components that will require additional funding in the medium- and long-term include:

- **Program Staff and Administration.** As Rideshare continues to grow and develops its programs, it may need to add additional staff. These staff will manage the growing workload of the program and also may be selected from candidates with particular backgrounds (e.g., planning, marketing) in order to broaden the expertise and knowledge base of the program. It is estimated that each additional one-half-time staff person will increase Rideshare's annual budget by $40,000. Additional administrative needs that may require funding include:
  - Technology enhancements to maintain and improve TDM databases and ensure that Rideshare's services are made conveniently available through the most current outlets (e.g., social media, "iPhone" applications); ridematching software that utilizes route matching as opposed to or in addition to proximity matching would be ideal; and
  - Staff time and resources to conduct or participate in regional studies, such as park-and-ride evaluations or a Regional Transportation Authority/ Transportation District feasibility study.
- **Marketing and Promotion.** In the medium- and long-term, Rideshare will continue marketing efforts to promote TDM and transit in the Middle Peninsula. In order to target and maximize the effectiveness of these efforts, the agency will use targeted direct-mail campaigns and outdoor signage at all gateways into the region as funding allows.
- **Travel and Training.** It is assumed that the Rideshare travel and training program component budgets will continue to increase at a 2.5 percent annual rate.
- **Subsidies.** Rideshare will continue to support ridesharing in the Middle Peninsula by providing subsidies to maintain and form new vanpools and carpools and fund the GRH funding requirements for existing programs, such as VanStart/VanSave are not expected to change from the short-term, but as the number of commuters served increases, the number utilizing the GRH program is anticipated to increase.
- **Other program elements.** Transit services, park-and-ride facilities, and human mobility will likely be the focus of Rideshare's "other" programming efforts in the medium and long-term. Funding needs for these projects will

depend upon the specific services and facilities that are identified in future updates of local comprehensive plans and planning studies.

Potential Funding Sources

As previously mentioned, prediction of future revenues is difficult given the uncertainty of Federal, State, and local funds that will be made available. Most potential short-term funding sources will likely remain as the key sources of funding for Rideshare in the medium- and long-term.