

Six-Year Transportation Demand Management (TDM) Plan

NeckRide.org – Northern Neck Planning District Commission



prepared for
NeckRide.org

prepared by
The Northern Neck Planning District Commission (NNPDC)
The Center for Urban Transportation Research
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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 1) assist individuals seeking transportation options to their workplaces and other destinations, 2) to mitigate congestion on Virginia’s roadways, and 3) to reduce environmental impacts caused by vehicle emissions, roadway expansion, and other transportation-related factors.

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

NeckRide.org is the designated TDM agency tasked with advancing alternatives to the drive-alone commute through programs serving the Northern Neck region, including Westmoreland, Northumberland, Lancaster, and Richmond Counties. As the region is working to preserve its high quality of life, conserve valuable natural resources, and provide needed services to a changing and aging population, NeckRide has begun preparing for future needs today. This document presents NeckRide’s six-year operational plan for 2010 through 2035. It builds upon the successes and challenges of the Northern Neck region and the transportation infrastructure that serves the region today. This plan outlines a strategic framework (goals, objectives, and strategies) for the agency and estimates financial resources that will be necessary to keep the Northern Neck region moving for years to come.

This document also fulfills the TDM plan requirement established by the Virginia Department of Rail and Public Transportation (DRPT). Beginning in 2009, DRPT requires all agencies receiving TDM grant funds to prepare, adopt, and submit a six-year TDM Plan for their agency. The purpose of this Plan is to: identify and detail the TDM programs currently provided in the agency’s service area, outline potential improvements to be carried out in the Plan’s timeframe, and illustrate the financial resources necessary to implement these programs and improvements. This document establishes the scope and benefits of each TDM agency’s programs and acts as the basis for DRPT to incorporate TDM programs statewide into all relevant state transportation plans, funding decisions, and programs.

More specifically, the Plan will:

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

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

2.0 Overview of NeckRide

2.1 HISTORY OF TDM PROGRAM

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

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

2.2 GOVERNANCE AND ORGANIZATIONAL STRUCTURE

2.2.1 Governance

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

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

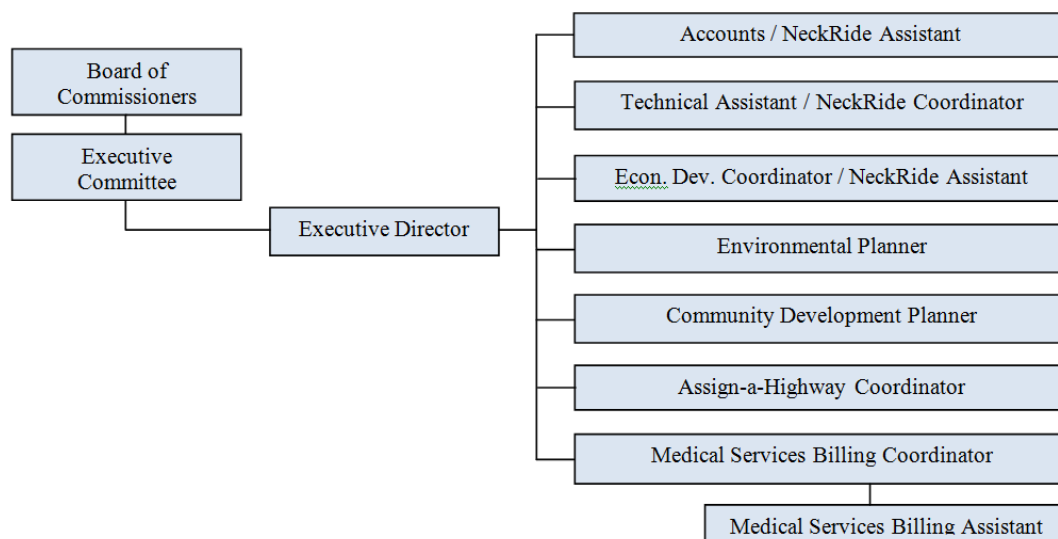
2.2.2 Organizational Structure

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

Table 2.1 NeckRide Staff Descriptions

| Position | TDM Role and Responsibility |
|----------------------|---|
| NeckRide Coordinator | Provides technical and data-entry support for NeckRide program and services. Provides ride-matching and direct customer services. |
| NeckRide Assistant | Markets NeckRide program, oversees community outreach activities. |
| NeckRide Assistant | Administers all financial aspects of program, including reporting, bill payment, auditing, etc. |

Figure 2.1 NNPDC Organizational Chart



Source: NNPDC

2.2.3 Key Stakeholders

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

- **NNPDC.** As NeckRide’s governing agency, the NNPDC is an important organizational stakeholder for the program. NeckRide benefits from the shared overhead and services it receives as a program of the NNPDC, while the latter benefits from increased awareness and use of non-SOV transportation options provided by NeckRide.
- **NNPDC member jurisdictions.** Residents, employers, and employees in Westmoreland, Northumberland, Lancaster, and Richmond Counties are key stakeholders—whether or not they utilize NeckRide services—because they benefit from the services provided. NeckRide depends upon local jurisdictions to provide a local funding match and in return provides services that impact mobility and quality of life in these jurisdictions.
- **DRPT.** DRPT is NeckRide’s primary funding agency and partner in service delivery. NeckRide looks to DRPT to support, guide, and promote TDM at the state and regional level.
- **Bay Aging/Transit.** Bay Transit is the only transit service-provider and the primary human-service-mobility provider in the Northern Neck. NeckRide promotes Bay Transit’s services to residents. It also partners with the agency to identify new service needs.
- **Metropolitan Washington Council of Governments (MWCOG) and Commuter Connections.** MWCOG is the Metropolitan Planning Organization (MPO) for the Washington, D.C., region and houses Commuter Connections, the regional TDM program. NeckRide works along Commuter Connections in the promotion of regional TDM services, and, where and when applicable, utilizes COG’s Guaranteed Ride Home (GRH) services.

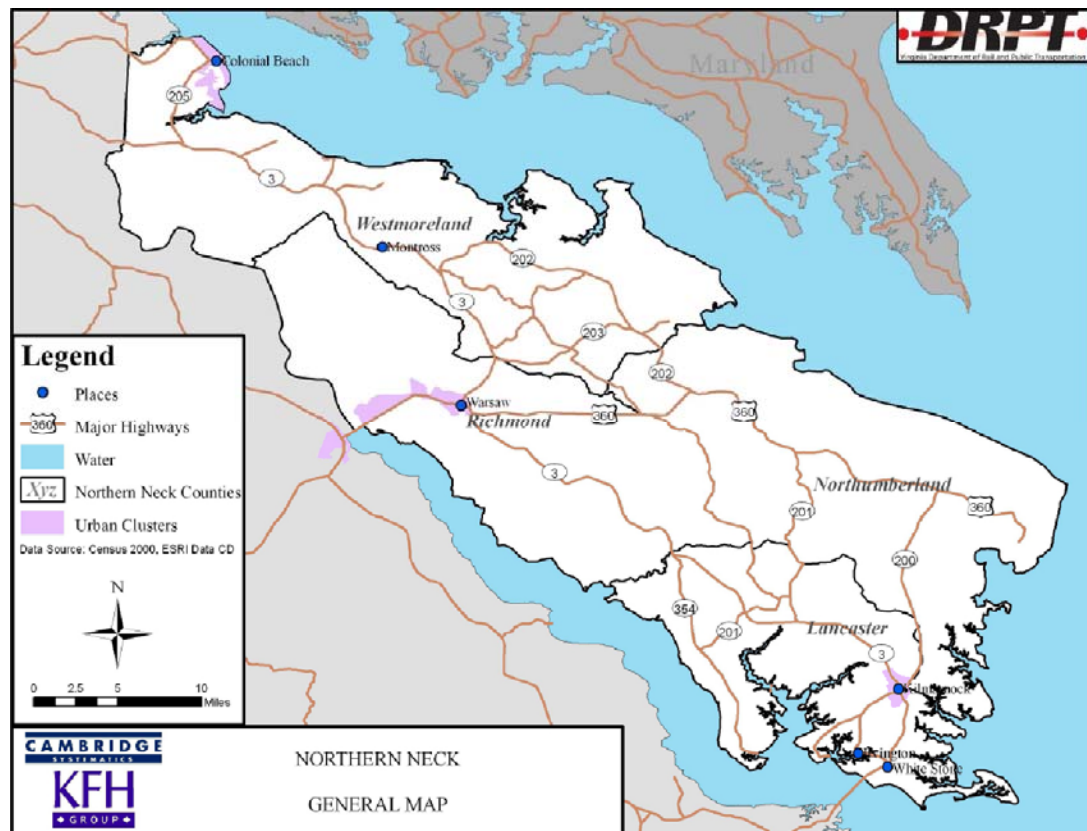
2.3 SERVICE AREA PROFILE

2.3.1 Description of Service Area

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

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

Figure 2.2 Map of NeckRide Service Area



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

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

Transportation Facilities

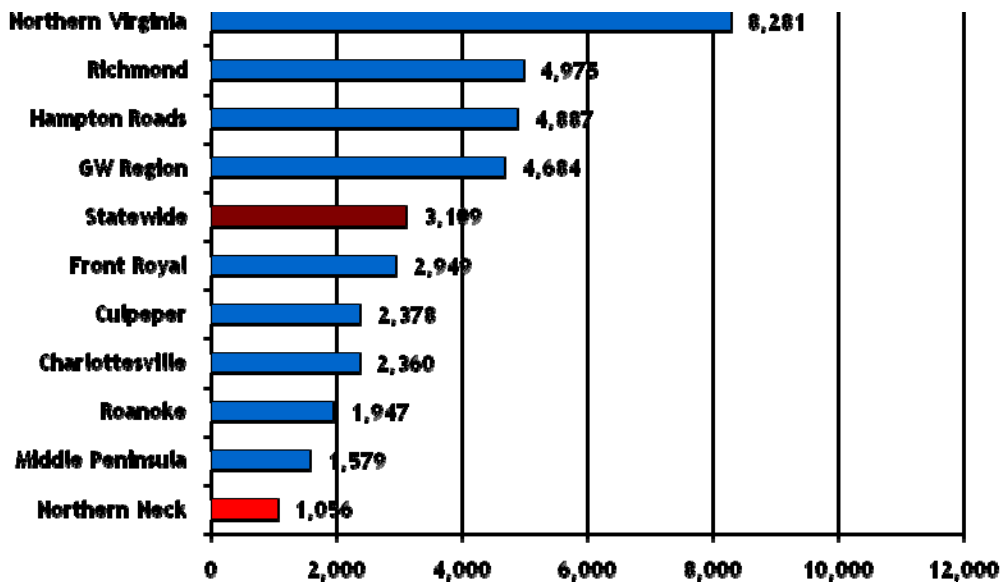
The Northern Neck region is served by a transportation system composed of several U.S. and state highway routes and multiple secondary roads that connect these primary roadways. Multimodal transportation facilities in the region such as transit, bicycle paths, and sidewalks are very limited.

Roadways

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

Due to the Northern Neck's rural character and location away from major interstate commuter routes (e.g., I-95), the region has not experienced congestion issues even though many Northern Neck residents commute long distances to work. While there are many other factors to congestion, vehicle miles traveled per road mile is one relatively simple way to calculate the degree of congestion for regional comparison purposes. According to this measure, the Northern Neck region has the lowest congestion level in Virginia (Figure 2.3).

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



Source: Virginia State of the Commute Study, 2007.

Public Transportation

Bay Transit, a public transportation service provided by Bay Aging, is a nonprofit community transit service operating in the Counties of Essex, Gloucester, King and Queen, King William, Lancaster, Mathews, Middlesex, New Kent, Northumberland, Richmond, and Westmoreland. Bay

Transit is the only public transportation provider in the Northern Neck and Middle Peninsula regions and has a service area of nearly 3,000 square miles containing an estimated population of 150,000 people.

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

Bay Transit initiated service in Gloucester County in 1996 with one bus. In 1998, the agency took over Colonial Beach Transit, the former transit provider within the Town of Colonial Beach (Westmoreland County). Today, Bay Transit employs 90 workers and operates more than 40 vehicles. During FY2008, Bay Transit provided over 156,000 one-way rides, over one-half of which were work-related.

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

Park-and-Ride Lots

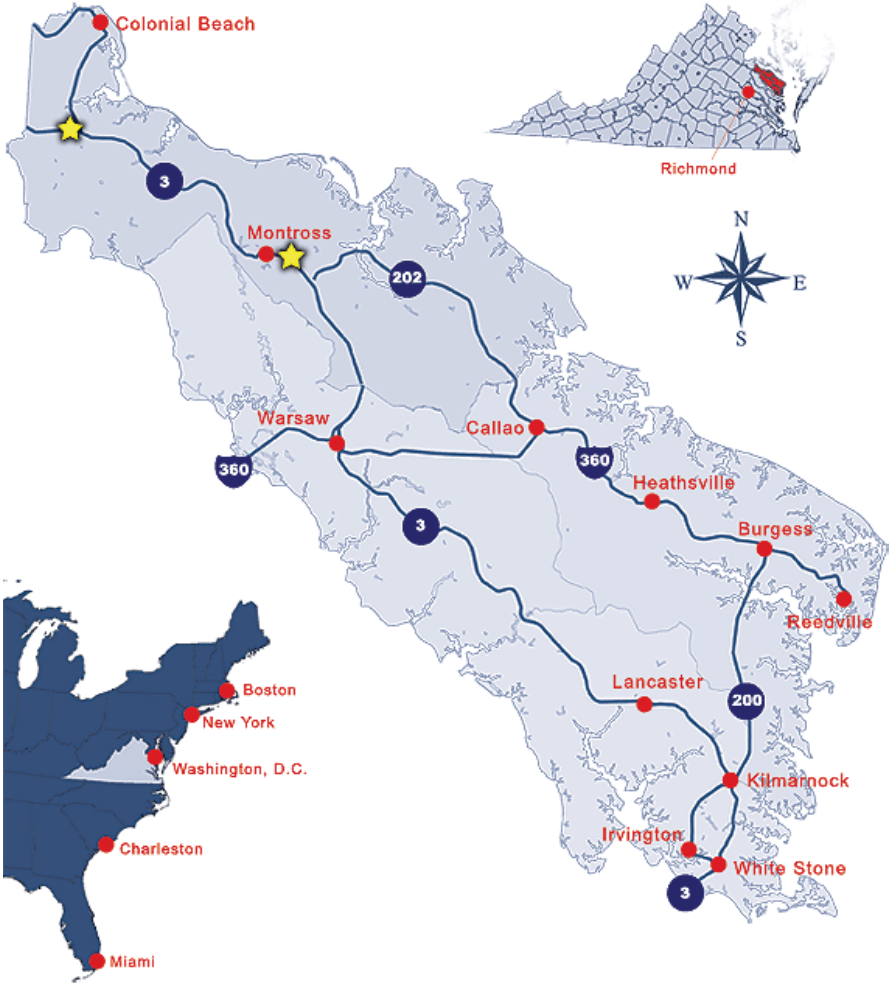
There are two park-and-ride lots located in the Northern Neck region. Both lots are located in Westmoreland County—one in Montross and the other in Oak Grove—and contain a total of 142 parking spaces. Both lots are located along the northeastern section of State Route 3 (the primary route for commuters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

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

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

Source: NeckRide

Figure 2.4 Major Commuter Lots in the NeckRide Service Area



Source: www.neckride.org

2.3.2 Demographic Profile

NeckRide's service area (PDC 17) has one of the lowest regional growth rates in Virginia. Between 1990 and 2000, the Northern Neck's population increased by just over 5,000 residents, for a growth rate of 11.7 percent. This growth rate was three percent less than the population growth rate for Virginia as a whole. Table 2.3 shows the demographic profile for the NeckRide service area from 2000 to 2010, plus how anticipated growth in the area compares to growth throughout the Commonwealth of Virginia.

Table 2.3 Demographic Profile

| | PDC 17 | (% change) | Virginia | (% change) |
|-------------|---------------|-------------------|-----------------|-------------------|
| 2000 | 49,353 | | 7,079,030 | |
| 2010 | 50,429 | 2.18 % | 8,001,024 | 13.02 % |
| 2020 | 52,443 | 3.99 % | 8,811,512 | 10.13 % |
| 2030 | 54,511 | 3.94 % | 9,645,281 | 9.46 % |
| 2040 | 56,443 | 3.54 % | 10,530,229 | 9.17 % |

2.3.3 Employment Profile

Employment patterns also can impact the types of TDM services demanded in an area. For example, areas with high levels of employment will have a greater focus on employer services than areas that are mainly residential. In April 2009, total employment in the Northern Neck was 23,009.² Table 2.4 shows the 10 largest employers in NeckRide's service area in 2009. The region contains seven companies that employ 250 to 500 workers and 17 companies that employ 100 to 250 workers. Several major employers are clustered in and near the Towns of Warsaw and Colonial Beach, but overall employment density in the region is low. As shown in Figure 2.5, the Northern Neck and Middle Peninsula regions have the lowest employment density in Virginia. This low density creates a challenge for encouraging carpooling and successfully implementing traditional TDM strategies.

Table 2.4 Top 10 Employers in NeckRide's Service Area

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

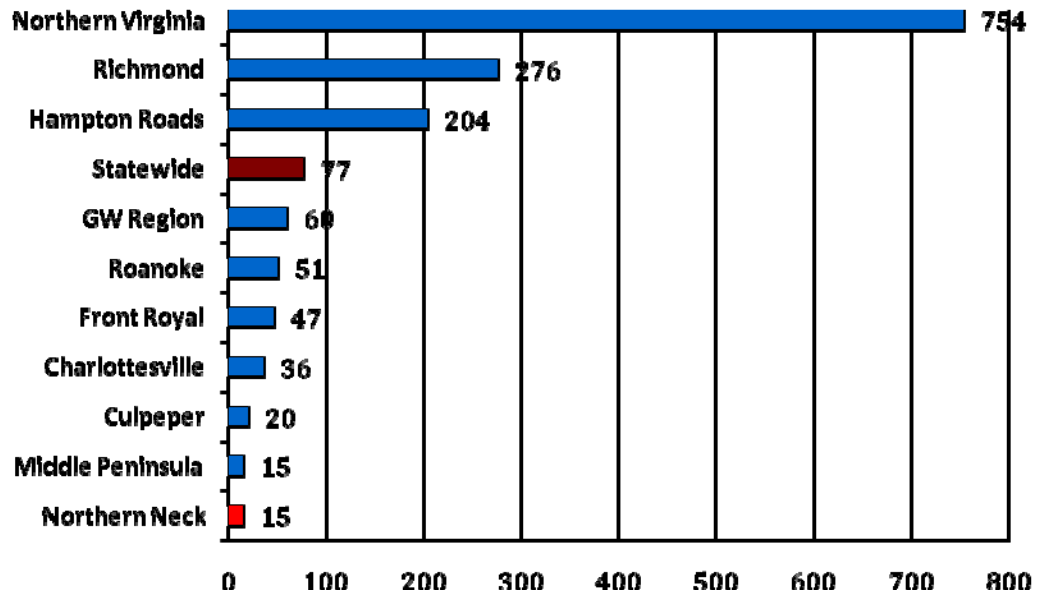
² LAUS Unit and Bureau of Labor Statistics, April 2009.

9. Richmond County School Board

10. Wal-Mart

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

Figure 2.5 Employment Population Density in Virginia Regions



Source: 2000 Census, Employees per square mile

2.3.4 Existing Travel Patterns

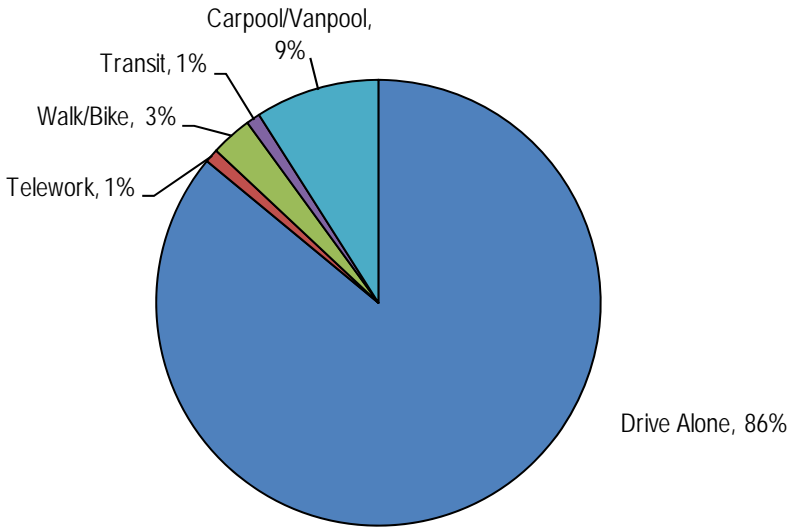
Knowing where and how residents and visitors travel to work and other activities helps determine the services that best fit their needs. Current travel and commute trends, combined with future development and population projections, can give some clues to what types of services will be needed, and where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

Mode Split

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

As shown in Figure 2.6, the Northern Neck has a higher percentage of drive-alone commuters than the state average. The percentage of residents who carpool or vanpool to work is comparable to the state average, due to the number of long-distance commuters who NeckRide. The percentage of Northern Neck residents who telework or take transit to work is lower than the state average due to lack of transit and broadband Internet service availability throughout the region.

Figure 2.6 NNPDC Mode Split (2000)



Source: U.S. Census, 2000.

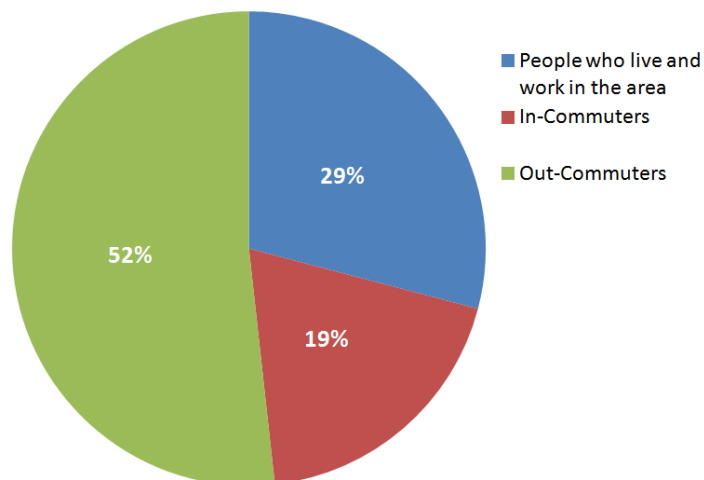
Commuting Patterns

Commuting patterns are one of the largest influences on a TDM agency's programs and customers. Areas with a large percentage of inbound commuters may want to emphasize employer services, while areas with a large percentage of outbound commuters—like the Northern Neck—may want to focus on residentially based programs. Figure 2.7 and Table 2.5 detail current commuting patterns for the NeckRide service area.

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

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

Figure 2.7 Commuting Patterns (2011)



Source: U.S. Census Bureau via Virginia Employment Commission OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2011.

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

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

Source: Virginia Employment Commission, 2000.

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

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

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

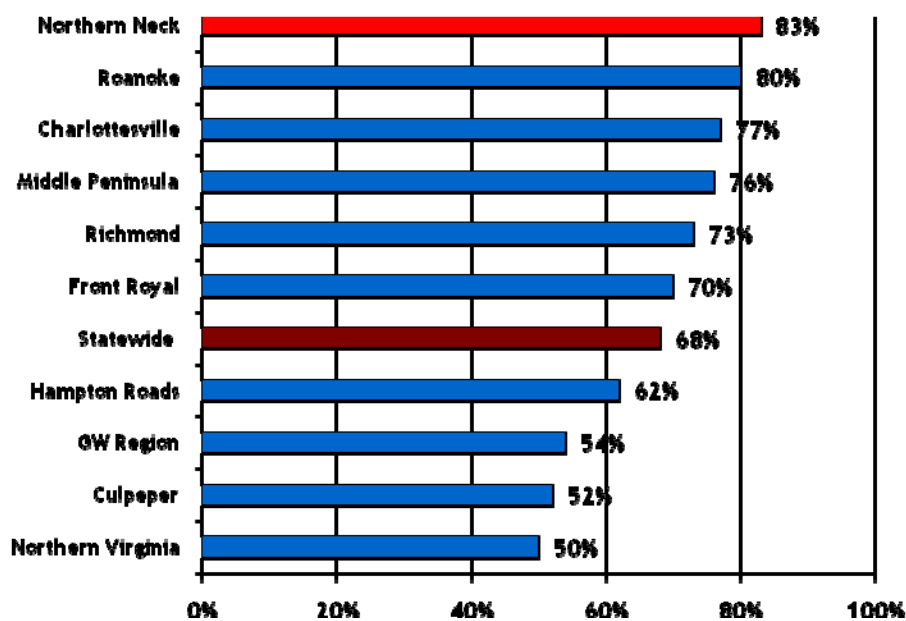
As Figure 2.8 shows, 83 percent of residents in NeckRide's service area report that they are satisfied with their commute. Satisfaction levels are equally high among commuters who travel outside the region for work and those who work and live in the Northern Neck. However, throughout the region, 22 percent of commuters reported that their commute is more difficult now than it was the previous year.

Table 2.6 Average Commute Trip Time and Length

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

Source: Virginia State of the Commute Study, 2007.

Figure 2.8 Percent Satisfied with their Commute in Virginia Regions



Source: Virginia State of the Commute Study, 2007.

2.4 CURRENT TDM PROGRAMS AND SERVICES

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

2.4.1 Customers

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

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

2.4.2 Programs and Services

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

Carpools and Ridematching

NeckRide 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.

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

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

Vanpool Matching/Leasing

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

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

- **Technical assistance.** NeckRide provides informational resources and one-on-one assistance to help commuters lease and start their own vanpool service.
- **Van Start/Van Save.** NeckRide 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

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 NeckRide Program. The Virginia Van Save Program for existing vanpools is designed to assist established vanpools experiencing emergency loss of passengers. An eligible vanpool owner/operator may apply for Van Save assistance a maximum of once every 12 months per van. Assistance for both programs

Footnote continued

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

Guaranteed Ride Home (GRH)

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

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

Employer Services

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

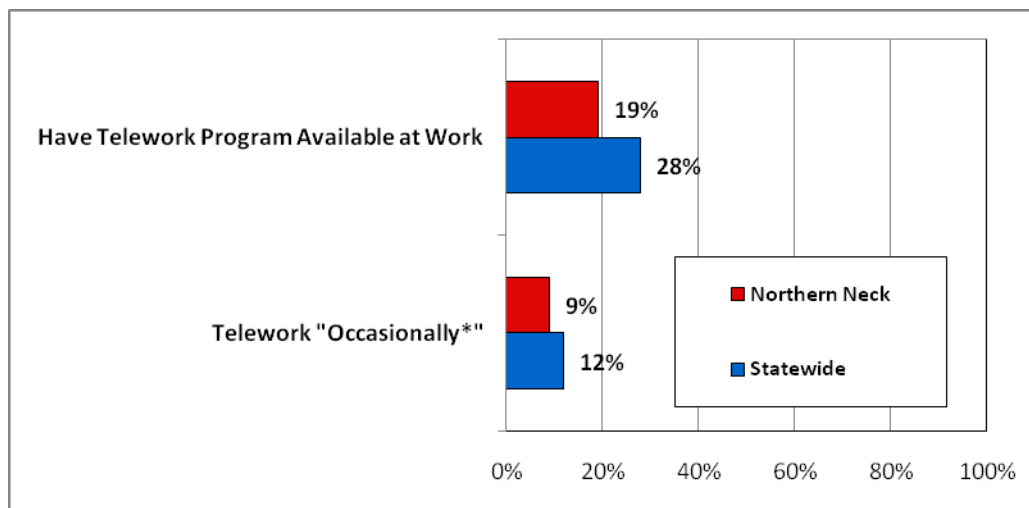
There are currently 24 employers in the Northern Neck with over 100 employees. NeckRide has contacted five of these employers through its Employer Services program over the last year in an effort to establish a Workforce Vanpool for their employees.

Telework

NeckRide staff provides information about teleworking and alternative work schedules to eligible commuters and companies who contact them for other TDM services. NeckRide also is partnering with the Virginia Department of Housing and Community Development in the Virginia Rural Broadband Planning Initiative, a statewide initiative to bring high-speed Internet to all areas of Virginia. As shown in Figure 2.9, approximately 19 percent of Northern Neck residents currently have the option to telework and nine percent telework occasionally. This rate is comparable to the state average.

is granted at the discretion of the local NeckRide Program based on eligibility of the applicant.

Figure 2.9 Teleworkers and Telework Programs in NNPDC



Source: Virginia State of the Commute Study, 2007.

Public Transportation

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

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

- **2008 Northern Neck Regional Transportation Survey.** To better gauge Northern Neck residents' views on the region's transportation options, the NeckRide Program conducted a detailed online transportation survey from October 2007 to February 2008.
- **2006 Colonial Beach Transportation Survey.** The Town of Colonial Beach, in Westmoreland County, Virginia, asked the NeckRide Program for assistance in conducting a survey to plan for the town's future transportation needs.
- **2006 Bay Transit User Survey.** Bay Transit asked the NeckRide Program for assistance in conducting a survey to gauge users' perceptions of the service.

Marketing

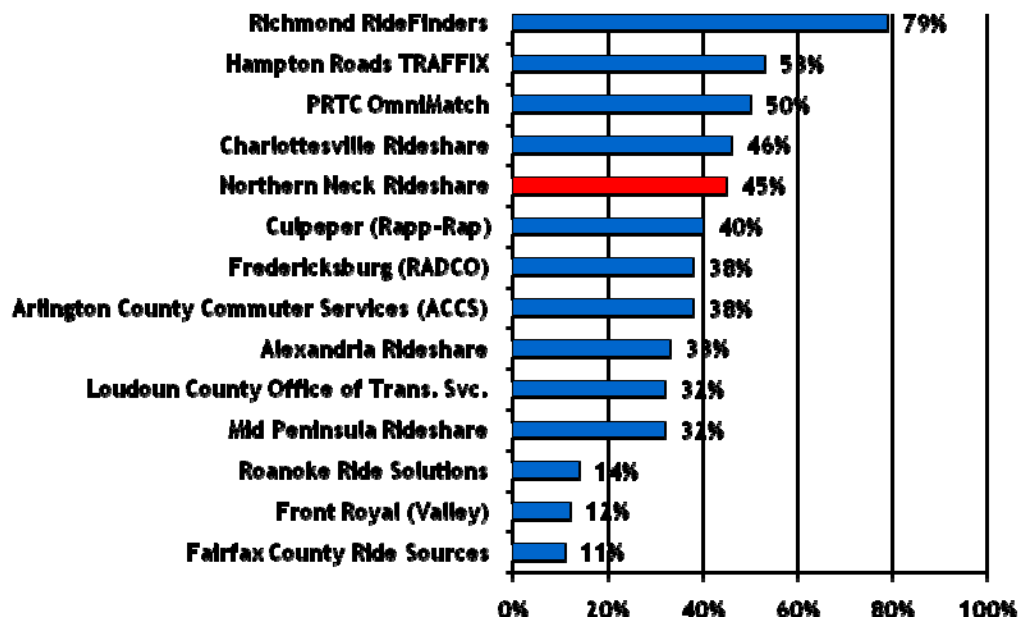
In the last few years, NeckRide has focused its marketing efforts on area residents who commute to work in Northern Virginia, Dahlgren, Richmond, or Washington, D.C. A key objective of all NeckRide marketing materials and efforts has been to expand commuters' awareness of non-SOV options, including carpools,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

- Radio ads
- E-mail lists

- Direct mail
- Billboard ads
- Community events
- News releases

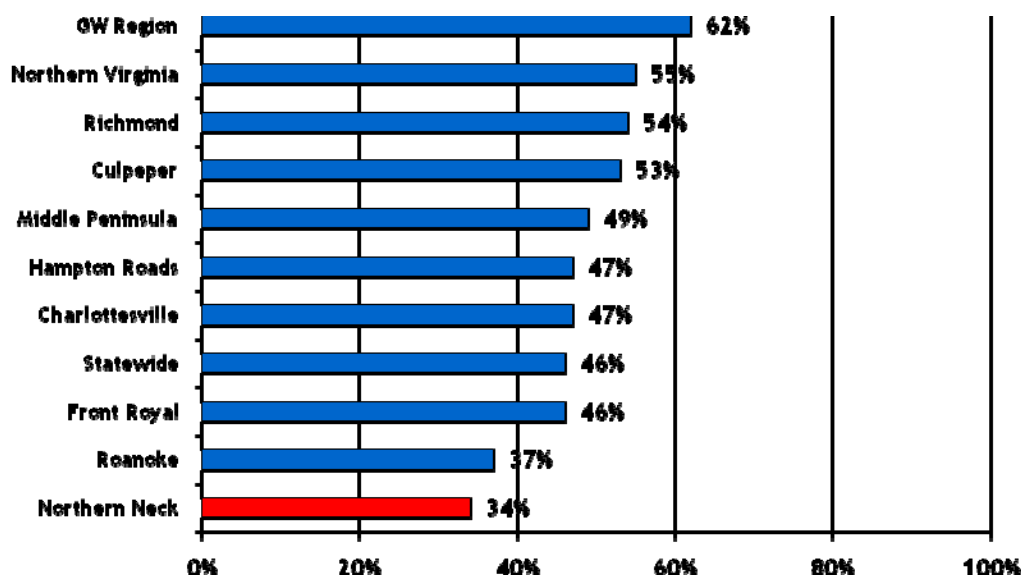
The results of these marketing efforts have been mixed. Name recognition of the NeckRide program is higher than that of other long-distance commuter market programs (Figure 2.10); however, NeckRide has the lowest advertising recall in Virginia (Figure 2.11).

Figure 2.10 Awareness of NeckRide Program



Source: Virginia State of the Commute Study, 2007.

Figure 2.11 Advertising Recall



Source: Virginia State of the Commute Study, 2007.

Other TDM Services and Activities

NeckRide also participates in the following programs and services:

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

2.4.3 Related Mobility Programs

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

- Human service transportation programs:
 - **Middle Peninsula/Northern Neck Community Services Board (CSB).** Serving 10 counties in the Middle Peninsula and Northern Neck, provides transportation services for mental health/mental retardation program clients, substance abuse programs, and infant programs. Cost for services is \$1.15 per mile, including driver costs.
 - **Rappahannock CSB and Agency on Aging.** Provides demand-responsive transportation to medical appointments and social services for the elderly, mental retardation/mental health program clients, and substance abuse program clients. The agencies have a combined fleet of 65 vehicles and provide approximately 156,000 trips covering 850,000 miles per year.
 - **Virginia Department of Rehabilitative Services.** Provides demand-response transportation services to persons with disabilities in Middle Peninsula and Northern Neck who need assistance getting to work.
 - **Crockett Carriers, LLC.** Private transportation provider serving the Middle Peninsula and the Northern Neck of Virginia.
 - **Doggett Transportation.** Lift-equipped high top vans providing transportation to residents of the Middle Peninsula and Northern Neck of Virginia.
 - **ARC Puller Center.** Client transportation services to the Puller Center in Gloucester, Virginia. Serving the Middle Peninsula and the Northern Neck.
- **Taxi and bus service providers.** Private transportation services in the Northern Neck are very limited. One taxi service, Harmon Homer, based in Warsaw, was identified in the region. Several private operators are based in areas neighboring the PDC.

3.0 Future NeckRide Service Area Profile

This Plan is designed to address the TDM needs of the Northern Neck while matching the State's Six-Year Improvement Program's (SYIP) planning horizon.

Over the next 6 years, rural and low-density residential land uses are expected to continue to be the prominent development pattern in the Northern Neck. The region's transportation network may be impacted by rapid growth occurring in the Fredericksburg area—the State's most rapidly growing region. This growth is expected to continue to spread into undeveloped areas at the western edge of the Northern Neck.

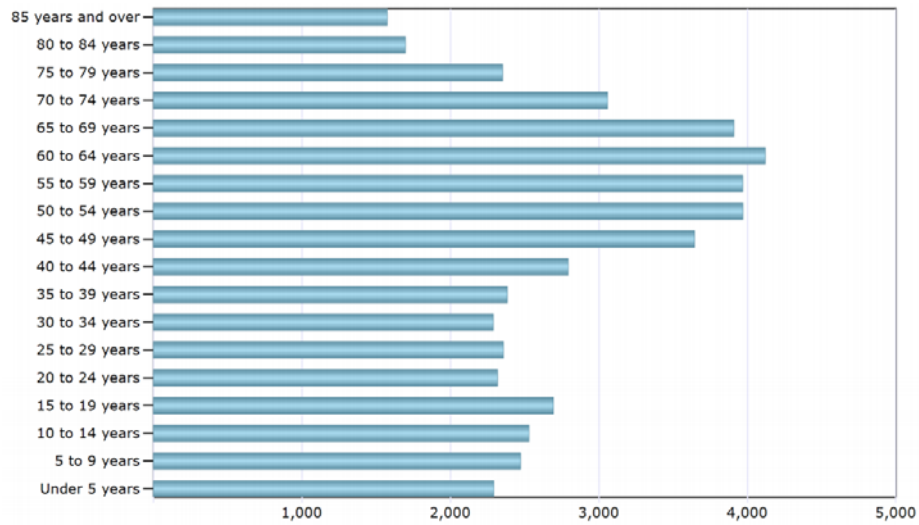
Future transportation challenges in the Northern Neck will be unique compared to the region's larger urban neighbors, and TDM strategies can play an important role in addressing these challenges.

3.1 PROJECTED DEMOGRAPHICS

NeckRide's service area has one of the lowest growth rates in Virginia. Population projections for are shown in Table 3.1. The region expects to add less than 3,000 new residents during each 10-year period from 2010 to 2030.

Table 3.1 Projected Demographic Changes

| | PDC 17 | (% change) | Virginia | (% change) |
|-------------|---------------|-------------------|-----------------|-------------------|
| 2000 | 49,353 | | 7,079,030 | |
| 2010 | 50,429 | 2.18 % | 8,001,024 | 13.02 % |
| 2020 | 52,443 | 3.99 % | 8,811,512 | 10.13 % |
| 2030 | 54,511 | 3.94 % | 9,645,281 | 9.46 % |
| 2040 | 56,443 | 3.54 % | 10,530,229 | 9.17 % |



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

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

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

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

3.2 PROJECTED EMPLOYMENT

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

Table 3.2 Projected Employment Levels

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

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

3.3 AREAS OF GROWTH

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

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

3.3.1 Transportation Facilities

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

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

NeckRide and Bay Transit, the facility also has the potential to provide additional commuter parking spaces and to serve as a terminal for interregional transportation services such as Greyhound buses.

3.4 PROJECTED TRAVEL PATTERNS

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

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

3.5 EXTERNAL TRENDS

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

3.5.1 New Generation of Workers

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

First, the sheer size of this generation suggests that they will influence society, just as the unusually large Baby Boomer generation did and still does today. When compared to the other generations, today's young workers represent the largest generation alive today (80 million strong).

Second, a new generation of NeckRide-support services is also evolving to serve this new generation of workers. Until recently, most ridematching was done through large government-sponsored, centralized databases. Today, many commercial enterprises are tapping into commuters' desire for instant services by offering ridematching as part of social networks (i.e.

Craigslist, Facebook, Goloco.org, or Ridebuzz.org). These services offer new channels for programs such as NeckRide to increase awareness of ridesharing.

3.5.2 Environmentalism and Sustainability

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

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

3.5.3 Growing Involvement of Employers in TDM

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

3.5.4 Changing Nature of Work

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

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

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

3.5.5 Automobile Cost of Operation

Discussing the future of roads and highways most often leads to some form of user fees – tolls, increased gas taxes, congestion pricing, or VMT tax. Other forms of roadway pricing also may be introduced in the future. And no matter what form these user fees take, it is likely that, at some

point within the long-term timeframe of this plan, some type of user fee will be enacted on at least some portion of the roadway network. It can therefore be assumed that it will cost more to operate an automobile in the future.

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

4.0 NeckRide Strategic Plan

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

Within the six-year timeframe of this Plan, strategies will improve upon existing programs and be implemented.

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

A SWOT analysis provides an organized framework for evaluating NeckRide.org and the environment in which it operates.

Strengths

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

Weaknesses

- Lack of local congestion and abundance of free parking makes ridesharing a difficult sell to local employers and residents who are not long-distance commuters ("long distance" being anything above sixty miles).
- Limited staff resources and budget don't allow for extensive marketing or proactive development and expansion of programs and services. Dual roles played by NeckRide staff (NeckRide Coordinator/IT Specialist, NeckRide Assistant/Tourism Coordinator) may limit the time and energy that can be dedicated to the program.
- Regional economic conditions make local match funding difficult to obtain. Federal funding is difficult to come by due to the rural nature of the region and lack of an MPO or regional transit authority.

- Low density land-use patterns throughout the region are not conducive to fixed-route transit services. Dispersed housing and employment patterns make ridematching for residents who live and work within the region difficult.
- Few employers in the area are large enough to provide TDM programs and incentives for their employees.
- Very limited pedestrian and bicycle infrastructure.

Opportunities

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

Threats

- Need to increase awareness of the program. Advertising recall for NeckRide is the lowest in Virginia.
- Low rate of projected population growth and lack of projected future congestion, and development policies that encourage ample parking create limited incentives for residents to use NeckRide or to demand fixed-route public transit.
- Continued rural, low-density development that will occur in the area cannot be served by traditional transit services economically.
- Local intra-regional travel will continue to be difficult to serve due to dispersed employment centers.
- Program needs to assess return on investment from membership in Commuter Connections. Membership is a significant cost, and although many commuters travel to D.C. or Northern Virginia, there are difficulties matching them through the Commuter Connections' database. Maintaining two separate databases (as is done currently) limits NeckRide staffs' efficiency.

- Continued competition between TDM, transit, and human service mobility providers for limited funding, limits interagency coordination and threatens the possibility of developing and supporting effective new services.

4.2 NECKRIDE MISSION AND VISION

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

The mission of the NeckRide program is:

To provide a free commuter-matching service, provide transportation-related information to all who need it, and improve the quality of life for residents of the Northern Neck.

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

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

4.3 GOALS, OBJECTIVES, AND PROGRAM STRATEGIES

4.3.1 Process for Developing Goals, Objectives, and Strategies

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

- Review of existing NeckRide documents to understand the role and services of the program
- Interviews with NeckRide staff to identify existing and future program needs
- Review of all comprehensive plans and other documents created by NNPDC and its member jurisdictions
- Development of a SWOT analysis based on the reviewed documents

- Formation of draft TDM goals, objectives, and strategies based on:
 - Previous goals, actions, and performance measures outlined in the Northern Neck State Aid applications
 - Existing vision statements and transportation or TDM-related goals and objectives in reviewed documents
 - Interviews and SWOT analysis
- Review and revision of goals, objectives, and strategies by NeckRide 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.

4.3.2 Agency Goals, Objectives, and Strategies

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

1. **Increase awareness and visibility of the Northern Neck TDM program and its services.**
 - Awareness of NeckRide is higher than many other local TDM programs, but advertising recall is the lowest in the State. Northern Neck commuters may know about the area's NeckRide program, but do they know about all of the services offered? The program should work to build partnerships and invest in a consistent and ongoing marketing program. Make sure your marketing communication materials reinforce your biggest opportunity audiences and promote compelling personal benefits of ridesharing. Calculate and promote the savings produced through ridesharing and TDM. Include stress reduction and pro-environment promotional messages as secondary benefits.
2. **Improve mobility throughout the Northern Neck by increasing the availability and use of alternative transportation modes.**
 - The Northern Neck has no congestion within the region, and residents have the highest level of satisfaction with their commute in the State. Long-distance commuters to the urban centers—Metro D.C., Hampton Roads, and Richmond—may be the greatest opportunity market. A growing retired population with unique local transportation needs may be a future opportunity market. Relative to other regions, availability of ridesharing infrastructure is low in the Northern Neck. Northern Neck has a low number of Park-and-Ride lots and transit options. Focus of infrastructure development should include

exploration of existing park-and-ride lot services and the potential of long-distance commuter bus service to urban population centers.

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

- NeckRide should focus employer outreach on the distant destination markets that serve the primary opportunity market (long-distant commuters). This can be done by asking Northern Virginia, Richmond, and Hampton Roads TDM agencies to mention the availability of NeckRide in their employer outreach efforts.

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

- Preserving the environment is the primary motivation for ridesharing that Northern Neck residents report. Continuing to take advantage of the Telework!VA's infrastructure tools and assistance represents a great opportunity for the Northern Neck to increase commute options for residents and reduce the environmental impact of transportation. Continuing to support the development of bicycle and pedestrian infrastructure in the Northern Neck is another way to provide low-impact transportation options for residents and promote economic growth in the region through tourism.

Table 4.1 outlines the specific TDM goals, objectives, and strategies that NeckRide will pursue over the short, medium, and long terms.

NeckRide will work to identify new programs that serve currently unmet or underserved needs in the region while continuing to expand and enhance its core ride-matching, and information-dispersal services.

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

Table 4.1 NeckRide Goals, Objectives, and Strategies

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

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

- » Establish "NeckRide" as the brand identity for the Northern Neck TDM program in order to reflect the full range of services provided, including, but not limited to, ridematching. This process may include multiple steps, such as:
 - Explore the adoption of an alternative name that better reflects the nature of TDM services provided; and
 - Collaboration with the NNPDC, area residents, and/or a partner with professional marketing experience to plan and conduct an outreach campaign to increase awareness of the program among a larger number of Northern Neck residents.
- » Develop a "commuter services" marketing campaign. The campaign will focus on marketing messages that produce the greatest return on investment. Marketing efforts will be reassessed regularly to continue to capitalize on opportunity markets, and may include:
 - Working with Transportation Coordinators at Dahlgren, Quantico, and other major employment centers to target outreach to military and long-distance commuters
 - Developing and distributing marketing materials that emphasize the time- and

money-saving and environmental messages identified by the State of the Commute survey as the primary motivations for Northern Neck residents to use TDM services

- Expanding the “web presence” of the program through on-line advertising, web site enhancements, or social media to capture the increasing number of customers referred to the TDM program through the Internet
 - Partnering with regional organizations/agencies (e.g., libraries, Chambers of Commerce, Rappahannock Community College, transit facilities, real estate offices, social services offices, and human service organizations) to identify opportunities to promote TDM
- » Reassess relationship with MWCOC. Determine if there are means to increase the Northern Neck TDM program’s visibility in Commuter Connection’s regional TDM marketing or to strengthen relationship with VDRPT instead.

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

- » Develop and monitor a set of program performance measures to evaluate the impact of the TDM program and demonstrate the value of TDM services provided.
- » Continue to partner with other regional TDM agencies to develop joint programs and increase the efficiency and effectiveness of TDM service delivery. Key areas for collaboration that will be pursued:
 - Continued collaboration with Bay Transit to develop services and marketing targeted at commuters and the tourism industry in the region via sponsored transportation services during special events.
 - Continue partnering with GWRideConnect to develop and operate a Guaranteed Ride Home service for the George Washington and Northern Neck regions.
 - Continue collaborating with Middle Peninsula Rideshare to enhance services and marketing targeted at commuters traveling from the Middle Peninsula and Northern Neck regions.
- » Sustain TDM involvement with local agencies and planning processes by maintaining membership on Advisory Boards for transportation projects and partner agencies, and continuing involvement in development of local and regional planning documents.
- » Partner with DRPT to identify means to increase the visibility of TDM at the state level and increase rapport with state agencies.

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

2.1. Objective: Support carpool and vanpool formation and operation by providing ridematching services and pertinent TDM information.

- » Continue to partner with DRPT to provide high-quality ridematching services and improve coordination of ridematching at the local, regional, and statewide level.
- » Maintain and grow the Northern Neck ridematching database.
- » Explore opportunities to partner with local businesses and others to lease park-and-ride spaces in underutilized parking lots along major commuter corridors.
- » Increase involvement with area vanpools by:
 - Partnering with neighboring TDM agencies with large vanpool fleets to pair Northern Neck commuters with vanpools originating from areas covered by those agencies; and
 - Partnering with GWRideConnect to promote the AdVantage program as an inexpensive vanpool liability self-insurance option.

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

- » Identify opportunities for increased collaboration between the Northern Neck TDM program and Bay Transit. Opportunities could include:
 - Maintaining Bay Transit representation on NNPDC's Advisory Board and establishing NNPDC/NeckRide representation on Bay Transit's Advisory Board;
 - Co-marketing regional transit and TDM services by distributing Bay Transit materials to TDM clients and vice versa, placing NeckRide/TDM ads on buses, etc.;
 - Building local government and public support for regional transit;
 - Identifying funding sources to facilitate bus service that crosses county lines;
 - Consider designating and marketing park-and-ride spaces at the Warsaw transit facility, if needed;
 - Identifying viable transit routes in the Northern Neck and partnering to obtain funding to market and implement services on a trial basis (e.g., NeckRide could partner with DRPT to identify funding for general transit opportunities and contract Bay Transit to provide service).
- » Continue working with residents, employers, activity centers (e.g., Rappahannock Community College) and private transportation providers to identify areas where shuttle services have potential to be implemented.
- » Promote Virginia Railway Express (VRE) service among Northern Neck Commuters.

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

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

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

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

- » Continue collaboration with the Northern Neck-Chesapeake Bay Regional Partnership.
- » Explore services that serve the transportation needs of growing industries and employment sectors in the Northern Neck. Services developed through local partnerships could include:
 - Establishing vanpools to health care facilities;
 - Developing and marketing shuttles to local tourist attractions (e.g., wine tours); or
 - Forming car and vanpools to serve large low-wage and shift worker employers.

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

- » Identify potential routes for regional Workforce Shuttles. Research and identify potential funding sources for shuttles and best practices from other regions for funding and managing shuttles.

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

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

- » Continue to act as a partner in the implementation of the Rural Virginia Broadband Initiative and the Northern Neck Broadband Authority.
- » Continue to support the development of a network of telework centers within the Northern Neck.

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

- » Support the Northern Neck Tourism Commission's efforts to develop bicycle and pedestrian facilities in the region for travel and recreation.

4.3.3 Potential Partnerships

Existing and potential new partnerships that will support NeckRide's program enhancement strategies include:

- **NNPDC.** Over the six-year period covered in this Plan, it is anticipated that the NNPDC will continue to house the NeckRide program and NeckRide will continue to support the programs and planning initiatives undertaken by the NNPDC. In return, the program will continue to benefit from the shared overhead and services it receives as a program of the NNPDC.
- **NNPDC member jurisdictions.** Elected officials and local governmental agencies serving Westmoreland, Northumberland, Lancaster, and Richmond Counties will be key partners in implementing the strategies outlined in this Plan. Over the course of this Plan, NeckRide will maintain relationships with local jurisdictions and work to establish itself as a transportation resource.
- **Bay Aging/Bay Transit.** Bay Transit is the only transit service provider and primary human mobility provider in the Northern Neck. NeckRide will continue to pursue opportunities to

partner with Bay Transit to identify and implement new services that meet residents' needs and to promote existing Bay Transit services.

- **Human service mobility providers.** In addition to Bay Aging, several additional agencies provide transportation services for senior and disabled residents in the Northern Neck. These mobility providers will be a key partner for NeckRide as it supports NNPDC in implementing the Coordinated Human Services Mobility Plan.
- **Northern Neck-Chesapeake Bay Region Partnership (NNCBRP).** Composed of local business leaders, education representatives, citizens, and elected officials, the NNCBRP is responsible for evaluating the economic competitiveness of the Northern Neck region and developing an economic development plan for the region. NeckRide will continue to partner with NNCBRP over the course of this Plan to support the needs of Northern Neck employers and the economic goals of the region.
- **Metropolitan Washington Council of Governments (MWCOG) and Commuter Connections.** Over the course of this Plan, NeckRide may continue to collaborate with Commuter Connections to promote regional TDM marketing and on-line instant ridematching services. However, MWCOG must partner with NeckRide and other TDM agencies (particularly those serving rural regions) to explore means of improving marketing in order to make Commuter Connections membership a worthwhile, continued investment.
- **Other regional TDM agencies.** NeckRide will also continue to partner with other regional TDM agencies in order to more efficiently provide services and to start up new programs (particularly those programs designed to suit the needs of nonurban areas). For example, GWRideConnect and Middle Peninsula Rideshare.
- **DRPT.** Over the timeframe addressed in this Plan, NeckRide will continue to rely on DRPT as a major partner for TDM funding and service delivery. NeckRide looks to DRPT to support, guide, and promote TDM at the state and regional level.
- **Citizens, commuters.** The Northern Neck's citizens, particularly commuters, are key partners in developing the region's multimodal transportation system. Citizens are not only customers, but they serve as partners in the financing, planning, and operation of the program. Carpooling is primarily citizen-driven. Transit and multimodal infrastructure improvements are generally only pursued when there is vocal citizen support. Through customer and resident surveys or focus groups NeckRide can determine what services to plan and expand to meet citizens' needs.
- **Local employers and other private entities.** Private businesses and independent entities (e.g., agencies, nonprofits) are key partners in supporting TDM. Through various partnerships they can act as champions for TDM.
- **VDOT.** VDOT maintains the park-and-ride lots in the Northern Neck and will be a key stakeholder in expanding these facilities in the future.
- **Local community college.** Colleges present an untapped opportunity market for TDM, particularly in an era of rising transportation costs and shrinking education budgets. Over the course of this Plan, NeckRide will continue to partner with RCC and Bay Transit to identify service needs and opportunities.
- **Developers.** The developer community is an important partner in TDM. They are able to, through the proffer system, donate land for or fund improvements such as sidewalk/trail

connections and transit stops/shelters. Developers also are essential in undertaking individual projects, such as building parking facilities.

4.4 PROGRAM MONITORING AND EVALUATION

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

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

Table 4.2 NeckRide Data Collection

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

Source: NeckRide.

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

Table 4.3 Potential NeckRide Performance Measures

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

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

| Performance Measure | Population | Data Source | Updated |
|---|---------------------|--------------------|----------------|
| Compressed work schedule (percent) | Residents/Employees | MWCOG SOC | Triennially |
| Flextime (percent) | Residents/Employees | MWCOG SOC | Triennially |
| Job responsibilities do not allow telecommuting (percent) | Residents/Employees | SOC Survey | Triennially |
| Standard work schedule (percent) | Residents/Employees | MWCOG SOC | Triennially |
| Telework 1+ days (percent) | Residents/Employees | SOC Survey | Triennially |
| Telework offered by employer (percent) | Residents | SOC Survey | |
| Teleworking (percent) | Residents/Employees | SOC Survey | Triennially |

5.0 Financial Plan

5.1 BUDGET AND FINANCIAL RESOURCES

This section presents the budget and funding sources for the NeckRide program. In FY 2014, NeckRide's annual budget was \$60,000. As a result of being housed within the Northern Neck Planning District Commission (NNPDC), NeckRide benefits from some shared overhead costs and staff. Since the formation of the program, NeckRide's primary funding source has been an annual state TDM grant awarded by DRPT, supplemented by a required 20 percent local match. NeckRide staff members coordinate with NNPDC staff to incorporate these funds into the larger NNPDC budgeting process.

Table 5.1 shows the breakdown of NeckRide's operating budgets over the last five years. FY2010 was lower than previous and subsequent years because of across-the-board funding cuts by the State that year. The majority of funds are currently dedicated to program administration and marketing of non-SOV transportation options. In years when there are expenditures in excess of the official DRPT grant application budget, funds are provided from the NNPDC's general funds.

Table 5.1 NeckRide FY 2010 to 2014 Operating Budgets

| Expenses | FY 2010 | FY 2011 | FY 2012 | FY 2013 | FY 2014 |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Program Staff and Administration | \$34,600 | \$35,000 | \$35,000 | \$35,000 | \$31,725 |
| Marketing and Promotion* | \$15,000 | \$20,000 | \$20,000 | \$20,000 | \$22,000 |
| Travel and Training | \$2,000 | \$3,500 | \$3,500 | \$3,500 | \$1,500 |
| Commuter Connections & ACT Fees | \$0 | \$0 | \$0 | \$0 | \$3,275 |
| Subsidies | \$1,500 | \$1,500 | \$1,500 | \$1,500 | \$1,500 |
| Approved Budget | \$53,100 | \$60,000 | \$60,000 | \$60,000 | \$60,000 |

* In the years prior to FY2014, Commuter Connections and ACT fees were included in the "Marketing and Promotion" budget category.

Source: DRPT grant application budgets.

Revenues for NeckRide's operations are obtained from state and local sources. Currently, all state funds for the TDM program come from DRPT TDM grants. Local match funding for the grant is provided by member jurisdictions of the NNPDC. The amounts NeckRide has received from each of these funding sources over the past five years are shown in Table 5.2.

Table 5.2 NeckRide FY 2010 to 2014 Operating Revenue Sources

| Income | FY 2010 | FY 2011 | FY 2012 | FY 2013 | FY 2014 |
|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| State TDM Grant | \$42,480 | \$48,000 | \$48,000 | \$48,000 | \$48,000 |
| Local Funds | \$10,620 | \$12,000 | \$12,000 | \$12,000 | \$12,000 |
| Total | \$53,100 | \$60,000 | \$60,000 | \$60,000 | \$60,000 |

Source: NeckRide's DRPT FY10 to FY14 OLGA TDM applications.

5.2 FUTURE FINANCIAL RESOURCES

The following section discusses potential funding sources for the financial needs identified in the implementation plan. For the purpose of this plan, constrained and unconstrained funding scenarios are considered.

The constrained scenario assumes that DRPT funding for the program will remain constant over the six-year period covered by this plan. This funding scenario will allow NeckRide to continue its current programs, but will not enable NeckRide to increase staff salary and benefits or to expand programs. This scenario is similar to the program's experience over the last four years; state and local funding amounts for NeckRide have remained unchanged since fiscal year 2011. Taking into account inflation, this means funding for NeckRide in Northern Neck has actually decreased each year since fiscal year 2011.

In the constrained scenario, NeckRide's annual budget will remain constant at \$60,000 per year over the next six years. 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

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.

Table 5.3 shows the estimated annual budget for services and programs that would be added to the baseline program over the timeframe if additional grants and funding became 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 Program Plan

| Expenses | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | (FY 2016) | (FY 2017) | (FY 2018) | (FY 2019) | (FY 2020) | (FY 2021) |
| Program Staff and Administration | \$28,634 | \$29,493 | \$30,378 | \$31,289 | \$32,228 | \$33,195 |
| Marketing and Promotion | \$26,703 | \$27,504 | \$28,329 | \$29,179 | \$30,054 | \$30,956 |
| Travel and Training | \$1,545 | \$1,591 | \$1,639 | \$1,688 | \$1,739 | \$1,791 |
| Subsidies | \$1,545 | \$1,591 | \$1,639 | \$1,688 | \$1,739 | \$1,791 |
| Commuter Connections & Act Fees | \$3,373 | \$3,474 | \$3,578 | \$3,686 | \$3,796 | \$3,910 |
| Total | \$61,800 | \$63,654 | \$65,564 | \$67,531 | \$69,556 | \$71,643 |

Source: NeckRide

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

- **Program Staff and Administration.** This program element includes the cost of wages and benefits for NeckRide employees to administer and operate TDM programs, including ridematching, outreach, planning activities, and other commuter assistance programs. Budget estimates included in Table 5.3 assume a three percent annual increase in this category to account for cost of living adjustments, increases in wages and benefits, and growth of administrative duties as NeckRide's program grows.
- **Marketing and Promotion.** NeckRide will explore the adoption of a new name (i.e. "Northern Neck Commuter Services") and undertake new marketing efforts to increase awareness of TDM and promote the program's new brand identity. It is assumed that a three percent annual increase will allow the program to maintain its marketing efforts.
- **Travel and Training.** In order to encourage professional development among NeckRide 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, etc. NeckRide travel and training program components are expected to increase at a three percent annual rate.
- **Subsidies.** Over the short term, NeckRide will continue to administer several subsidy programs that it currently participates in and may begin to explore new subsidy/incentive programs to increase NeckRide use. These programs include:
 - **VanStart and VanSave subsidies.** Through these programs, NeckRide can help to create a new vanpool or maintain an existing vanpool in need of a new passenger for approximately \$1,500 per van per year (\$12/day per van over six months).⁴ Beginning in Year 5, NeckRide will strive to support an additional vanpool through these programs each year.
 - **SmartBenefits.** NeckRide may consider contracting with WMATA to reimburse SmartBenefit transit/vanpool vouchers for area commuters. This will reinforce the

⁴ I-95/I-395 Transit/TDM Study and I-66 Transit/TDM Study: TDM Program Benefit and Cost Estimates.

relationship between NeckRide and local vanpools, thus allowing the program to better evaluate the unmet needs of commuters and the impacts of TDM efforts in the region.

- **Other program elements:**
 - **Park-and-ride.** NeckRide may partner with local businesses, the Warsaw Transit Center, or others to lease park-and-ride spaces in key locations in order to support and promote ridesharing in areas that do not yet have official park-and-ride lots. Based on the experiences of similar Virginia TDM agencies, it is estimated that NeckRide may lease 10 parking spaces for approximately \$3,000 annually.
 - **Enhanced guaranteed ride home.** I-95 HOT Lanes funds will be used to develop, operate, and promote an Enhanced Guaranteed Ride Home program to provide free taxi or rental car transportation to registered commuters outside the Washington Metropolitan Area who use alternative modes and have a personal emergency during the workday. The program and funding will be administered primarily through the George Washington Regional Commission. Additional funding required for NeckRide to market and administer Enhanced Guaranteed Ride Home (as opposed to Commuter Connections Guaranteed Ride Home) is expected to be marginal.
 - **Transit/shuttle demonstration projects.** NeckRide will continue to explore opportunities to partner with Bay Transit, Virginia Rides, and others to implement one-time transit projects, on a demonstration basis, to promote non-SOV transportation in the region. The timing of these projects, funding source, and funding amount will depend upon specific opportunities that arise, project specifics, and the partners involved. As a result, potential funding sources for these projects are discussed in the following section, but estimates for demonstration projects are not included in the budget in Table 5.3.

Potential Funding Sources

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

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

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

- **Demonstration Project Assistance.** These grants assist communities to increase the efficiency or utilization of public or public-private transportation service by implementing innovative projects. Grants cover up to 95 percent of eligible expenses. In the past, TDM agencies have obtained Demonstration Project Assistance funding to develop new commuter bus routes and other services.
- **Technical Assistance.** These grants support planning or technical assistance to help improve or initiate public transportation or commuter assistance services. NNPDC has utilized Technical Assistance grants in the past to fund interns on specific projects, however, other DRPT administered state aid grants may be preferable due to the fact that Technical Assistance grants require a 50 percent local match.
- DRPT Administered Federal Aid Grant Programs:
 - **Job Access Reverse Commute (JARC) Program (FTA Section 5316).** These grants support the operating and capital costs of special programs designed to connect unemployed and low-income individuals to jobs. Grants cover up to 50 percent of eligible expenses and up to 80 percent of eligible capital expenditures. Any of the programs listed in the unconstrained program description that also are contained in the regional Coordinated Public Transit – Human Services Transportation Plan are eligible for JARC funding.
 - **New Freedom Program (FTA Section 5317).** These grants support capital and operating costs of new public transportation services and alternatives designed to assist individuals with disabilities with accessing transportation services, including transportation to and from jobs and employment support services. Grants cover up to 50 percent of eligible expenses and up to 80 percent of eligible capital expenditures. Any of the programs listed in the unconstrained program description that also are contained in the regional Coordinated Public Transit – Human Services Transportation Plan are eligible for New Freedom funding.
- **Public/Private Partnerships.** Public/private partnerships offer another potential source of funding to implement select projects outlined in the unconstrained program description. Financial contributions from local jurisdictions, colleges, employers, or other stakeholders could be used to initiate targeted new services in the future.