



Transportation Demand Management Strategic Plan

Fiscal Years 2016 to 2021

June 2015

Prepared by:



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Chapter 1 - Overview of GWRideConnect

HISTORY OF TDM PROGRAM

The George Washington Regional Commission (GWRC) is one of 21 Planning District Commissions (PDCs) in the Commonwealth of Virginia. Initially formed under the 1968 Virginia Metropolitan Area Study Commission, PDCs are associations of local governments that address planning issues of regional significance. GWRC represents Planning District 16, which consists of the City of Fredericksburg and Stafford, Spotsylvania, Caroline, and King George Counties. GWRC was previously named the Rappahannock Area Development Commission (RADCO), but was renamed in 2007. At the same time, the Transportation Demand Management (TDM) Program of GWRC was also renamed from the RADCO Rideshare program to GWRideConnect. The RADCO Rideshare program was initially formed in 1974 in response to the OPEC oil embargo, which drastically increased fuel prices and led to an increased interest in non-single occupancy vehicle (SOV) transportation alternatives.

The George Washington Region has historically been considered a bedroom community of Washington, D.C. / Northern Virginia given its location along I-95, just south of several military installations in the National Capital Region and major employment centers in the Washington, D.C. metropolitan area. GWRideConnect provides the critical function of helping residents who commute out of the region understand all of the non-SOV mode choices available. GWRideConnect promotes and facilitates access to alternatives to the use of the single occupant vehicle (SOV), improving air quality, reducing congestion, and improving the overall quality of life for the citizens of the region. The program performs a wide range of daily TDM activities including ridematching assistance, employer outreach, and coordination with local and regional transit agencies. In addition, GWRideConnect maintains a fleet of over 400 vanpool vehicles, the largest in Virginia and manages the AdVANTage vanpool self-insurance pool for all of Virginia. GWRideConnect also provides financial assistance to newly forming vanpools as well as to vanpools in danger of ceasing operations.

GOVERNANCE

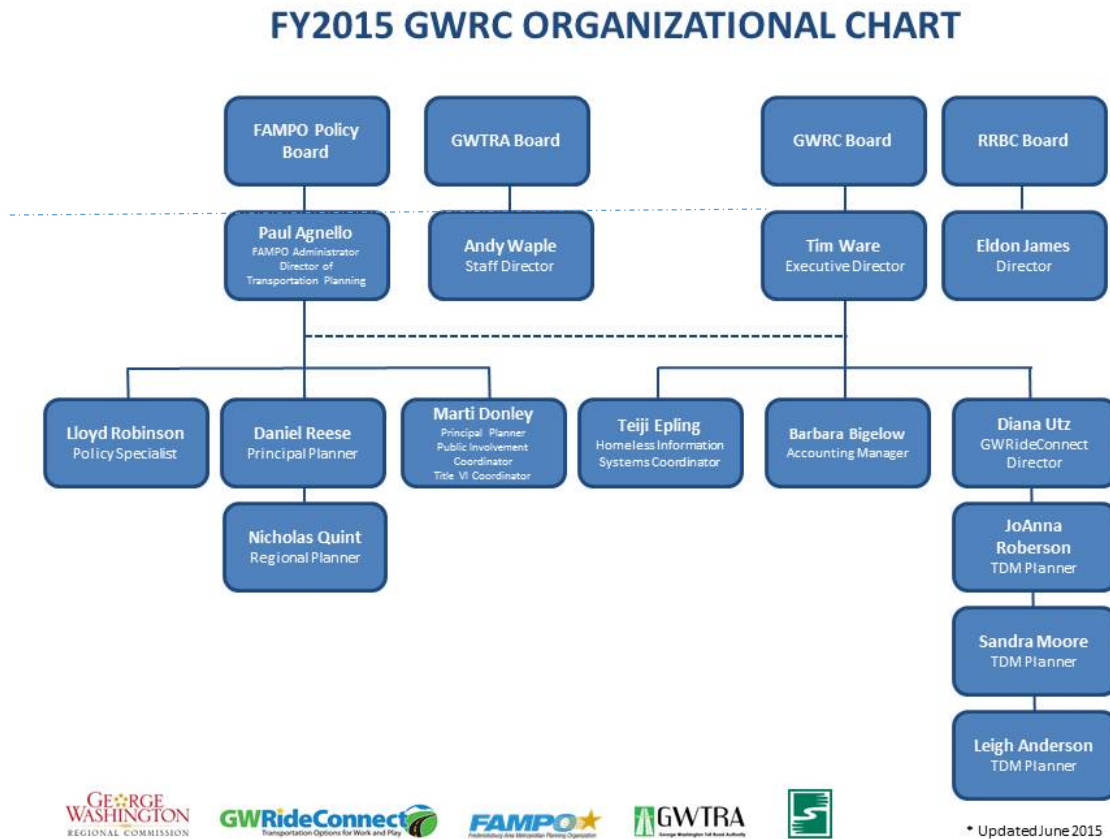
GWRideConnect is a program operated under the umbrella of GWRC. As a PDC, GWRC is a legal political subdivision of the Commonwealth of Virginia. The agency is governed by a Board of Commissioners, which comprises local elected officials representing their jurisdictions. Each local government appoints two elected officials to sit on the GWRC Board. The Commissioners serve a term that is coincident with their elected term of office.

GWRideConnect and GWRC liaise with the Fredericksburg Area Metropolitan Planning Organization (FAMPO), which is the federally recognized metropolitan planning organization for the region. FAMPO has the authority to plan, prioritize, and select projects for federal transportation funding through the region's long-range transportation plan and short-range Transportation Improvement Program (TIP). FAMPO

serves the urbanized portion of the GWRC region, which includes Stafford and Spotsylvania Counties and the City of Fredericksburg.

GWRideConnect staff report directly to the GWRC Executive Director, who provides oversight. GWRideConnect has its own Director who provides strategic direction for the program. **Figure 1** provides a detailed organizational chart of GWRC and where GWRideConnect falls within the organization. GWRC provides the 20 percent match for GWRideConnect's annual program grant from the Virginia Department of Rail and Public Transportation (DRPT). All of GWRideConnect's major projects and annual budget are approved by the GWRC Board of Commissioners. GWRideConnect is also able to apply to FAMPO for federal Congestion Mitigation and Air Quality (CMAQ) funding for some eligible programs.

Figure 1: GWRC and GWRideConnect FY2015 Organizational Chart



Source: GWRideConnect Annual Work Plan FY2015

ORGANIZATIONAL STRUCTURE AND STAFFING

GWRideConnect employs two full-time and two part-time staff members. The position titles and descriptions are outlined in **Table 1**. The program also receives support from FAMPO and the GWRC Executive Director.

Table 1: GWRideConnect Staff Descriptions

Position	Description	Full Time Equivalent (FTE)
Director	Manages and directs the TDM program and staff; prepares all grants and funding applications (e.g. DRPT, CMAQ); performs all marketing tasks; coordinates the AdVANTage self-insurance program; addresses commuter parking issues; and represents GWRideConnect and GWRC at all meetings.	1.0
TDM Planner	Conducts outreach to local employers and realtors; works as a liaison between GWRideConnect and local vanpools; represents GWRideConnect at employer outreach fairs.	0.5
TDM Planner	Answers calls and information requests; prepares matchlists; manages rideshare database; and prepares performance reports.	1.0
TDM Planner	Answers calls and information requests; prepares matchlists; conducts follow-up, vanpool and applicant survey; manages website, updates the ridematching software and assists with the Advantage Program.	0.5

PARTNERSHIPS

GWRideConnect works with a network of regional planning agencies, transit agencies, and TDM agencies to successfully execute TDM programs and services. The following agencies are the key stakeholders that liaise with and support GWRideConnect:

- **GWRC** – GWRC is GWRideConnect’s umbrella agency. GWRideConnect benefits from the shared overhead and services it receives as a program of GWRC, while the GWRC region benefits from increased awareness and use of non-SOV transportation options, increased quality of life, and reduced congestion provided by GWRideConnect’s programs and services.
- **FAMPO** – FAMPO is the Metropolitan Planning Organization (MPO) for the urban portion of Planning District 16. GWRideConnect is a member of the FAMPO Technical Committee and is

involved in the development of the transit and TDM components of regional transportation plans and studies produced by FAMPO. GWRideConnect is able to apply for CMAQ funds for certain programs through FAMPO.

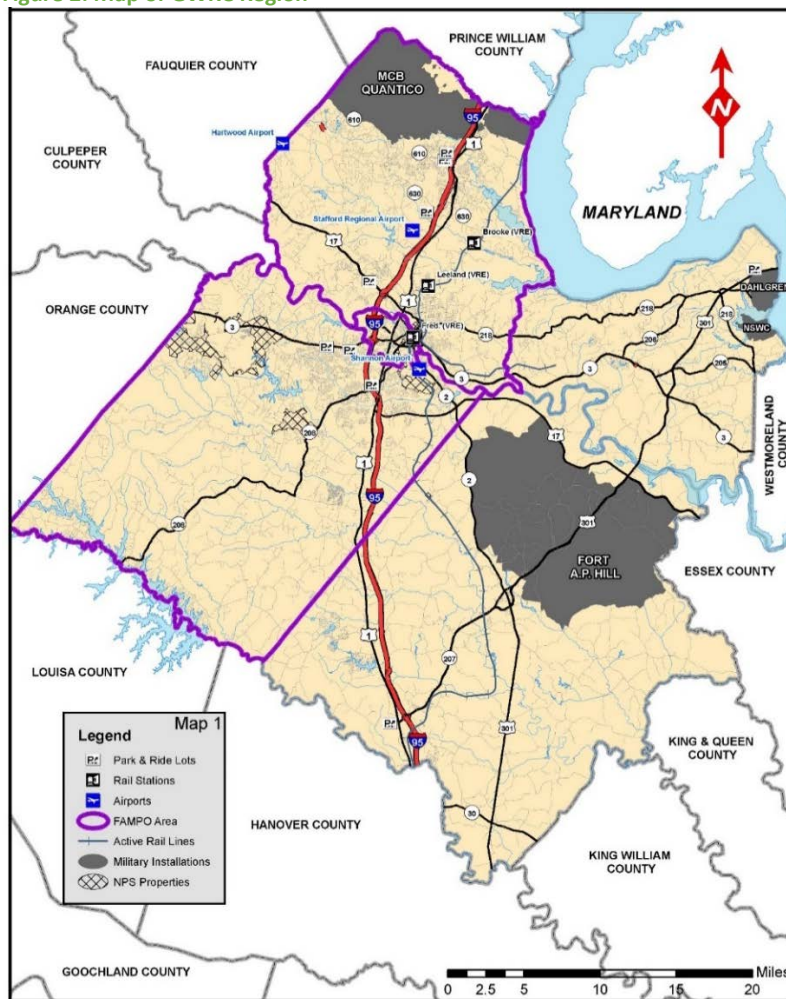
- **Department of Rail and Public Transportation (DRPT)** – DRPT is one of GWRideConnect’s primary funding agencies and is a partner in service delivery. GWRideConnect looks to DRPT to support, guide, and promote TDM at the state and regional level.
- **Metropolitan Washington Council of Governments (MWCOC) and Commuter Connections** – MWCOC is the MPO for the Washington, D.C. region. The regional organization runs Commuter Connections, the regional ridematching program. GWRideConnect is a member of Commuter Connections and uses their database for ridematching and utilizes and supports the Guaranteed Ride Home (GHR) Program for residents and workers.
- **GWRC member governments and residents** – Residents, employers, employees, and local governments in the George Washington Region are key stakeholders as the major beneficiaries of all TDM programs provided. GWRideConnect depends upon local jurisdictions for support and funding and in return, provides a regional resource for TDM that can address regional commuting patterns and concerns.
- **Fredericksburg Regional Transit (FRED)** - GWRideConnect was an instrumental partner in creating FRED and continues to play an important education and marketing role for the transit agency. FRED provides additional transportation options for GWRideConnect customers, while GWRideConnect promotes FRED’s services. GWRideConnect is also an appointed voting member representing GWRC on the FRED Public Transit Advisory Board.
- **Virginia Railway Express (VRE)** - VRE provides commuter rail service from the George Washington Region to stations in Virginia and Washington, D.C. GWRideConnect promotes and advertises VRE’s services to commuters, realtors, and area employers.
- **Division of Risk Management (DRM)** - GWRideConnect has partnered with DRM to create and manage the AdvANTage vanpool self-insurance program.
- **Potomac and Rappahannock Transportation Commission (PRTC) and Northern Virginia Transportation Commission (NVTC)** – GWRC has partnered with these two agencies to establish the vanpool Alliance program, where vanpools report their transit data to the National Transit Database (NTD) and generate 5307 funds that will come back into the region.
- **Regional TDM Agencies** – GWRideConnect partners with TDM agencies serving neighboring regions and jurisdictions to coordinate service delivery and develop programs that meet the needs of commuters throughout Virginia.
- **Virginia Department of Transportation (VDOT)** - VDOT owns, develops, and maintains park and ride lots in Virginia, which makes the agency a key partner and stakeholder. GWRideConnect also partners with VDOT as a member of the Advisory Committee for HOV/HOT Lanes and other Mega Projects.

TDM SERVICE AREA

Description of Service Area

The GWRideConnect service area consists of the City of Fredericksburg and Stafford, Spotsylvania, Caroline, and King George Counties, shown as the light yellow colored area in **Figure 2**. The region encompassed by GWRC is the fourth most populous PDC in Virginia, with the second highest growth rate after the Northern Virginia's PDC, the area encompassed by the Northern Virginia Regional Commission. The George Washington Region PDC grew 4.5 percent, or by 14,809 people, between 2010 and 2013.¹ More than 75 percent of the GWRC population lives in Stafford and Spotsylvania Counties. **Figure 3** shows population density within the GWRC region.

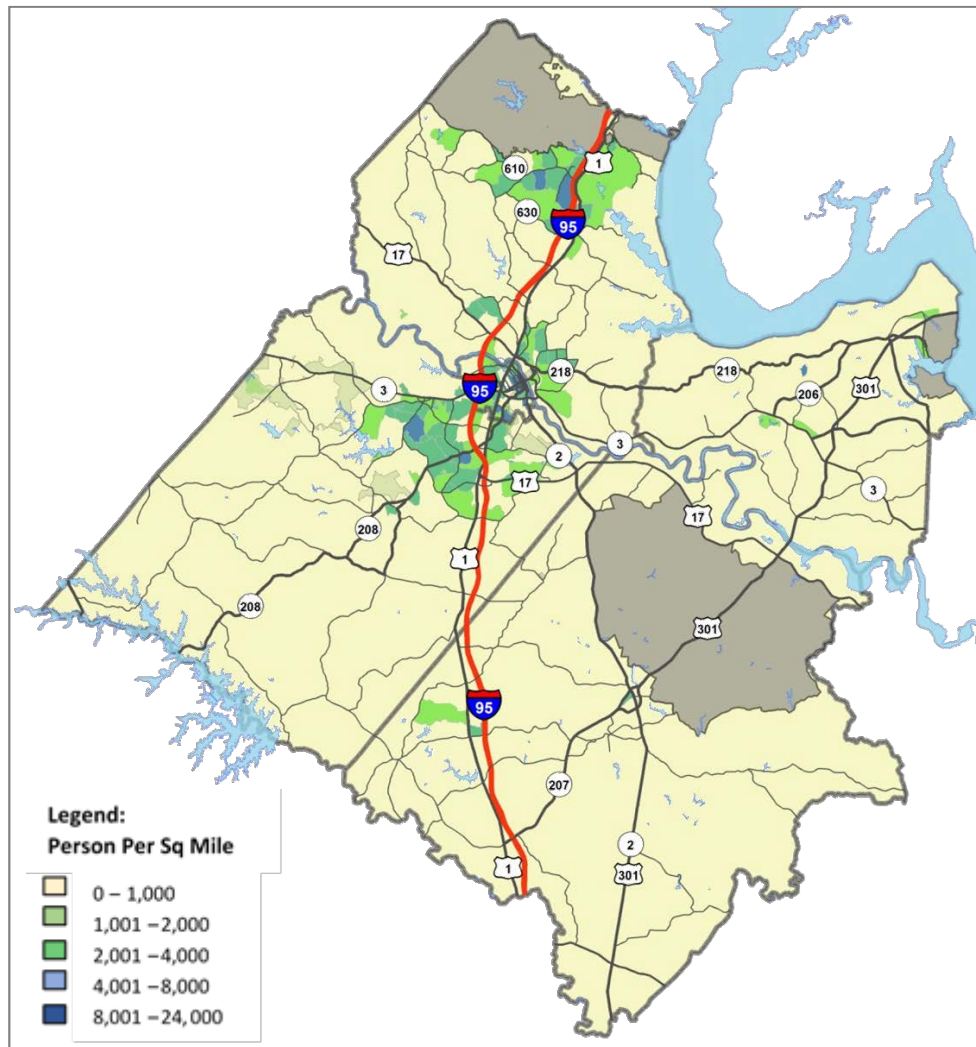
Figure 2: Map of GWRC Region



Source: FAMPO 2040 Long Range Transportation Plan

¹ Weldon Cooper Center for Public Service Demographics Research Group, 2014. Accessed online at: <http://www.coopercenter.org/demographics/virginia-population-estimates>, as of November 10, 2014.

Figure 3: Population Density in GWRC Region



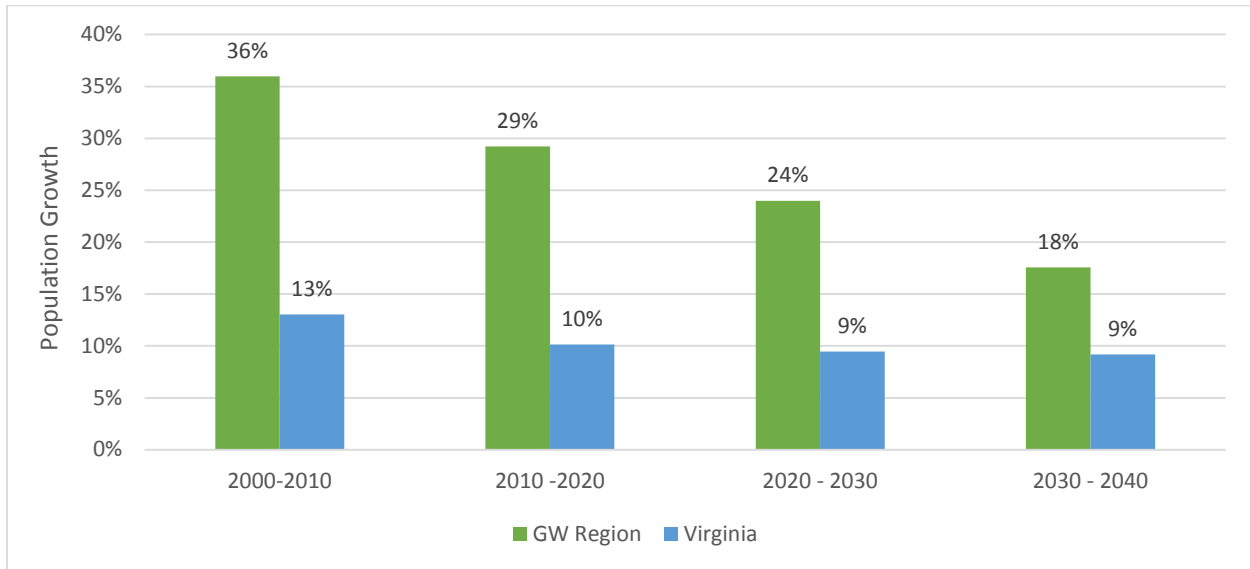
Source: GWRideConnect, Rural Planning Caucus Presentation

Population and Employment Demographics

Population Profile

Figure 4 shows how the population of the GWRC has grown in comparison to Virginia as a whole between 2000 and 2010 and projected out to 2040. While population in Virginia grew 13 percent between 2000 and 2010, the population in the GWRC region grew at three times the rate during the same time span. Similarly, population in the GWRC region is projected to grow at two to three times the rate of the rest of the Virginia each subsequent decade.

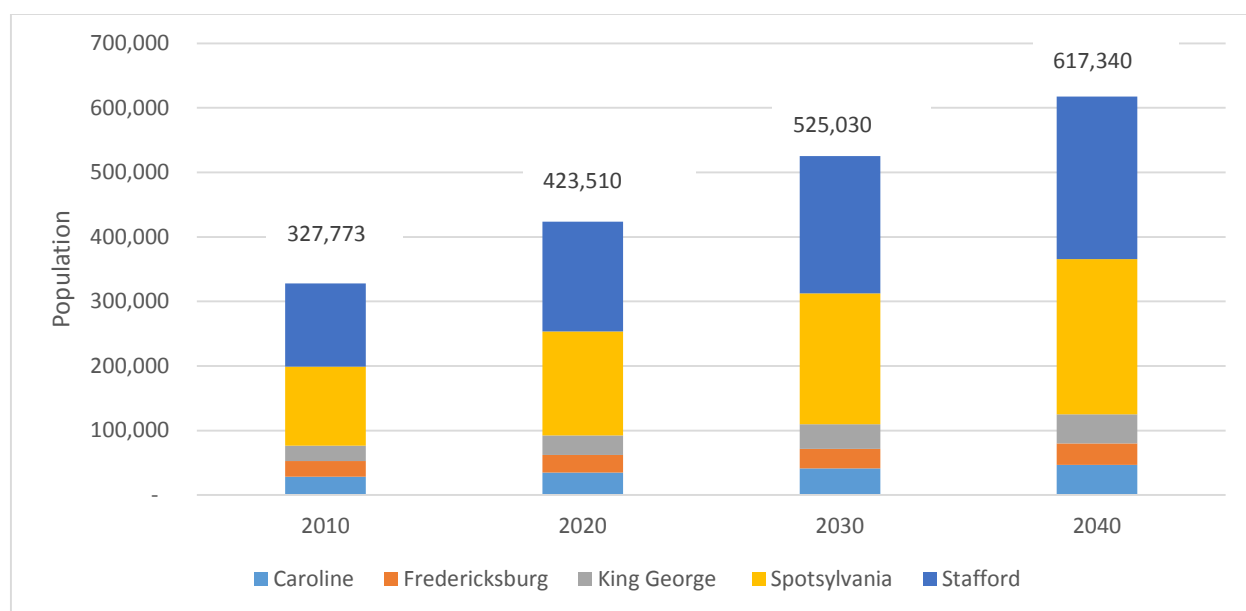
Figure 4: Population Growth: GWRC and Virginia



Source: FAMPO 2040 Long Range Transportation Plan

Figure 5 shows how population growth has been projected for each member jurisdiction in the George Washington Region. Population will continue to increase steadily for each county with the greatest net increases in Stafford and Spotsylvania Counties as the two more populous counties in the region. **Table 2** provides the number estimates for each of the member jurisdictions shown in **Figure 5**.

Figure 5: Population Growth, 2010 – 2040



Source: FAMPO 2040 Long Range Transportation Plan

Table 2: Population by Jurisdiction, 2000 to 2040

Jurisdiction	2000	2010	2020	2030	2040
Caroline County	22,121	28,545	34,870	41,220	46,600
Fredericksburg City	19,279	24,286	27,160	30,570	33,620
King George County	16,803	23,584	30,230	37,820	44,700
Spotsylvania County	90,395	122,397	161,470	202,740	240,570
Stafford County	92,446	128,961	169,780	212,680	251,850
GW Region	241,044	327,773	423,510	525,030	617,340

Data source: FAMPO 2040 Long Range Transportation Plan

Employment Profile

Table 3 describes the employment projections used in FAMPO's 2040 Long Range Transportation Plan. Employment is anticipated to continue to increase each decade through 2040. Between 2010 and 2020 employment is expected to increase in each county for an average regional increase of 22 percent. Between 2020 and 2030 employment is expected to increase an average of 18 percent across the region and by an average of 17 percent across the region the subsequent decade. As jobs increase in the George Washington Region, GWRideConnect will need to increase outreach to employers within the region and to commuters traveling shorter distances within the region or from outside of the region.

Table 3: GW Region Employment Projections, 2010 to 2040

GW Region Employment Projections	2010	2020	2030	2040
Caroline County	9,896	12,270	15,199	18,353
Fredericksburg City	31,491	39,637	47,784	54,821
King George County	16,241	19,362	22,483	25,698
Spotsylvania County	45,375	52,623	59,623	70,165
Stafford County	46,653	58,414	70,174	84,141
Total Employment	149,656	182,306	215,512	253,178

Source: FAMPO 2040 Long Range Transportation Plan

Table 4 provides a list of the ten largest employers in the George Washington Region. Each of the employers listed has 1,000 employees or more;² the exact number of employees is not available and therefore the ten employers listed are not ordered by size. Stafford County has five employers with 1,000 employees or more, which is more than any other county in the service area. Only two of the ten top employers are private; the remaining are all local, state, or federal government.

Table 4: Top Employers in GW Service Area with 1,000 Employees or more (Not Ranked)

Employer Name	Industry	Ownership	Jurisdiction
GEICO, Government Employees Insurance	Insurance Carriers and Related Activities	Private	Stafford
Stafford County Schools	Educational Services	Local Gov.	Stafford
U.S. Federal Bureau of Investigation	Justice, Public Order, and Safety Activities	Federal Government	Stafford
U.S. Department of Defense (Quantico)	National Security and International Affairs	Federal Gov.	Stafford
County of Stafford	Executive, Legislative, and Other General Government Services	Local Gov.	Stafford
Spotsylvania County School Board	Educational Services	Local Gov.	Spotsylvania
County of Spotsylvania	Executive, Legislative, and Other General Government Services	Local Gov.	Spotsylvania
U.S. Department of Defense (Dahlgren)	National Security and International Affairs	Federal Gov.	King George
Mary Washington Hospital	Healthcare	Private	Fredericksburg
University of Mary Washington	Educational Services	State Gov.	Fredericksburg

² Virginia Employment Commission employment data for FY2014 Quarter 1.

Travel Patterns of Residents and Workers

Commuting in the George Washington Region can be broken down into three distinct groups:

- **Internal Commuters** – Commuters who live and work in the George Washington Region.
- **Outbound Commuters** – Live in the George Washington Region and commute to a different region for employment.
- **Inbound Commuters** – Live outside of the George Washington Region and commute into the George Washington Region for employment.

Internal Commuters

The Census Transportation Planning Package (CTPP), using five year estimates from the American Community Survey 2006-2010, estimates that 83,917 out of 145,995 (57 percent) commuting residents both live and work in the George Washington Region. **Table 5** shows the commuting patterns of internal commuters within the George Washington Region. Of the internal commuters, the largest share of commuters both live and work in Stafford County while the second largest share of commuters live and work in Spotsylvania County. These estimates suggest that as many as 38,813 (27 percent) commuting residents have relatively short commute trips within their home counties.

Table 5: Inflow/Outflow of Internal Commuters in the George Washington Region

County of Residence							
County of Employment		Caroline County	King George County	Spotsylvania County	Stafford County	Fredericksburg City	Total
	Stafford County	1,078	799	7,037	19,671	1,541	30,126
	Spotsylvania County	1,843	663	19,142	2,804	1,461	25,913
	Fredericksburg City	780	804	9,235	4,675	4,720	20,214
	King George County	229	3,785	845	645	224	5,728
	Caroline County	1,553	15	308	40	20	1,936
	Total	5,483	6,066	36,567	27,835	7,966	83,917

Data source: Census Transportation Planning Package (CTPP) based on ACS 2006-2010 Estimates

Outbound Commuters

The CTPP estimates that 62,078 out of 145,995 (43 percent) commuting residents of the George Washington Region commute to cities and counties outside of the George Washington Region. **Table 6** shows the cross-county commuting patterns of outbound commuters for the ten cities and counties with the largest number of commuters from the George Washington Region (representing 53,225 out of 62,078 residents). The largest share of outbound commuters work in Prince William County (15,641) and 11,002 (70 percent of 15,641) of those commuters are traveling from Stafford County. The next largest share of

outbound commuters work in Fairfax County and then in the District of Columbia, followed by Arlington County. While more than half of outbound commuters travel north to the Washington, D.C. Metropolitan Area, there are still a number a residents who commute south to Hanover County, Henrico County, and the City of Richmond.

Table 6: Inflow/Outflow of Outbound Commuters in the George Washington Region

County of Residence	County of Employment						
		Caroline County	King George County	Spotsylvania County	Stafford County	Fredericksburg City	Total
	Prince William County	309	231	3,667	11,002	432	15,641
	Fairfax County	406	335	4,716	7,944	394	13,795
	District of Columbia	311	585	3,531	4,699	331	9,457
	Arlington County	101	80	1,522	3,717	89	5,509
	Alexandria City	20	20	596	1,344	80	2,060
	Hanover County	1,588	24	260	35	4	1,911
	Henrico County	926	35	345	128	114	1,548
	Richmond City	626	30	515	145	40	1,356
	Prince George's County	80	193	284	439	69	1,065
	Orange County	-	10	764	69	40	883
	Total	4,367	1,543	16,200	29,522	1,593	53,225

Data source: Census Transportation Planning Package (CTPP) based on ACS 2006-2010 Estimates

Inbound Commuters

The CTPP estimates that 12,632 workers commute into the George Washington Region who are not residents of the area. **Table 7** shows the ten counties with the highest number of residents commuting to the George Washington Region for employment. Out of the top ten counties, 3,020 (24 percent), commute to the George Washington Region from Prince William County. Approximately 21 percent of workers live in Orange County and 12 percent live in Westmoreland County. It is clear, people who work in the George Washington Region commute from all directions and particularly from regions just outside of the region's border, e.g. Culpeper, Louisa, Fauquier, Hanover, and Westmoreland Counties.

Table 7: Inflow/Outflow of Inbound Commuters in the George Washington Region

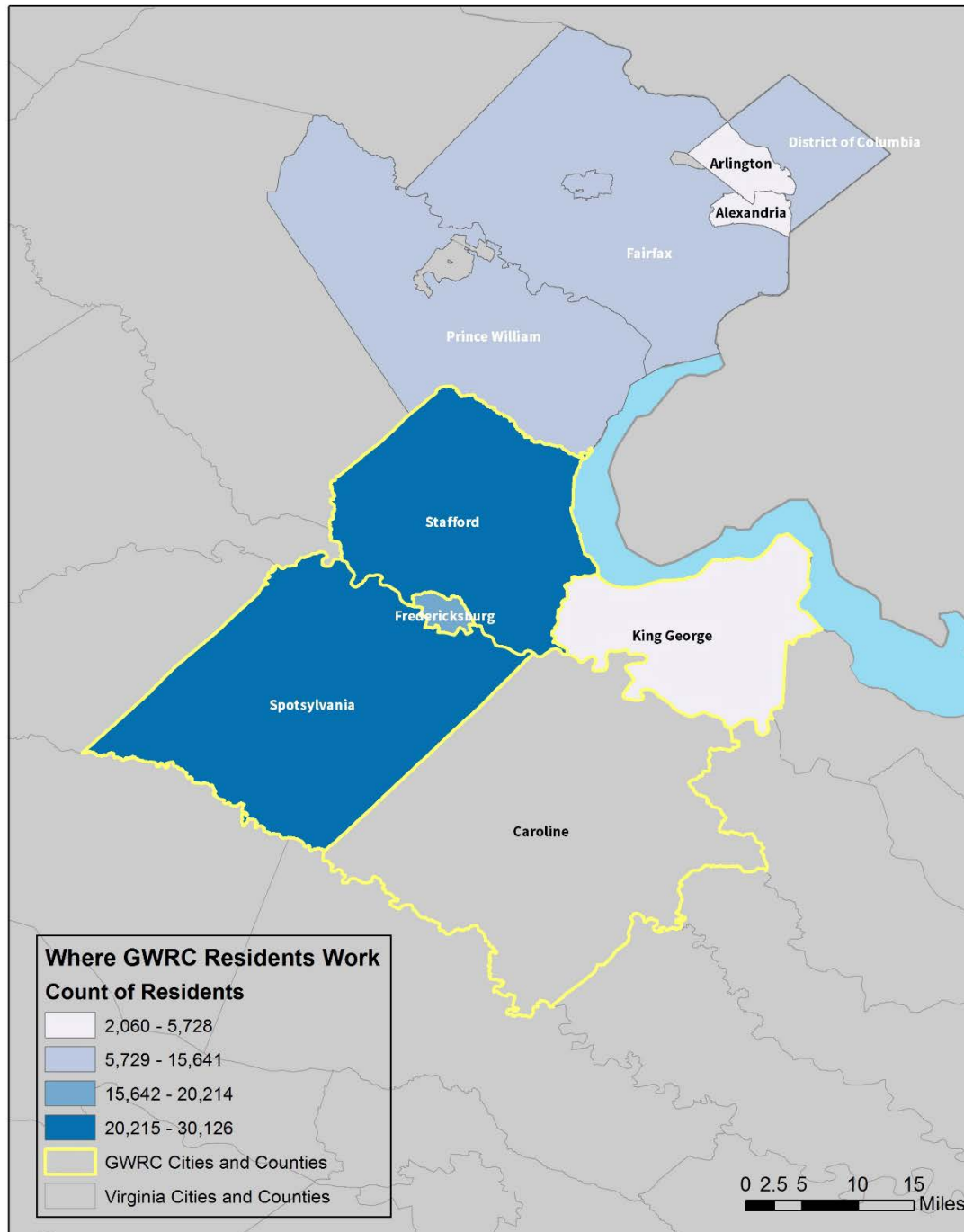
County of Residence	County of Employment						
		Caroline County	King George County	Spotsylvania County	Stafford County	Fredericksburg City	Total
	Prince William County	-	60	641	1,919	400	3,020
	Orange County	20	-	1,243	889	540	2,692
	Westmoreland County	-	739	208	225	405	1,577
	Fairfax County	15	115	234	718	295	1,377
	Culpeper County	-	-	564	243	90	897
	Fauquier County	-	-	195	453	144	792
	Louisa County	15	-	375	170	152	712
	Hanover County	90	77	274	52	65	558
	Henrico County	49	25	180	210	40	504
	Prince George's County	-	89	250	134	30	503
	Total	189	1,105	4,164	5,013	2,161	12,632

Data source: Census Transportation Planning Package (CTPP) based on ACS 2006-2010 Estimates

Travel Pattern Summary

The following two maps illustrate the travel patterns of George Washington Region residents and workers using CTPP estimates from 2006-2010. **Figure 6** shows where GWRC Residents Work. This map combines internal Commuters (**Table 5**) with outbound commuters (**Table 6**) to show the cities and counties with the greatest share of GWRC commuting residents. As indicated in **Table 5**, the largest share of commuters are internal commuters who are employed in Stafford and Spotsylvania Counties and in the City of Fredericksburg. There are also a large share of commuters traveling to Prince William and Fairfax Counties, and to the District of Columbia.

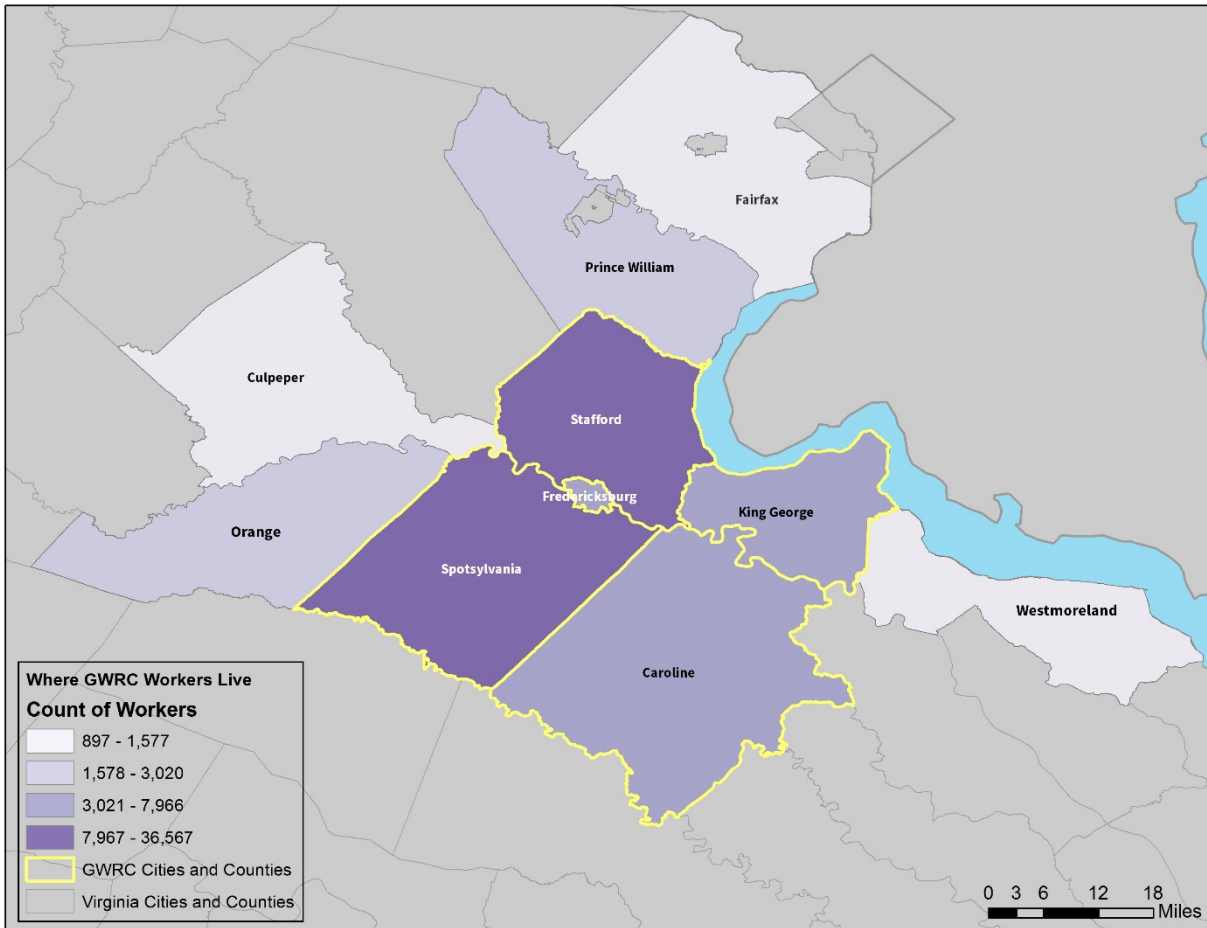
Figure 6: Map of Where GWRC Residents are Employed (Internal and Outbound)



Data source: Census Transportation Planning Package (CTPP) based on ACS 2006-2010 Estimates

Figure 7 shows where GWRC Workers Live. This map combines internal commuters (**Table 5**) and inbound commuters (**Table 6**) to show where commuting origins for people employed in the GWRC region. As indicated in **Table 5**, the largest share of commuting is internal, which is confirmed by the high concentrations of workers who also live in Stafford and Spotsylvania Counties. There are also a large share of workers who live in Orange and Prince William Counties in addition to Westmoreland, Culpeper, and Fairfax Counties.

Figure 7: Map of Where GWRC Workers Live (Internal and Inbound)

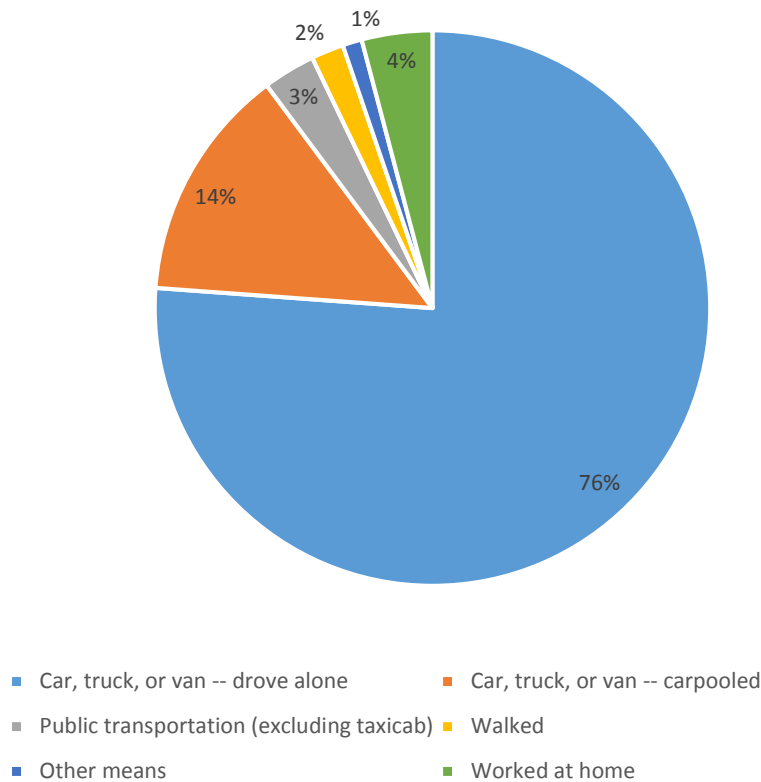


Source: Census Transportation Planning Package (CTPP) based on ACS 2006-2010 Estimates

Mode Split for GWRC Residents

Figure 8 shows the mode split for residents of the George Washington region. According to American Community Survey Five Year Estimates, 76 percent of residents drive alone to work. Fourteen percent carpool or rideshare, which is higher than the national average of 10 percent,³ three percent used public transportation, and four percent of residents work from home. The share of carpooling, vanpooling, and ridesharing is remarkable for an area as auto-oriented as the George Washington Region.

Figure 8: Residents Commute to Work Mode Split⁴



Source: American Community Survey, 2008-2012 5-Year Estimates

Annual Population and Workforce Turnover

While the George Washington Region is growing rapidly, there is no evidence of regular or significant population turnover. Some employment in the region is tied to the U.S. Naval Surface Warfare Center at Dahlgren and other military installations around the National Capital Region, however, the Department

³ Commuting in the United States, 2009 available online at: <http://www.census.gov/prod/2011pubs/acs-15.pdf>, as of November 21, 2014.

⁴ Source ACS 5 Year Estimates, residents

of Defense has not announced any significant changes in staff assigned to Dahlgren since the 2005 Base Realignment and Closure (BRAC) Commission.

Existing Transit Service

There are a number of public transit services available in the George Washington Region, particularly for commuters connecting to the Washington, D.C. metropolitan region. Transit services include VRE commuter rail, private commuter bus, public intra-city bus, and local bus.

VRE

The Virginia Railway Express (VRE) is a commuter rail service that connects the George Washington Region to Washington, D.C. and Northern Virginia. VRE's Fredericksburg Line has three stations in the George Washington Region; one station in Fredericksburg and two stations in Stafford County. VRE runs seven trains on the Fredericksburg Line in the northbound direction in the morning and Amtrak runs five trains in the northbound direction providing limited stop service to Washington, D.C. In the evening, VRE runs seven trains in the southbound direction and Amtrak runs another five limited stop trains. VRE has issued bids to construct approximately 2.5 miles of third track on the CSX right of way from the VRE Crossroads Yard to Hamilton as well as a related, but not dependent project to build a new VRE Spotsylvania train station. The new Spotsylvania train station is due to open in the fall of 2015 and the 2.5 miles of third track is under construction, but delayed.⁵ Average daily ridership of northbound trains departing before 7am and southbound trains departing before 6pm operate at or near capacity, typically 89 to 115 percent.⁶ In FY2014, VRE reported an annual ridership of 2,495,213. First quarter ridership in FY2015 increased four to six percent over ridership for the same months in FY2014.

FRED

Fredericksburg Regional Transit (FRED) provides local bus service in the George Washington Region. The agency operates a total of 15 local routes. Five routes operate in the City of Fredericksburg, six routes operate in Stafford County, three routes operate in Spotsylvania County, and one route operates in Caroline County. FRED also operates the "Eagle Express" routes in Fredericksburg that are designed to serve students at the University of Mary Washington University (UMW). FRED also runs two VRE shuttles that provide service between the commuter lots on Route 3 to the Fredericksburg VRE Station and one from the residential area on Cowan Boulevard to the Fredericksburg VRE Station. A third FRED shuttle operates between the north and south commuter lots in North Stafford.

⁵ VRE, Crossroads Spotsylvania Third Track, available online at: http://www.vre.org/about/projects/cip/Crossroads_Spotsylvania/Crossroads_Spotsylvania_ThirdTrack.html, as of November 25, 2014. Station update in the Washington Post, available online at: <http://goo.gl/SC6lwn>, as of June 19, 2015.

⁶ VRE, Performance Measures, available online at: <http://www.vre.org/about/company/performance-measures.pdf>, as of November 25, 2014.

FRED also offers a deviated route service for customers with accessibility needs. FRED will deviate from its regular routes by up to ¾ of a mile and up to two minutes to make special pick-ups and drop offs. The deviated bus service must be reserved 24 hours in advance.

The City of Fredericksburg owns and operates FRED. Services outside of the city and for UMW are operated through annual budget agreements with the counties and the University, which fund the additional cost of service. **Table 8** shows FRED's ridership, which has been steadily increasing, over the past nine years.

Table 8: FRED Ridership

Year	2003	2004	2005	2006	2007	2008	2009	2010	2011
Ridership	257,611	282,771	306,304	354,362	367,999	513,150	543,315	507,361	538,200

Source: FAMPO 2040 Long Range Transportation Plan

Commuter Bus Service

There is one private commuter bus company, the Martz Group of Virginia that provides direct service between commuter lots in Fredericksburg, Stafford, and Spotsylvania to major employment destinations including the Pentagon, Crystal City, Fort Belvoir, Navy Yard, and Washington, D.C.

Park and Ride Lots

There are nine public park and ride lots and multiple lots in the City, VRE commuter lots in the George Washington Region. An additional VRE commuter lot will be built in conjunction with the new station in Spotsylvania County, although VRE has not yet confirmed the date at which the new station will be operational. There is a combined 1,923 spaces at VRE parking facilities. In addition to VRE parking facilities, Virginia Department of Transportation (VDOT) maintains another 5,328 parking spaces in nine different lots, listed in **Table 9**. The lots in Stafford County have the highest utilization, over 90 percent. **Figure 9** shows each of the 12 park and ride lots overlaid on a map of the region.

Table 9: VDOT Park and Ride Lots

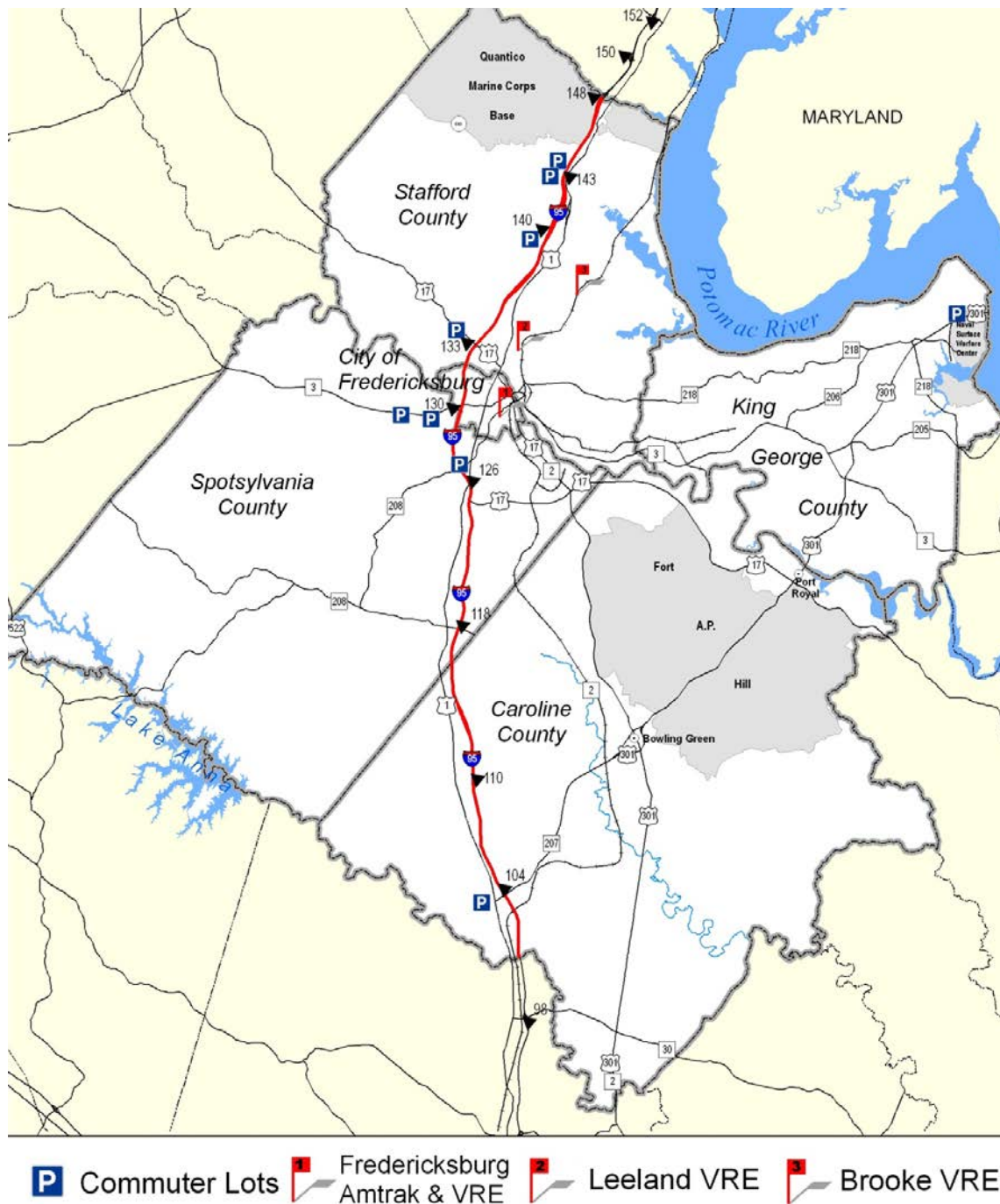
Jurisdiction	Location	Number of Spaces	Utilization
Caroline	Route 658 (Carmel Church)	40	25%
King George	Route 301 (Harry Nice Bridge)	40	15%
Spotsylvania	Route 3 (Salem Church Rd.)	672	96%
Spotsylvania	Route 3/627 (Gordon Rd.)*	700	80%
Spotsylvania	Route 208 (Courthouse Rd.)	805	68%
Stafford	Route 17 (Warrenton Rd.)	1,024	54%
Stafford	Route 610 (Staffordboro Rd.)	1,890	50%
Stafford	Route 610/684 (Mine Rd.)	740	99%
Stafford	Route 630 (Courthouse Rd.)	534	90%
Total		6,445	

*The route 3/627 commuter lot is under construction, 500 additional spaces will be added by December 2015.

Source: FAMPO 2040 Long Range Transportation Plan

Park and ride lots are essential to non-SOV commuting as they allow people to drive to the commuter bus but they also facilitate carpooling, slugging, and vanpooling. While unofficial, and therefore limited data is available, many commuters from the George Washington Region slug along I-95 to access use of the High-Occupancy Vehicle (HOV) lanes, soon-to-be HOV/High Occupancy Toll (HOT) lanes through the I-95 Express Lanes Project.

Figure 9: Map of VDOT Park and Ride Lots



PUBLIC OUTREACH/PARTICIPATION

GW RideConnect's annual work plan, budget, and other planning documents are presented to GWRC board for review. All of the documentation reviewed by the Board is public, and the public is offered an

opportunity to comment on GWRideConnect's plans, programs, budget, and services, when they are presented to the GWRC board.

Chapter 2 - Existing TDM Services and Programs

RIDEMATCHING

GWRideConnect provides free ridematching services connecting residents to each other through new and existing carpools and vanpools as well as matching applicants to existing transit options. As part of the program's ridematching service, staff produces a match letter that is emailed or sent in a complete rideshare packet with pertinent transit related materials and GHR information. The program facilitates the formation of carpools and vanpools and provides follow up assistance to all new GWRideConnect clients to track placement and provide additional assistance. Follow up assistance includes email surveys for all new applicants to measure and track progress and to obtain feedback on the ridematching process to aid with program evaluation.

GWRideConnect reports that over 40,000 people received assistance and information from the program in FY2013. This figure includes 1,000 new applicants seeking ridematching assistance directly through GWRideConnect and 3,221 (new and existing) applicants assisted. GWRideConnect also assisted 7,908 applicants access Commuter Connections.

In FY2014, GWRideConnect reported 426 vanpools in their ridematching database. These vans transport 5,112 persons per day and reduce 10,224 work trips per day. They are responsible for reducing 613,440 vehicle miles per day.

In FY2014, GWRideConnect reported 120 formal carpools in their ridematching database. These carpools transport 360 persons per day and reduce 480 work trips per day. They are responsible for reducing 28,800 vehicles miles traveled per day.

VANPOOL ASSISTANCE

Vanpool formation, maintenance and assistance

GWRideConnect facilitates the formation of new vanpools and the maintenance of existing vanpools for residents and workers in the region. GWRideConnect maintains a fleet of over 400 vans (the largest in the state), and educates operators and riders about any new programs that may affect their operations, including the Transit Benefit Program. In FY2013, GWRideConnect helped form 70 new vanpools and assisted 3,061 new and existing vanpools. Staff also reported receiving 1,122 completed vanpool surveys in FY2014 to aid in program evaluation.

AdVANtage Self-Insurance Pool Program

GWRideConnect works with the Division of Risk Management to operate the AdVANtage Self-Insurance Pool Program that allows the operators to self-insure with premiums they pay into the insurance pool. There are currently 300 vanpools participating in the self-insurance program, most of which are from the GWRC region, but the program is available to vanpools statewide. This program saves vanpool operators thousands of dollars per year and provides up to \$14 million more liability protection than previous insurance programs.

In FY2016, GWRideConnect staff will take over the entire administration of the AdVANtage program, which includes enrolling all vanpool operators, record keeping, and issuing payments and all daily functions that were previously provided by the Virginia Division of Risk Management.

Van Start

GWRideConnect provides start-up financial assistance for qualifying new vanpools in the region funded through CMAQ and VDOT. Funding assistance is available for unfilled seats during the first few months of the vanpool's operation. The program has been a part of the I-95 Transit Transportation Management Program (TMP) to manage traffic during construction of the new HOV/HOT Express Lanes on I-95.

Van Save

GWRideConnect provides financial assistance for vanpools in danger of ceasing operation. Similar to the Van Start program, Van Save has also been a featured part of the I-95 Express Lanes TMP Program.

Vanpool Alliance Program

The Vanpool Alliance Program is a multi-regional program operated by the Potomac and Rappahannock Transportation Commission (PRTC), to encourage vanpools to report their ridership and operations data to the National Transit Database (NTD). By generating NTD data, the program is able to receive 5307 funds to reinvest into the vanpool program. GWRideConnect promotes this program to all of its vanpools.

MARKETING AND PROMOTION

Marketing, promotion, and outreach is an essential function of any TDM agency. GWRideConnect maintains a well-designed and easy to navigate website that provides quick and easy access to all of the program's services and advisories. The website provides actively updated carpool and vanpool lists and maps to locate nearby park and ride facilities. The website also includes links to VRE, Metro, Amtrak, and Greyhound websites. GWRideConnect reported over 4,000 website hits per month in the summer of FY14.

In addition to the website, GWRideConnect also purchases media advertisements throughout the George Washington region. The program advertises TDM programs and services through local newspapers, including the King George Journal, Caroline Progress, and Stafford Sun; radio campaigns on stations including WFLS and B101.5; and miscellaneous print ads in regional journals and newspapers. GWRideConnect runs three seasonal marketing campaigns throughout the year (Fall, Winter, and a

combined Spring/Summer campaign). GWRideConnect utilizes social media through Google Adwords campaigns, and Facebook and Facebook advertising.

EMPLOYER AND RESIDENTIAL OUTREACH

GWRideConnect is strategic about its outreach, targeting large employers by attending employer outreach fairs and engaging local businesses to establish TDM programs. GWRideConnect also does outreach to local realtors and extended stay hotels to distribute transit and TDM materials to new residents in the region to help individuals establish non-SOV commuting patterns as they create new commuting habits.

GWRideConnect conducts targeted outreach to the University of Mary Washington and Germanna Community College to reach students, faculty, and staff. GWRideConnect created the GWRideBoard as a response to Germanna Community College students' need to get in touch with each other to form carpools.

GWRideConnect plans to extend its outreach to all types of hotels starting in FY2015 in order to capture the tourist market. Staff will also reach out to local tourism departments in the GW Region to encourage tourists to use local (e.g. FRED) and long-distance (e.g. VRE) transit services.

GUARANTEED/EMERGENCY RIDE HOME

GWRideConnect subscribes to Commuter Connections' GRH Program. Commuter Connections is managed and operated by MWCOG, the MPO for the Washington, D.C. region and provides commuters who regularly use an alternative commute mode with a free ride home in case of a work or life emergency. Individuals must sign up for GRH in advance and may use it up to four times per year. The program makes using an alternative reliable in case of an emergency or a sudden change in commute needs that results in an individual not being able to use their typical commute mode. GWRideConnect markets the program to residents and employees in the region and assists individuals with their enrollment.

GWRideConnect is working to establish a GHR program for residents who commute locally. Staff will work with local taxi cabs and rental car agencies to develop a GHR program in the region.

COMMUTER STORES

GWRideConnect's office and staff serve as a "one stop shop" for transit and TDM information. Staff are available by phone, email, chat lines featured on websites and in person to answer questions, and assist in ridematching. GWRideConnect's website also serves as a repository of travel tools and calculators and travel advisories for Virginia commuters.

TELEWORK

GWRideConnect promotes Telework through flyers that are placed in all GWRideConnect materials.

BIKE SHARING

The George Washington Region does not have a bike share program.

CAR SHARING

The George Washington Region does not have a car sharing program.

SCHOOL POOL

The George Washington Region does not have a Safe Route to School program or school pool program.

OTHER TDM SERVICES

Transit

GWRideConnect supports FRED, the local transit agency by promoting available transit service to commuters. GWRideConnect is a voting member on GWRC's Public Transit Advisory Board. GWRideConnect also serves on the Marketing and Services to the Underserved committees for FRED. The program also promotes and advocates for private commuter buses in the George Washington Region.

In FY2013, GWRideConnect distributed 1,480 FRED pamphlets, 1,704 VRE pamphlets, and 1,700 Metro pamphlets. In FY2014, commuter buses transported 640 persons per day and reduced 1,280 work trips per day. Commuter bus services are attributed with reducing 769,800 vehicle miles traveled per day.

Regional Planning

GWRideConnect works directly with VDOT and FAMPO to plan for new commuter park and ride lots in the region, given the shortage of the available parking spaces along the 610 corridor. GWRideConnect monitors the utilization of park and ride lots throughout the year to determine if there is sufficient capacity to support existing ridesharing needs.

GWRideConnect staff serve on the following regional transit and TDM committees:

- FAMPO Technical Committee;
- FAMPO Bicycle and Pedestrian Committee;
- FRED Public Transportation Advisory Board;
- FRED Marketing Committee;
- Vanpool NTD Incentive Program Technical Advisory Committee;
- Rural Planning Caucus of Virginia Board;
- Regional Human Services Transportation Coordinating Committee; and
- Miscellaneous advisory committees for specific transportation projects in the region such as the I-95 Express Lanes.

Commuter Park and Ride Lots

In addition to participating in long-range planning with regional transportation agencies to support construction and placement of commuter lots, GWRideConnect also leases private parking spaces from commercial property owners. The program currently leases 105 parking spaces in South Stafford and Spotsylvania County for commuters travelling to Dahlgren in King George County and 25 spaces in Ladysmith in Caroline County.

Chapter 3 – Mission, Goals and Objectives

MISSION AND VISION

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

Through its efforts to fulfill this mission, GWRideConnect supports the mission of the larger organization, the George Washington Regional Commission to coordinate planning to ensure economic competitiveness, reduce redundancy in government, improve efficiency, enhance services, and improve implementation time of regional projects.

The vision of GWRideConnect is that of a region where everyone is aware of the options to bike, walk, take transit, or share the ride to meet their transportation needs.

GOALS AND OBJECTIVES

Goal 1 (Quality of Life):

Enhance the quality of life in the GWRC Region by maintaining and facilitating access to transportation resources that provide alternatives to driving alone.

- Enable residents and workers to reduce commute times and costs.
- Promote the use of transit and TDM services for residents that want access to visitor and tourist destinations within the National Capital Region.

Goal 2 (Choices):

Make it practical and easy to share the ride or take transit within and beyond the GWRC Region.

- Maintain and grow the number of people using TDM and transit services.
- Ensure that residents and workers are aware of ridesharing and transit services.

Goal 3 (Culture of Support):

Create a culture of support for TDM, transit, bicycle, and pedestrian transportation such that they are an integrated component of the planning process in the GWRC region.

- Increase awareness and support of TDM benefits by employers, government agencies, community leaders, and elected officials.
- Increase citizens' comfort with and acceptance of all transportation options.

Chapter 4 – TDM Program Organization and Operations Review

GWRideConnect conducted a comprehensive review of our TDM program and its operations by soliciting feedback on its programs from stakeholders and customers, conducting a review of peer agencies, and examining the technology, land use, and transportation context in which the program operates today.

Through the outreach efforts, GWRideConnect spoke with six program stakeholders, held a focus group meeting, provided an online feedback forum, and interviewed four peer agencies. GWRideConnect was able to gain insight through this engagement process on what is working well and where there are opportunities for growth.

In addition, GWRideConnect reviewed current land use and comprehensive plans for each county in the region to understand how regional land use and transportation trends will impact the transportation needs of the region's residents and workers.

STAKEHOLDER INTERVIEWS

Stakeholders were selected by GWRideConnect to reflect the diversity of program partners and stakeholders that support and utilize the program today, including stakeholders in state and local government as well as the private sector. The complete list of stakeholders interviewed is provided in **Table 10**.

Each stakeholder interview was completed via telephone and took slightly under 30 minutes to administer. All interviews were conducted between February 3, 2015 and February 24, 2015 and scheduled in advance. The stakeholder interview questionnaire and detailed interview notes are located in Appendix I and II.

Table 10: Stakeholder Interviewee List

Name	Title	Agency or Organization	Interview Date
Christopher Arabia	Manager of Mobility Programs	Virginia Department of Rail and Public Transportation (DRPT)	February 6, 2015
Timothy Ware	Executive Director	George Washington Regional Commission (GWRC)	February 18, 2015
Andy Waple	Administrator	Fredericksburg Area Metropolitan Planning Organization (FAMPO)	February 6, 2015
Wendy Kimball and Rodney White	Director	Fredericksburg Regional Transit (FRED)	February 10, 2015
Ashley Baer	Owner-Operator	ABS Vans	February 3, 2015
Jay Haley	Owner-Operator	Commuter Express (CXI)	February 24, 2015

Stakeholder Relationships with GWRideConnect

The Virginia Department of Rail and Public Transportation (DRPT) is the funding agency for more than half of GWRideConnect’s programming. DRPT provides technical assistance, funding administration, and oversight. DRPT partners with GWRideConnect for projects such as the administration of the I-95 Express Lanes Transportation Management Plan and other special initiatives, maximizing the impact of their funding.

George Washington Regional Commission (GWRC) is one of the 21 Planning District Commissions (PDCs) in Virginia. GWRC is the administrative entity that houses GWRideConnect. GWRideConnect assists with fulfilling GWRC’s function as an integrated regional planning agency, coordinating environmental, energy, hazard mitigation, and transportation planning programs in the region.

The Fredericksburg Area Metropolitan Planning Organization (FAMPO) operates under the umbrella of the George Washington Regional Commission (GWRC). FAMPO is the federally mandated Metropolitan Planning Organization (MPO) in the region and coordinates both short-term and long-term transportation planning between member localities, states, and the federal government. Mr. Waple, the Administrator of FAMPO, at the time of the interview, reported to FAMPO’s Board of Directors while GWRideConnect reports to GWRC’s Executive Director. The three agencies share resources and FAMPO staff assists GWRideConnect with data and analysis when needed.

Fredericksburg Regional Transit (FRED) is the region’s public transportation agency. It provides both local bus transit in the City of Fredericksburg and Caroline, Stafford, and Spotsylvania Counties, as well as connecting shuttle bus service to commuter lots and Virginia Railway Express (VRE) stations. FRED also

provides service specifically for students and employees of Mary Washington University. FRED staff work with GWRideConnect toward achieving shared goals of reducing single-occupancy vehicle trips in the region and specifically along the I-95 corridor. GWRideConnect disseminates FRED's marketing materials, assists commuters in locating FRED service that will help improve their commute, surveys FRED's passengers, and provides rider feedback to the agency.

ABS Van Rentals and Commuter Express (CXI) are full service vanpool companies located in Stafford County and the City of Fredericksburg, respectively. ABS Vans and CXI work with GWRideConnect to provide vanpool opportunities to residents of the George Washington region. Both companies use GWRideConnect's vanpool match list, the VanStart and VanSave programs, and advertise space in their vans on GWRideConnect's website. Ms. Baer of ABS Vans also mentioned the AdVANTage vanpool self-insurance program as an important service provided by GWRideConnect.

GWRideConnect Program Strengths

All interviewees expressed a view that GWRideConnect's programs are working well. The sentiment, repeated across all stakeholder interviews, was expressed by Mr. Ware from GWRC as "there is not one aspect the organization is lacking. GWRideConnect does an excellent job of providing information to citizens looking for transportation alternatives and of facilitating vanpooling and carpooling."

Mr. Waple from FAMPO highlighted that GWRideConnect excels at coordinating vanpools, marketing, and coordinating among agencies and partners in Northern Virginia. Both Ms. Baer and Mr. Haley from ABS Vans and CXI, respectively, noted that the full combination of vanpool services, matching commuters to each other, the VanSave and VanStart programs, and promoting vanpooling within the community, is GWRideConnect's major strength. Mr. Haley also noted that GWRideConnect's promotion of the Guaranteed Ride Home Program (GRH) and the support in enrolling vanpool members into the program is a very important service to the community and one which facilitates vanpool participation. Ms. Baer also noted that GWRideConnect did an excellent job sharing important information with vanpool riders and vanpool companies, specifically noting how well this was done in relation to the opening of the I-95 Express Lanes in December 2014.

Mr. Arabia from DRPT indicated that GWRideConnect's vanpool programming is "top notch" and that the program "takes cars off the road," rivalling even commuter buses and possibly VRE in its effectiveness in the region. He added that GWRideConnect's administration of the AdVANTage self-insurance program is also an important service with a big impact on vanpooling. He highlighted that the success of their vanpool program comes in part because "they make sure people know about their TDM programs through their great marketing." FRED staff also noted that GWRideConnect excels in reaching out to new residents and employers in the region, getting information out to people who need it and partnering with other agencies in the region to make sure their services are marketed to the right audience.

Lastly, Mr. Arabia mentioned GWRideConnect's advocacy within GWRC and with the MPO on park and ride lots as a valuable part of ensuring that localities set aside space for commuter lots.

GWRideConnect Program Opportunities

Mr. Arabia felt, and many interviewees echoed, that GWRideConnect is not missing any program components; “they have it all.” Going forward Mr. Arabia noted that they might need to do more employer outreach, but clarified that they are at the correct level right now. Mr. Ware from GWRC noted that each of GWRideConnect’s individual programs are very well marketed, but that general marketing could be improved to make sure the public is aware of GWRideConnect’s brand and overall function.

Diana [GWRideConnect Director] gets more [results] from their money than anyone else out there.

-Chris Arabia, DRPT

Outside of GWRideConnect’s direct control, various interviewees mentioned that there is a need for additional commuter parking in the region and noted a lack of funding to acquire any additional parking. Mr. Waple from FAMPO suggested that a potential opportunity would be to work with Dahlgren to lease parking spaces along the corridor, as much of the parking shortage is on Route 3 East going to Dahlgren and King George County.

Mr. Arabia suggested that as securing a larger value of the required local match for DPRT grant funding is difficult for GWRideConnect, and thus limits the ability of the program to access additional grant funding from the state, that the program may wish to explore private sector partnerships. He suggested large employers, vanpool operating companies, and non-profits with similar goals as potential partners that could provide additional financial support for the required grant match.

Mr. Waple also saw an opportunity for GWRideConnect to promote bicycle and pedestrian accessibility in the George Washington region. He noted that GWRideConnect is constrained by the existing infrastructure, however he thinks non-motorized modes present an opportunity for future programmatic growth.

Both Ms. Baer and Mr. Haley had only praise for Ms. Utz, her staff, and the GWRideConnect program in general. Mr. Haley expressed that although he was not sure how much it costs to run GWRideConnect, he feels, “it is one of the better ways to spend our tax dollars.” Ms. Baer noted that Ms. Utz and her staff are “on point with everything,” that they coordinate with rideshare agencies across Virginia, promoting and building support for vanpooling.

Key Interview Findings

GWRideConnect's stakeholders consistently praised the program and program staff. Each interviewee focused on the value that GWRideConnect brought to their particular agency or company, generally

They [GWRideConnect] do a great job of helping people find a way to get to work.

-Chris Arabia, DRPT

identifying the programs that they interact with as excellent. All stakeholders identified vanpool assistance as one of GWRideConnect's most valuable suite of services. The interviewees did not think that GWRideConnect's programs and services needed any improvement. The suggestions for improving transportation demand management services and program performance in the region that were put forth were generally outside of GWRideConnect's direct control, such as the need for more funding to expand park and ride lots in the region.

FOCUS GROUPS

GWRideConnect hosted two types of focus groups for individuals who currently use GWRideConnect's services. The first was a traditional focus group held on Monday March 30, 2015 from 6:00 – 8:00PM at GWRC's office. The second was an online feedback forum hosted through IdeaScale, a crowdsourcing web platform, open for public comment from April 2 through 20, 2015. For both types of focus groups participants were invited via email and encouraged to provide feedback. The traditional focus group resulted a more detailed discussion, while the online feedback forum yielded more general participation.

Traditional Focus Group

The purpose of the focus group was to understand how participants use the different programs and services GWRideConnect offers and to get a sense of what is working well and where there is room for improvement. The eight participants were a mix of vanpool owner/operators and individuals who have used GWRideConnect's services to find vanpools, carpools, and general commuting information. There was also a mix of commute modes including vanpoolers, one carpooler, one person who rides VRE, and two vanpool operators who do not commute. Many of the participants have tried a variety of commute modes over the years and could speak to the pros and cons of more than one option. Detailed focus group notes are in Appendix V.

Discussion: How do you use the website? Is it helpful?

Six people responded that they had used GWRideConnect's website. Nobody identified any single webpage as particularly helpful. One vanpool operator noted that he no longer uses the website to find vanpool matches because he always fills openings through GWRideConnect's Express Match service.

How do you use the matching program?

The ridematching program allows new users who contact GWRideConnect to receive a list of vanpools with space available within 24 hours of contacting GWRideConnect. Five people responded that they had used the matching program. One respondent described the process as "lengthy." She elaborated that you receive a long list of potential matches but you still have to go down the list to identify the correct home and work locations and work shift and call or email everyone from each list. Another participant asked if the match list could include the route, not just the destination; this particular individual commutes to Fairfax County, where it is harder to find a vanpool match. However, knowing the route would enable a participant to inquire about adding an additional stop to an existing route.

In selecting a vanpool or commute mode, the focus group participants discussed the importance of cost and time savings. Participants affirmed that they are price sensitive, even with the federal transportation reimbursement. One participant explained that she selected a less convenient vanpool because the cost of that vanpool was \$30 less than the more convenient option. Participants explained they are also time-sensitive because their base commute is already so long.

Telework came up as issue in maintaining vanpool passengers. So many commuters are able to telework, particularly on Fridays, that there can be a negative impact on the vanpools. For example, if a 10 person vanpool loses eight riders because they are teleworking on Friday, then the remaining passengers in the van can no longer use the HOV lanes on that Friday. One vanpool owner/operator explained that he permits his vans to pick up slugs to fill seats that are open due to telework days. He also has an agreement whereby his vanpoolers are allowed to pay to use the HOT lanes on Fridays, but they will be invoiced for the tolls they incur at the end of the month.

How many people have used a vanpool program GWRideConnect offers, i.e., Van Start/Van Save, AdVANtage, Vanpool Alliance, etc.?

Four to five participants responded that they have used one of these vanpool programs. One vanpool operator explained that the Van Start/Van Save program has helped him enormously. Another participant had encountered some issues using the Van Save program because the program must be used in consecutive months. This particular participant had quite a bit of turnover in her van and found that the van needed the Van Save program for two to three months at a time every few months when they lost riders. Ms. Utz explained that the program is not designed as a sporadic subsidy, rather that this particular funding model is derived from public transit subsidies; that is, an agency will get a subsidy to start a new route but then the agency is responsible for the route once the subsidy expires.

Three to four people responded that they use or have used the AdVANTage Program, which is a self-insurance program for vanpools in the Commonwealth of Virginia. Participants commented that the paperwork is cumbersome and that the website is messy and hard to use. Another participant liked that the website allowed for 24/7 access and that he could add a new driver overnight without affecting coverage. Another participant who uses the AdVANTage Program commented that the upfront costs can be a burden. Ms. Utz explained that under the current program, a new van is charged for several months at a time but that this will change as GWRideConnect takes over the program for the state. Another issue expressed by focus group participants is that the Virginia DMV does not recognize AdVANTage as an insurer in their registration process; Ms. Utz is aware of the issue and will reach back out to the DMV to clear up the mistake. Participants commented on how the existence of the program keeps the rates of other insurance companies competitive.

Four focus group participants are signed up for the Vanpool Alliance, which provides a \$200 incentive for recording ridership and mileage data to be included in the National Transit Database (NTD). Respondents who participate in the program generally appreciated the \$200 reimbursement for providing data but struggled with the rule that requires the van to operate at least at 50 percent capacity. One operator felt that as long as he was providing the data, he should receive the reimbursement regardless of the number of people in the van.

What could GWRideConnect do to improve carpooling?

When asked why people like carpooling, one participant responded that they carpooled in order to use the HOV lanes without paying a toll. Another participant enjoyed the cost savings of carpooling because they were not putting mileage and general wear and tear on their own vehicle. Another respondent explained that they still drive alone one day a week to give themselves the flexibility to schedule appointments after work and/or run errands at lunch. Another participant noted that her employer transportation subsidy will reimburse for a vanpool but not for a carpool, which is why she has never even looked into a carpool for her regular commute. One participant shared that from his experience, the MWCOC Pool Rewards program was not useful because it is strictly limited to those who have never used a non-SOV mode before.

What is the experience using commuter parking lots?

There were mixed responses regarding the commuter parking lots, determined largely by which lot the participant used. One respondent who uses the 610 lot by Lowe's reported there were not any issues and that parking is more plentiful further from the slug lines. Ms. Utz noted that the 610 lot in reference was recently expanded; there used to be 1,000 parking spaces and now there are 1,800 spaces. Another participant inquired why the state did not build a garage instead of expanding the surface parking lots. Ms. Utz explained the high cost of parking and that a single surface parking space costs VDOT approximately \$10,000 to build whereas a garage would cost \$35,000 per space. Most respondents were unaware of the public subsidy required to build commuter parking. Another respondent uses the 630 lot and reported that the lot fills up, requiring users to get there early.

Ms. Utz inquired about any issues with vandalism in the commuter lots. One owner/operator reported having had windows broken and a catalytic converter stolen from a van. Another owner/operator reported having gasoline siphoned out of one of her vans. Ms. Utz asked if commuters would be willing to pay to use the commuter lots if they were secure and had surveillance. No one expressed interest in paying for secure commuter parking, however there was interest in paying for a guaranteed space in a commuter lot.

Ms. Utz also asked if any of the participants would consider riding a shuttle bus to the VRE station or commuter parking lot to access a vanpool. One participant reported that they would use a shuttle but that it would have to be very convenient (as frequent as every five minutes) because she would not wake up any earlier than she already does. One of the vanpool operators commented that some of his riders may be willing to use a service from downtown Fredericksburg to the 610 lot because not everyone wants to drive 15 miles to access their vanpool.

What new services and products could GWRideConnect offer?

One of the vanpool owner/operators suggested that GWRideConnect could provide financing to purchase vehicles for vanpooling. Another participant suggested offering seminars on how to establish a vanpool operation. Someone suggested working with local realtors so that they can put new residents in touch with GWRideConnect to learn about commuting options. Finally, someone suggested partnering with the US Postal Service to include commute information in the welcome packets you get in the mail when you change your address.

Ms. Utz asked if anyone uses the Commuter Connections mobile application. Nobody has heard of the mobile application but they were interested in what its function was. Ms. Utz asked what functionality they would want in a mobile application. For instance, would people pay for real-time ridematching? One vanpool driver responded yes, noting that you can lose up to 30 minutes waiting to pick up slugs at the Pentagon. Later in the conversation, another participant suggested a mobile application that gives you real-time information on the HOT lanes or at least a number you could text to get a price estimate before using them. Another respondent suggested that a mobile application that lets you know real time arrival information for the VRE would also be helpful.

Have you noticed any GWRideConnect advertising campaigns?

Only one person responded that they have seen GWRideConnect's Facebook page. Ms. Utz noted that GWRideConnect updates the Facebook page three times a week and that there is a lot of information about the HOT lanes and impacts to the I-95 corridor. One respondent suggested that GWRideConnect should use Twitter.

Ms. Utz asked if anyone had seen GWRideConnect's display advertisements in the newspaper or radio or if they had heard of the Commute Fairy. Only one person had seen one of these advertisements. One participant recommended using WTOP radio to advertise. Another participant suggested targeting people who recently switched jobs or recently moved to the area, either through human resources departments,

especially with large government agencies, or with local realtors or leasing agents. Someone else suggested advertising with local insurance companies because they offer a discount if you do not drive your own vehicle to commute. Ms. Utz then asked how everyone heard about GWRideConnect. Everyone responded that they heard about GWRideConnect either through word of mouth or through their leasing company.

Table 11 provides a summary of the focus group discussion.

Table 11: Focus Group Results

Topic	How is it currently working?	Recommendations
Website	Participants do not check the website regularly.	n/a
Social media	Participants do not check the Facebook page.	<ul style="list-style-type: none"> Start a Twitter account and link to Facebook.
Advertising campaigns	Most people hear about GWRideConnect through word of mouth.	<ul style="list-style-type: none"> Advertise on WTOP radio. Consider re-allocating resources from radio and print media to target new residents and employees through HR departments, leasing agents, realtors, and US Postal Service change of address mailers.
Matching program	Express Match works really well. People don't use the website because Express Match has replaced the need to check the Ride Board.	<ul style="list-style-type: none"> Match list should include the route, not just the origin/destination.

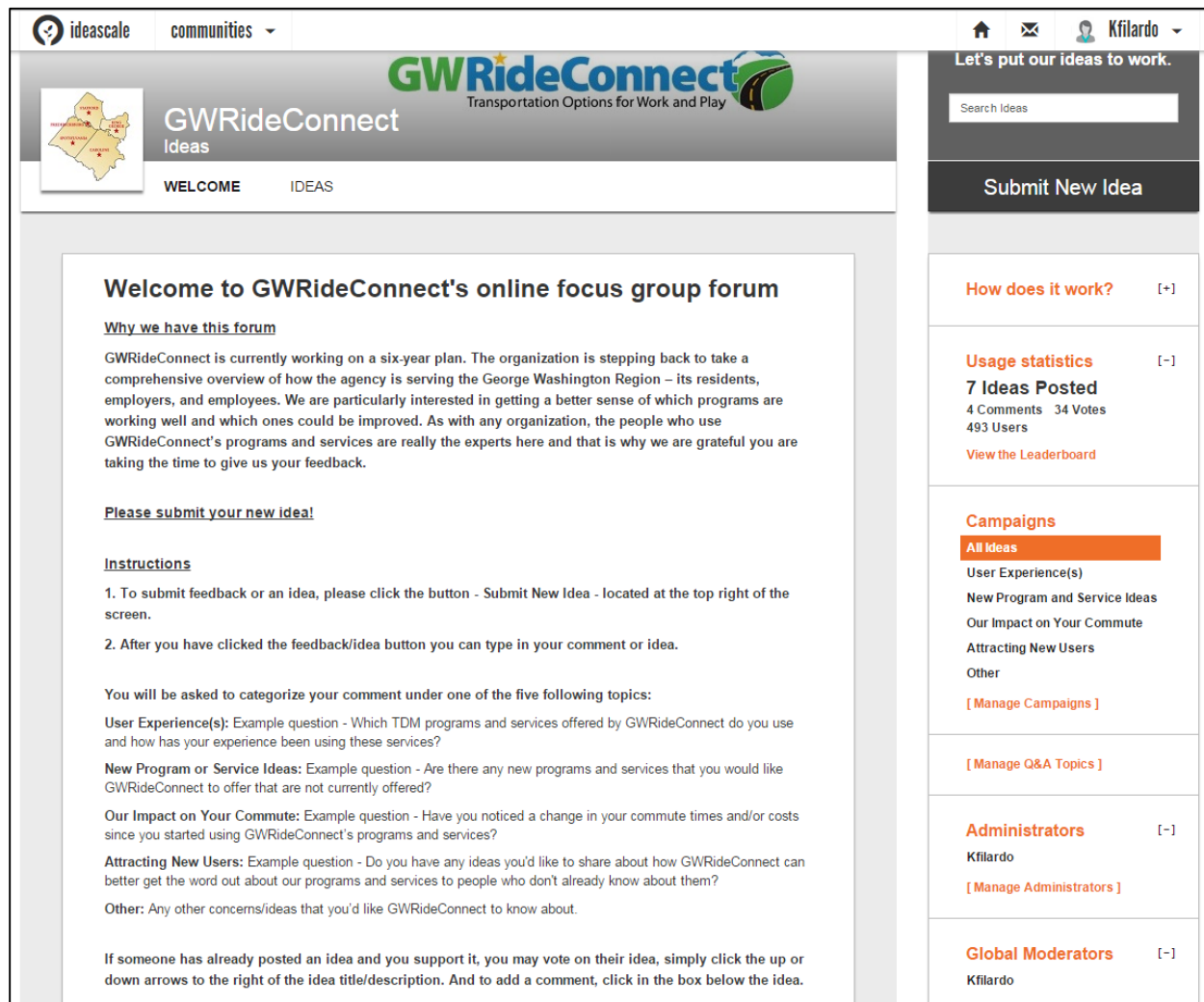
Topic	How is it currently working?	Recommendations
Vanpool programs	<ul style="list-style-type: none"> Van Start/Van Save has helped sustain new vanpools until they have enough riders. Participants use the Vanpool Alliance and appreciate the reimbursement. AdVANTage program is well regarded as they are so few insurance companies that insure vanpools. Having AdVANTage keeps insurance costs competitive, regardless of whether you enroll in the program. Vanpools struggle with telework, especially when it impacts ability to use HOV lanes. 	<ul style="list-style-type: none"> Need for education on vanpool programs – people use them but there is some frustration about program restrictions, particularly for Van Start/Van Save and the Vanpool Alliance.
Carpooling	<ul style="list-style-type: none"> Carpooling is not as well utilized as vanpooling. Some employer subsidies only reimburse for vanpools. 	<ul style="list-style-type: none"> Make the PoolRewards program more flexible – participants should get credit regardless of previous commute mode.
Commuter parking lots	<ul style="list-style-type: none"> 610 lot is working well now that parking has been expanded. Vandalism and theft occurs in some lots. 630 lot fills up. 	<ul style="list-style-type: none"> Better educate the commuting public about the cost of infrastructure, particularly parking. Consider charging a fee to reserve GWRideConnect-leased parking spaces. Encourage commuters to report vandalism and theft to GWRideConnect. Shuttle from downtown Fredericksburg to 610 lot.

Topic	How is it currently working?	Recommendations
New programs/services	n/a	<ul style="list-style-type: none"> ▪ Offer seminars/webinars on how to start your own vanpools. ▪ Offer seminars/webinars on GWRideConnect programs and services. ▪ Mobile application with real-time ridematching for vanpools. ▪ Provide an incentive program for recommending GWRideConnect services to friends and family.

Online Focus Group

The online site prompted participants to submit ideas or feedback based on broad questions regarding user experience or how to attract new users. **Figure 10** shows a screenshot of the online focus group webpage which includes welcome text and details the feedback prompts.

Figure 10: Online Focus Group Webpage



ideascale communities

GWRideConnect
Transportation Options for Work and Play

GWRideConnect Ideas

WELCOME IDEAS

Welcome to GWRideConnect's online focus group forum

[Why we have this forum](#)

GWRideConnect is currently working on a six-year plan. The organization is stepping back to take a comprehensive overview of how the agency is serving the George Washington Region – its residents, employers, and employees. We are particularly interested in getting a better sense of which programs are working well and which ones could be improved. As with any organization, the people who use GWRideConnect's programs and services are really the experts here and that is why we are grateful you are taking the time to give us your feedback.

[Please submit your new idea!](#)

[Instructions](#)

1. To submit feedback or an idea, please click the button - Submit New Idea - located at the top right of the screen.
2. After you have clicked the feedback/idea button you can type in your comment or idea.

You will be asked to categorize your comment under one of the five following topics:

User Experience(s): Example question - Which TDM programs and services offered by GWRideConnect do you use and how has your experience been using these services?

New Program or Service Ideas: Example question - Are there any new programs and services that you would like GWRideConnect to offer that are not currently offered?

Our Impact on Your Commute: Example question - Have you noticed a change in your commute times and/or costs since you started using GWRideConnect's programs and services?

Attracting New Users: Example question - Do you have any ideas you'd like to share about how GWRideConnect can better get the word out about our programs and services to people who don't already know about them?

Other: Any other concerns/ideas that you'd like GWRideConnect to know about.

If someone has already posted an idea and you support it, you may vote on their idea, simply click the up or down arrows to the right of the idea title/description. And to add a comment, click in the box below the idea.

Let's put our ideas to work.

Search Ideas

Submit New Idea

How does it work? [+]

Usage statistics [-]

7 Ideas Posted
4 Comments 34 Votes
493 Users
[View the Leaderboard](#)

Campaigns

All Ideas

User Experience(s)
New Program and Service Ideas
Our Impact on Your Commute
Attracting New Users
Other
[\[Manage Campaigns \]](#)

[\[Manage Q&A Topics \]](#)

Administrators [-]

Kfilardo
[\[Manage Administrators \]](#)

Global Moderators [-]

Kfilardo

Participants were able to post an idea and then other participants could comment on that idea and/or vote an idea up or down. Overall, six participants provided seven ideas; participants left four comments on ideas, and voted 34 times. The online focus group results are detailed in **Table 12**.

Table 12: Online Focus Group Results

Idea/Comments	Vote Up	Vote Down
Create an app for instant ridematching <ul style="list-style-type: none"> Let's make sure this app works not just on iPhones!!! If this app works like Uber or Lyft, it would change the game. Not only for sluggers but you could also let people know if they are eligible for the guaranteed ride home. 	11	0
"Instant ride" matching for slugs. I carpool into DC and hate picking up at the pentagon. We are a carpool of 4 but drop down to 2 often enough to need an additional rider. If riders and drivers had discrete log ins people could "rate" the driver and/or rider if they had a problem with them.	3	0
Provide information and services to employers and HR departments.	8	0
Target new residents through leasing companies or USPS mailers that come when people fill out a change of address form. <ul style="list-style-type: none"> Current residents should also be educated about all the different transportation options in the area. 	6	1
The ride match database must remain up to date in order to benefit vanpool owners and potential riders. GWRideConnect does a good job of sending out notifications but the majority of potential matches (> 90%) are outdated.	1	0
There are no alternatives on Rt. 3 East for Dahlgren Commuters since the Ferry Farm WalMart stopped allowing commuter parking. This is a major disincentive for Dahlgren employees' use of vanpools. <ul style="list-style-type: none"> Have you asked the county about using the Duff field parking lot? I doubt it gets much use during the weekdays. 	1	0

PEER REVIEW

A peer review of two TDM programs in Virginia and two outside of Virginia, was conducted to aid in identifying potential ways that GWRideConnect can enhance existing services as well as identify services that the program may not be providing today. Interviewees were selected based on the similarity in their service area to GWRideConnect, and the suite of TDM programs and services they offer.

The complete list of peer agencies interviewed is found in **Table 13**. Each interview was scheduled in advance, conducted via telephone, and took slightly over 30 minutes to administer. All interviews were conducted between February 3, 2015 and March 2, 2015. The interview questionnaire and detailed interview notes are located in Appendix III and IV.

Two of the peers selected, PRTC OmniMatch and Richmond Ridefinders, serve commuters with similar commute patterns in areas of Virginia that are adjacent to the George Washington region. A third peer selected, the Annapolis Regional Transportation Management Association, is located in Maryland, but serves long-distance commuters in the Greater Washington, D.C. and Baltimore, Maryland regions. GWRideConnect's customer base and commuter profile is most similar to PRTC OmniMatch, as both communities are largely suburban or rural with small urban centers with residents commuting long distances, typically outside of the local area. Richmond Ridefinders, Madison Rideshare, Etc, and ARTMA all boast major downtowns and job rich state capitals within their service areas.

Table 13: Peer Interviews – Interviewee List

Peer Agency	Metropolitan Area	Interviewee	Interview Date
Annapolis Regional Transportation Management Association (ARTMA)	Annapolis, MD	David Humphreys, Executive Director	February 12, 2015
Madison Rideshare, Etc	Madison, WI	Renee Callaway, Transit Planner/Rideshare, Etc Coordinator	February 3, 2015
PRTC OmniMatch	Prince William, VA	Charles Steigerwald, Manager of Planning and Quality Assurance and Holly Morello, Program Manager	February 12, 2015
Richmond Ridefinders	Richmond, VA	Von Tisdale, Executive Director	March 2, 2015

Peer Service Offerings

Annapolis Regional Transportation Management Association (ARTMA)

ARTMA offers a wide variety of TDM programs and services, with the cornerstone of their program being ridesharing services. ARTMA is a member of Commuter Connections and uses their ridesharing software to help customers find ride matches. ARTMA also promotes transit in the region and, in particular, helps to promote a private jitney service that runs between Annapolis and New Carrollton (to connect to Amtrak, MARC commuter rail, and Metrorail).

ARTMA works directly with large employers and also provides residential TDM services. Traditionally, vanpools have been commonly utilized as a TDM strategy among large employers, however, use of vanpooling has waned in recent years.

ARTMA is involved in regional planning and coordination. In particular, ARTMA does outreach with developers to encourage integrating development with existing transit and TDM services. ARTMA is in the process of developing TDM services for visitors and tourists in Annapolis, including developing wayfinding signs. ARTMA also works with both the City of Annapolis and Anne Arundel County on managing capacity constraints on commuter lots. ARTMA has become an advocate for expanding commuter lots in the region via both city, county, and state agencies and has effectively become the review agency for the long-range planning of commuter lots.

Madison Rideshare, Etc

Rideshare, Etc is responsible for Madison, Wisconsin region's carpool ridematching program. Rideshare, Etc. works with partner agencies including Metro transit, state government, and city government to promote their services, including marketing city bus passes, bikeshare membership, vanpool support, and the Guaranteed Ride Home program. Rideshare, Etc.'s employer services offerings are carried out in conjunction with local non-profits. For example, Sustain Dane is a non-profit that, among other things, runs an energy efficiency program with businesses whereby they help each business make positive changes toward increased energy efficiency and a smaller carbon footprint. Rideshare, Etc works closely with Sustain Dane and statewide bicycle advocacy groups to reach residents and workers and supports their educational efforts.

Potomac and Rappahannock Transportation Commission (PRTC) OmniMatch

The OmniMatch program provides commuter assistance to residents, employers, and workers in Prince William County, the City of Manassas, and the City of Manassas Park, Virginia. OmniMatch services are structured around four main areas of focus: ridematching and travel information, general promotion of alternative travel options, vanpool services, and employer outreach. OmniMatch also provides services to underserved members of the community through the Wheels to Wellness program, which provides taxi vouchers to underserved populations, and travel training for disabled persons.

PRTC serves as the administrative home for Northern Virginia's Vanpool Alliance. The Vanpool Alliance is an incentive program that allows new and existing vanpools in Northern Virginia to provide information

needed for National Transit Database (NTD) reporting in exchange for marketing support, help retaining and recruiting drivers and riders, and a \$200 a month per vanpool incentive.

PRTC and OmniMatch have recently launched an employer services program through a contract with a consultant. The employer service program, SmartCommute, provides assistance to employers by conducting employee commute surveys, aiding in the creation of telework programs and business continuity plans, assisting with SmartBenefits registration, carpool and vanpool formation, providing amenities for those who bike and walk to work and promoting biking and walking to work, and implementing alternative work schedules. SmartCommute also develops parking lot management plans and the development of employer-provided incentives to encourage non-SOV commute travel.

Richmond Ridefinders

Richmond Ridefinders, serves the Richmond, Virginia region, is responsible for managing transit pass sales, an Emergency Ride Home (ERH) program, and the capital region taxi board; operating a commuter store; providing vanpool and carpool ridematching services, employer services, transit information; and participating in regional transportation planning. Additionally, RideFinders has recently released a mobile app that helps users find their nearest park and ride lot, receive air quality updates, vanpool alerts, and link to Google transit maps. The agency has received awards for their trademarked “Ridefinder Heroes” marketing campaign.

Table 14 provides a summary of each peer’s service offerings and shows how various agencies provide different sets of TDM programs and services. The table also highlights the different transit services available in each service area to provide context around what transit resources each peer has available to them.

Table 14: Peer Agency Service Offerings

Peer Agency	Service Offerings (Programs)	Available Transit Infrastructure	Most Popular Programs
ARTMA	Regional ridematching through Commuter Connections, promote Guaranteed Ride Home (GRH) Program, promote transit and jitney services, participate in regional planning initiatives, and participate in Park and Ride Lot studies and planning initiatives.	Commuter bus (MTA commuter buses, private commuter bus companies), MARC commuter rail, MTA light rail and subway, WMATA Metrorail, Annapolis Transit, and Connect-A-Ride.	Route 192, a jitney route between Annapolis and New Carrollton that ARTMA promotes, and the Guaranteed Ride Home Program.
Madison Rideshare, Etc	Carpool ridematching Employer Services Commuter Information.	Local buses, regional buses, and bikeshare.	Carpool, Vanpool [particularly among state employees], and transit passes through major employers.
PRTC OmniMatch	Ridematching through Commuter Connections, Guaranteed Ride Home, Van Start/Van Save Program, Vanpool Alliance, SmartCommute Program and general employer outreach, information on Park and Rides, commuter lots, and slugging.	Local and commuter buses, private commuter buses, VRE commuter rail, and Metrorail.	Carpool, Vanpool, Slugging, provision of transit information.

Peer Agency	Service Offerings (Programs)	Available Transit Infrastructure	Most Popular Programs
Richmond Ridefinders	Ridematching, vanpool, Guaranteed Emergency Ride Home, commuter store, transit pass fare media sales, Employer Services, Mobile App.	Local bus transit and commuter buses.	Vanpool, public transit passes, and emergency ride home.

Demographic differences and similarities between peers

Annapolis Regional Transportation Management Association (ARTMA)

ARTMA is a Transportation Management Association (TMA) and serves Anne Arundel County, Maryland, including the state capitol in Annapolis. Anne Arundel County has two major job centers (Annapolis and Fort Meade), and many commuters living in the area commute north to Baltimore or south to Washington, D.C. ARTMA's entire service area is approximately a 15 mile radius from Annapolis.

Madison Rideshare, Etc

Madison, Wisconsin's TDM agency, Rideshare, Etc predominantly serves commuters who travel to downtown Madison from surrounding neighborhoods and suburbs, both near and far. Downtown Madison is where the region's four major employers are located, those being the State, Dane County, City of Madison governments, and the University of Wisconsin, Madison. Madison's commute mode split benefits from the constraints that having a single, high demand, employment center brings. Limited and expensive parking encourages workers to consider public transit, biking, vanpooling, and carpooling as alternatives to driving alone and struggling to park.

Potomac and Rappahannock Transportation Commission (PRTC) OmniMatch

Prince William County and the Cities of Manassas and Manassas Park are served by PRTC's transit services and PRTC OmniMatch. Prince William County is a traditional suburban bedroom community with the majority of residents commuting to workplaces outside of the local area. Today there are large employers in the County, but most employment opportunities are retail (e.g. Potomac Mills Mall) and service sector jobs, which are largely decentralized and difficult to serve with traditional employer outreach strategies. PRTC's transit service largely feeds into the Metro system in adjacent Fairfax County, and provides commuter bus service to major employment sites in Arlington, Virginia and Washington, D.C. The vanpool program supplements the existing transit service. The most commonly used travel modes in the region are transit, slugging (informal carpooling), and vanpools.

Richmond Ridefinders

Richmond Ridefinders, the Greater Richmond Transit Company's (GRTC) TDM program, serves seven counties and five independent towns or cities with a combined area of over 2,000 square miles and a

population just under one million. Parking is cheap and plentiful in downtown Richmond and its first tier suburbs, while traffic congestion in the Richmond region is manageable. Most commuters travel to downtown Richmond, but some commute to and between nearby employment centers, such as the Tri-Cities area in South Central Virginia, or more remote employment centers such as the Washington, D.C. metropolitan area or Hampton Roads, Virginia area.

GW RideConnect's and peer agencies' commute and socio-economic profiles are provided in **Table 15** to provide context around the programs that the agencies provide.

Table 15: Transportation and Socio-Economic Profiles of Peer Agency Service Areas

Agency	Regional Mode Split	Low-Income	Commuter Patterns
GW RideConnect	76% SOV 3% Transit 14% Carpool/vanpool 4% Telework 3% Walk/Other	10.2%	The majority commute to cities and counties outside of the GW Region, however there is also a large share of residents who commute within the GW Region.
ARTMA	81% SOV 3% Transit 9% Carpool/vanpool 5% Telework 2% Bike/walk	6.3% ⁷	Majority commute to Baltimore, MD, Washington, D.C., outside the region or to Fort Meade, and Annapolis in the region.
Madison Rideshare, Etc	73% SOV 4% Transit 8.5% Carpool 8% Bike/walk 6.5% Other	12% ⁸	Majority commute into downtown Madison, WI, very little suburb to suburb or city to suburb commuting.
PRTC OmniMatch	74% SOV 5% Transit 14% Carpool/vanpool 4% Telework 2% Bike/walk	6.8% ⁹	Majority commute into Northern Virginia and Washington, DC.

⁷ 2009-2013 ACS, Table S1701: Poverty Status in the past 12 months.

⁸ http://www.madisonareampc.org/planning/documents/2013_Coordinated_Plan_Final_web.pdf

⁹ U.S. Census American Community Survey, poverty status.

Agency	Regional Mode Split	Low-Income	Commuter Patterns
Richmond Ridefinders	82% SOV 2% Transit 9% Carpool/vanpool 5% Telework 2% Bike/walk 1% Other ¹⁰	8.5% ¹¹	Majority commute into downtown Richmond and between nearby employment centers.

Peer Agency Organizational Structure

Annapolis Regional Transportation Management Association (ARTMA)

As a TMA, ARTMA is a 501(3)(6) (typically a business association) but is currently transitioning to a 501C-3. Income is generated through membership dues and rideshare grants. The agency has one full-time Executive Director and one part-time rideshare coordinator. Mr. Humphreys, the Executive Director, manages the regional and long-range planning coordination.

ARTMA receives federal rideshare funding from Maryland Transit Administration (MTA) and dues from members (\$45 per individual and \$100 and up for corporations). Membership is tiered with each tier offering increasing benefits, some of which include employer outreach and participation in a number of networking events and meetings, including education sessions and a brownbag speaker series.

Madison Rideshare, Etc

Rideshare, Etc is a program within the Madison Area Transportation Planning Board, the federally designated Metropolitan Planning Organization (MPO) for the Madison Urban Area. Rideshare, Etc's budget is funded by the Surface Transportation Program (STP) federal grant and supports three-fourths of one full-time staff person, Ms. Callaway, the program's coordinator. Various programs that Rideshare, Etc supports are funded through external agencies; for example GRH is paid for by Dane County and the cost of designing and maintaining the website is split between Rideshare, Etc and the Wisconsin state government.

Rideshare, Etc leverages support from Dane County, the City of Madison, the State of Wisconsin, Metro Transit (the city's transit agency), local non-profits, and statewide advocacy groups to provide services to encourage non-SOV travel. Through this support network and strong policy support from local and state governments, Rideshare, Etc has been highly effective even with a small budget.

Potomac and Rappahannock Transportation Commission (PRTC) OmniMatch

OmniMatch is part of PRTC, the local transit agency in Prince William County, the City of Manassas, and the City of Manassas Park, Virginia. There is one full time employee, Ms. Morello, and half of Mr.

¹⁰ 2009-2013 ACS 5-Year Estimates Commuting Characteristics by Sex

¹¹ U.S. Census, 2000

http://www.richmondregional.org/Publications/Reports_and_Documents/MPO/Eld_Disbld_Trans_Disadv_Report_FINAL_Feb_06.pdf

Steigerwald's time is spent on OmniMatch, largely providing direction and help when needed. Occasionally, OmniMatch relies on other PTRC staff when Ms. Morello is out of the office. Mr. Steigerwald describes OmniMatch as "lean and mean." They are able to accomplish a lot with few staff and limited resources. The SmartCommute employer services program is administered by a contractor.

OmniMatch's program activities are funded through a DRPT Rideshare grant. The grants fund staff time, supplies, website maintenance (for the OmniMatch page of the PTRC website), the Van Start/Van Save program, education, and training. The SmartCommute employer outreach is funded through a Virginia Department of Transportation (VDOT) employer outreach grant, which covers contractor fees.

PTRC participates in the Metropolitan Washington Council of Governments (MWCOC) State of the Commute Survey and the survey is able to confirm that respondents in the region recognize the brand OmniMatch and are aware of the services offered.

Richmond Ridefinders

Richmond Ridefinders is part of GRTC, the regional transit agency for the greater Richmond area. RideFinders' five employees and one part-time employee are contract employees. Ridefinders employees comprise the executive director, project manager, two outreach specialist, and one full time and another part-time front desk/data entry staff person. Ninety-five percent of their budget comes from the Richmond Regional Transportation Planning Organization (RRTPO).

The RideFinders' program is funded through federal Congestion Mitigation and Air Quality grant funding, DRPT grant funding, and local contributions from the Richmond and Tri-Cities MPOs. Richmond RideFinders provides regular reports to various agencies and stakeholders, including GRTC, DRPT, RRTPO, the RideFinders Advisory Board, City of Richmond, Chesterfield County, Henrico County, and the Tri-Cities MPO.

Recently, their annual budget was reduced from approximately one million to slightly over \$700,000. RideFinders is the only peer agency that has a public facing commuter store.

Table 16 provides a breakdown of each peer's organizational structure and staff resources.

Table 16: Peer Agency Organizational Structure

Peer Agency	Type of Parent Organization or Organization	Number of Staff
ARTMA	TMA - 501(3)(6)	One full-time and one part-time staff
Madison Rideshare, Etc	MPO	¾ time of 1 FTE
PRTC OmniMatch	Transit Agency	One full-time and one part-time staff
Richmond Ridefinders	Transit agency	5 FTE and one part-time staff member

Key Findings

GWRideConnect's interviews with peers provided examples of how other TDM organizations approach similar challenges to the ones we face. PRTC OmniMatch has recently begun to focus on employer outreach, as GWRideConnect grows our employer program we might use similar employer competition campaigns to reduce SOV travel to work. Madison Rideshare, Etc. leverages local non-profits to provide bike training and education, and employer outreach; their approach is similar to Mr. Arabia's recommendation in the stakeholder interview to look for greater support from large employers and local non-profits to help fund TDM programming. ARTMA's focus on long-range strategic transportation planning and work with regional decision makers and developers serves as a reminder, as the George Washington region continues to develop, that TDM organizations have a unique and critical role to play in long-range planning. Richmond RideFinders' mobile app that provides information on vanpool availability, nearby park and ride lots, and air quality indicators as well as their innovative branding are both models that GWRideConnect would like to follow if funding is available.

USE OF GWRIDECONNECT SERVICES

GWRideConnect has consistently been successful in growing vanpooling in the region. Although there have been slight variations in the number of applicants for our services, existing vanpool numbers increased between FY2013 and FY2014, while formal carpooling remained largely stable, as seen in **Table 17**.

Table 17: Number of Vanpools and Formal Carpools in the GWRideConnect Database

Performance Measure	FY2012	FY2013	FY2014
Number of Vanpools	392	408	426
Number of Formal Carpools	130	130	120

GWRideConnect tracks the number of customers assisted in a fiscal year, the number of new vanpools formed, the number of Guaranteed Ride Home (GRH) program applicants, and the number of formal carpools that were formed. As shown in **Table 18**, between FY2012 and FY2014, the number of Commuter Services applicants that were assisted by GWRideConnect increased by 27 percent. The number of applicants who apply, through Commuter Connections, to GRH program has remained flat between FY2012 and FY2014. The number of new vanpools formed was highest in FY2012, it declined sharply in FY2013 and mostly leveled off in FY2014. Although new vanpool formation has slowed, formal carpool formation and assistance has been on the rise, increasing by 24 percent.

Table 18: GWRideConnect Program Performance, FY2012-FY2014

Performance Measure	FY2012	FY2013	FY2014
Applicants Assisted	3,604	3,221	4,581
Guaranteed Ride Home (GRH) Applicants	2,266	2,364	2,264
New Vanpools Formed	128	74	70
Formal Carpools Formed and assisted	60	45	170

LAND USE IN THE GEORGE WASHINGTON REGION

GWRideConnect provides TDM services to the City of Fredericksburg, Stafford, King George, Caroline, and Spotsylvania Counties. The planned changes in each jurisdiction, as outlined in the comprehensive plans of GWRideConnect's service area, are summarized below.

City of Fredericksburg

The City of Fredericksburg Comprehensive Plan (Draft Update as of December 2014) details its vision for its future and has laid out specific goals and objectives which may impact TDM service provision in the City. The City of Fredericksburg future land use plan divides the city into ten planning areas and assigns land use categories to sub-planning areas. Within these areas the city plans for a full range of uses, from low-density residential in areas where the land has attractive natural features to planned mixed-use residential or commercial development. The Comprehensive Plan draft also details specific transportation related plans, and among those that are most likely to impact GWRideConnect services are:

- An addition of 6.25 miles of paved bike trails.
- The addition of Express Lanes on I-95 from Garrisonville Rd (Stafford) to Exit 126 (Spotsylvania).
- The construction of a limited access toll road from I-95 (at Celebrate Virginia) to Gordon Rd (in Spotsylvania).
- A new VRE station at the Crossroads Industrial Park, five miles south of the city.
- VRE plans to construct a parking structure that would nearly double the station's parking capacity.

Stafford County

Stafford County's 2010-2030 Comprehensive Plan identifies an urban services area that was designated to promote infill development to access public water and sewer in the established suburban and industrial areas that run along I-95 and U.S. Route 1. The urban service area is very large, running the whole length of I-95 in the County and spreading at times more than ten miles out from the I-95 corridor. Various uses are permitted within the area, including suburban, agricultural/rural, and business and industry uses. Within the urban services area the county designated seven areas¹² as Urban Development Areas (UDA). UDAs provide for reasonably compact development at minimum densities of four residential dwelling units per gross acre and 0.4 floors to area ratio per gross acre for commercial development. In 2013 a land use map amendment identified a new targeted growth area that surrounds Stafford Regional Airport and which encompasses four of the seven UDAs. Detailed transportation related considerations were only addressed in UDAs, however transportation solutions will be needed for all development allowed in the urban services area. The UDA related transportation improvements outlined in the comprehensive plan are:

- Courthouse UDA: addition of a 400-space park and ride lot with a bus stop shelter.

¹² UDA 1: Courthouse, UDA 2: Southern Gateway, UDA 3: George Washington Village, UDA 4: Eskimo Hill, UDA 5: Centerport, UDA 6: Leeland Town Station, UDA 7: Brooke Station

- George Washington Village UDA and Centerport UDA: addition of 1,400 space park and ride lot with bus stop shelter and commuter vanpool and bus transit station.
- Southern Gateway UDA: addition of 200 parking spaces to existing park and ride facility.
- Eskimo Hill: addition of 500 parking spaces at Brooke VRE station.

King George County

King George County's 2013 Comprehensive plan defined two types of land uses within the County; Primary Settlement Areas and Rural Development Areas. Primary Settlement Areas are meant to support traditional compact forms of development with connected neighborhood and pedestrian-oriented local streets.¹³ Both the Courthouse and Dahlgren communities are within the primary settlement areas and specifically are slated to be "village districts" which are proposed to be created to provide more efficient use of land and infrastructure. It is worth noting that although King George County has designated primary settlement areas and within those areas village districts, even within the more compact designations the proposed residential density for these areas is one dwelling unit per one to five acres in areas without public utilities and up to eight dwelling units per acre in areas with public utilities. The plan does not detail any public transportation, commuter lot, or other TDM related investment.

Caroline County

Caroline County is a predominately rural county with less than 50,000 residents. However, due to its proximity to Richmond and Washington, D.C., the County is beginning to suburbanize. The County's 2030 Comprehensive Plan (approved January 2010) aims to promote smart growth by concentrating growth in primary growth areas and UDAs. The primary growth areas are located along major highway corridors and include permitted uses of planned development (similar to UDAs, but not always as compact) and low density residential. The UDAs are designed to have adequate bicycle and pedestrian facilities, complete and interconnected streets, and public transportation. Each UDA is to have a discernable center characterized by a square green or a transit stop. Similar to King George County, Caroline's primary growth areas are at the very bottom threshold for what might be considered compact development, with medium density residential dwelling units restricted to between four and seven units per acre. The county's comprehensive plan names a few potential TDM related improvements, notably:

- Implement a development impact fee (initially in UDAs, but eventually in the whole county) to pay for transportation improvement projects.
- Expand existing Fredericksburg Regional Transit (FRED) service into developing UDAs.
- Expand bicycle facilities in Belmont, Ladysmith Village, and Pendleton. Existing bike lanes within the County will be upgraded to prevent them from terminating suddenly.
- Make all sidewalks ADA compliant.
- Upgrade the Richmond Turnpike (Route 301), Tidewater Trail (Route 17), Dawn Boulevard (Route 30), Fredericksburg Turnpike (Route 2), and I-95/Route 270 Interchange as needed.

¹³ Areas include the Courthouse, Dahlgren, Fairview Beach, Hopyard, Oakland Park, Cleydael (the area south of the intersection of Rt. 218 and US 301), Route 3 West (Area around the County's Industrial Park, Landfill and the Birchwood Power Facility).

Spotsylvania County

Spotsylvania County's dominant land use is rural residential. The county has designated a contiguous area around I-95 as their primary settlement area. Within the primary settlement areas, the county has designated 10 mixed use areas. The Spotsylvania County Comprehensive Plan (adopted November 2013) recommends that these areas include grid-patterned streets that are interconnected with access to FRED buses. Large sections of the primary settlement area, however, only permit low density residential use, which allows up to four dwelling units per acre and encourages connections to developments at existing interparcel access points, where possible, to help improve the connectivity of the transportation network. Some of the County's planned transportation infrastructure improvement projects include:

- Virginia Railway Express (VRE) will open a new station in Spotsylvania County off of Crossroads Parkway, south of Route 17. This station will be the southern terminus of the VRE Fredericksburg Line. The station will include a parking lot with 1,500 spaces, 500 of which will be available for Park and Ride use.
- High Occupancy Toll (HOT) lanes will be extended on I-95 into Spotsylvania County.
- Intelligent Transportation Systems (ITS) are planned along I-95 at exit 126 and on Route 17 in the area of Crossroads Parkway.
- The Virginia Central Rail Trail, a bike and pedestrian pathway, will be extended into Spotsylvania County.
- Pedestrian facilities will be added at Courthouse Road and Brock Road.

CURRENT USE OF TECHNOLOGY

GWRideConnect provides residents, employers, and visitors with information and services through our website at www.gwrideconnect.org. Our website can be accessed and operates on mobile devices such as smart phones. GWRideConnect has built and manages a customer database which connects commuters in the region to carpools or vanpools, and is connected to the Metropolitan Washington Council of Governments Commuter Connections database. Through our website we also link commuters who would like to register for a Guaranteed Ride Home program (GRH) administered by Commuter Connections. GWRideConnect actively maintains a list of the more than 400 vanpools that operate in the George Washington region that is available for viewing on our website. Lastly, we manage the Virginia's AdvANTage database, the state's vanpool self-insurance program.

Our website makes it simple and easy for users to learn about their commuting options and get connected to carpools or vanpools. Going forward we hope to upgrade our website features and our existing commuter databases. With further investment, GWRideConnect could upgrade our existing databases and information management systems and facilitate the migration of our data, systems, and processes into a Virginia commuter database once that becomes available.

Additionally, we would like to integrate free, web-based commuter tools developed by the public sector onto our website and provide more advanced website functionality for the commuters and employers

that we serve. Better online commute planning tools, if implemented once available, could make it possible for more residents and employers to quickly learn of their travel options and the different expenses (in both time and money) associated with those options. This tool would impact the scale of TDM services offered in the George Washington region.

Chapter 5: Services Changes and Expansion Plan

GWRideConnect service changes and expansion plan was developed to strategically respond to the current needs of our community and identified areas of improvement for our program. The strategies developed for this TDMP's service changes and expansion plan were designed to help us achieve our goals and objectives, meet our anticipated operating issues, respond to the needs that our users and stakeholders expressed during outreach for this plan, and the general feedback we receive on an ongoing basis.

This TDMP will be submitted as a reference document for the FAMPO Constrained Long Range Plan (CLRP) and the six-year Transportation Improvement Program (TIP).

ANTICIPATED OPERATING NEEDS AND OPPORTUNITIES

Commuter Lot Expansion Needs

The need for the expansion of commuter lot spaces is a key and pressing operational issue that the George Washington region will need to address in the near future.

Since the opening of the I-95 Express Lanes in December 2014, there has been an increase in slugging in the I-95 corridor, and a concomitant increase in the need for commuter lot spaces. While over 900 commuter lot spaces were added to the Garrisonville Road (Route 610) commuter lot in response to the opening of the I-95 Express Lanes, the lot is already currently halfway to capacity. Local transit operator FRED is providing shuttle service to the Garrisonville Road (Route 610) commuter lot, but is not currently providing shuttle service to other lots experiencing capacity issues since the I-95 Express Lanes have opened.

Continued development throughout the George Washington region is also increasing the demand for park and ride spaces. Many of the stakeholder interviewees expressed views that there is a need for additional commuter parking throughout the region, but noted that there is a lack of funding to acquire any additional commuter parking. GWRideConnect anticipates that additional commuter lot spaces will be needed in the US-1, Garrisonville Road (Route 610), Route 3 East, and Route 208 corridors within the FY2017-FY2022 period to meet increased demand.

Commuter Lot Needed Spaces and Capacity

A 2012 FAMPO Park and Ride Lot Feasibility Study, built on assessments of Park and Ride capacity needs and identified sites to be pursued as potential Park and Ride Locations. The study found a total of 7,950 additional park and ride spaces were needed at that time, and identified over 18,000 potential spaces that could be built across seven commute "nodes" identified in the George Washington region.

Table 19 provides an overview of the needed spaces and identified potential spaces from the 2012 study, as well as the number of spaces since constructed or under construction at or near each node. **Figure 11** is a map of each node in relation to the region's major roadways.

Table 19: 2012 Commuter Lot Space Needs (2012) and Spaces Constructed or Under Construction

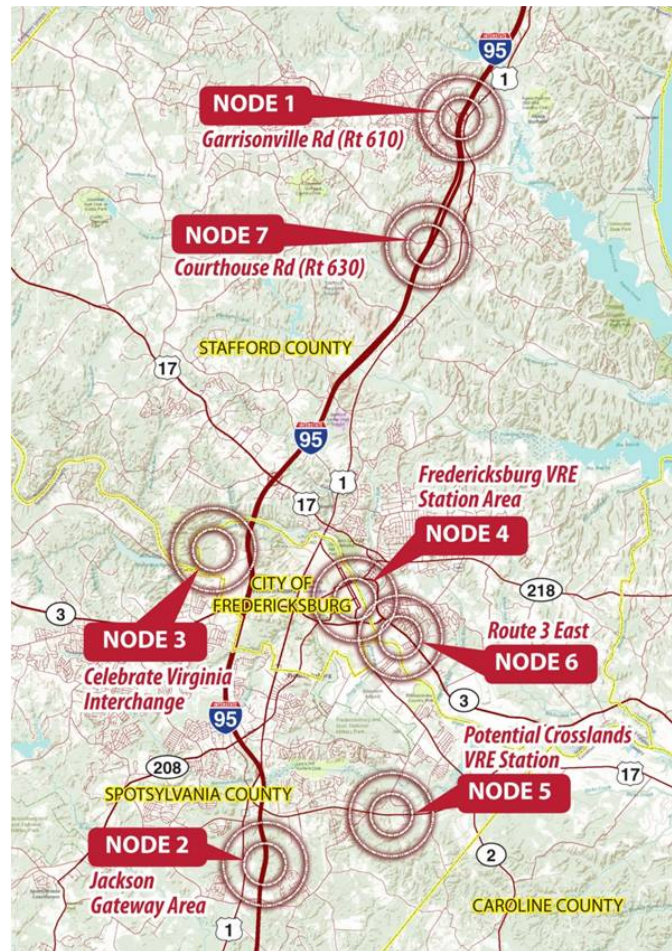
Node	Needed Spaces (2012)	Identified Potential Spaces (2012)	Spaces Constructed or Under Construction Since 2012
Node 1: Garrisonville Road (Route 610)	3,650	1,752	900
Node 2: Jackson Gateway	-	2,329	-
Node 3: Celebrate Virginia	1,100	2,347	-
Node 4: Fredericksburg VRE Station	825	825	825 ¹⁴
Node 5: Crossroads VRE Station	-	-	1,500
Node 6: Route 3 East	500	1,283	800 ¹⁵
Node 7: Courthouse Road	2,700	9,205 ¹⁶	-
Total	8,775	17,741	4,025

¹⁴ Preliminary engineering and feasibility funds have been allocated only.

¹⁵ Preliminary engineering and feasibility funds have been allocated only.

¹⁶ Additional commuter lot space was identified at this Node to compensate for lack of spaces at Node 1: Garrisonville Road.

Figure 11: 2012 FAMPO Park and Ride Lot Feasibility Study – Identified Park and Ride Nodes



In addition to the spaces constructed or under construction listed by Node in **Table 20**, \$100,000 had been committed for a new commuter lot in the Route 3 East corridor in FY2019 in the region's TIP. **Table 20** demonstrates that just under half of the total spaces identified as needed in 2012 have been constructed or will be constructed, and 1,500 of these spaces are located at the Crossroads VRE station, which is currently under construction and had no identified parking needs at the time of the 2012 study. Since 2012, GWRideConnect staff have observed that the need for commuter parking has grown significantly, and the utilization of existing commuter parking lots is currently quite high.

Table 20 details the utilization rates of existing park and ride lots in the George Washington region as of November 2014, prior to the opening of the I-95 Express Lanes. At that time, 10 of the 16 operational commuter lots in the region had a utilization rate of over 80 percent. These figures reflect the use of existing park and ride lots, and not unmet demand for additional commuter. It should be noted that although not reflected in the table, the Route 3 West VDOT lot is currently under construction in order to expand it by 500 spaces. It is estimated that construction will be complete by the end of 2015, however there is still a lack of parking in the Route 3 corridor.

Table 20: Park and Ride Lot Utilization

County	Corridor	Park and Ride Lot Location	Spaces	Utilization Rate	Empty Spaces
Caroline	Route 1	Carmel Church VDOT Lot (Rt. 657 & Rt. 658)	40	25%	30
		Ladysmith Professional Leased Lot	25	80%	5
King George	Route 301	Welcome Center VDOT Lot (Rt. 301 & Rt. 652)	40	15%	38
Spotsylvania	Route 1 & I-95	Rt. 208 & Rt. 1258 VDOT Lot at Houser Drive	805	68%	440
	Route 3	Rt. 3 West VDOT Lot (Rt. 3 and Rt. 627)	700	80%	
		Old Salem Church VDOT Lot (Rt. 3 & Rt. 639)	672	96%	
	Route 2	Fredericksburg Field House, Leased Lot (3411 Shannon Park Dr.)	60	80%	
Stafford	Route 1 / 95	Route 17 VDOT Lot (Rt. 17 & 618)	1,024	54%	1,485
		Route 630 VDOT Lot (Rt. 630 & I-95)	534	86%	
		Route 610 Mine Rd. VDOT Lot (Rt. 684 & Rt. 679)	740	99%	
		Route 610 Staffordboro Blvd. VDOT Lot (Rt. 610 & Prosperity)	1,890	50%	
		Chatham Square Shopping Center Leased Lot	30	80%	
		Claiborne Run Leased Lot	15	50%	
VRE Commuter Lots	Spotsylvania	Crossroads VRE Station	1,500	Under Construction	355
	Fredericksburg	Fredericksburg VRE Station	810	83%	
	Stafford	Brook Station (Rt. 608 & Rt. 629)	727	82%	
		Leeland Station (Rt. 626 & Rt. 624)	1,029	90%	

Park and Ride Lot Planning and Funding - GWRideConnect's Role

The lack of commuter parking in the George Washington region is a significant constraint on GWRideConnect's ability to grow vanpooling and carpooling. GWRideConnect assesses commuter parking utilization, and is the first resource that members of the public reach when they are experiencing difficulties finding commuter parking. GWRideConnect staff often deal with situations where commuters were utilizing commercial parking, but were displaced from these parking lots when the presence of a large proportion of commuters parking in the lot is discovered by the parking lot owner. In these situations, GWRideConnect attempts to assist the displaced commuters in finding new commuter parking options and works with impacted parking lot owners. However, the solutions that GWRideConnect identifies for these situations are often ad-hoc, and do not represent a wholesale solution to the regional need for additional park and ride spaces.

Several strategies that have been discussed for meeting the immediate and mid-term need for additional park and ride spaces include:

- Increasing the use of FRED shuttle buses from remote commuter parking to existing park and ride lots;
- Identifying additional funding sources to lease commercial parking spaces for commuter parking;
- Exploring the incorporation of proffered commuter lot parking in new development in conjunction with the region's local jurisdictions; and
- Working with Naval Surface Warfare Center Dahlgren to lease parking spaces along the Route 3 East corridor.

While GWRideConnect staff continue to monitor the utilization of park and ride lots and document commuter parking needs on an ongoing basis and work with regional partners to implement near-term solutions, a key constraint in addressing the need for the expansion of commuter parking is that there is no single entity tasked with documenting, funding, and meeting the demand for spaces. VDOT, DRPT, GWRC, FAMPO, and GWRideConnect are all involved in addressing the commuter parking issue, but each organization is involved in a unique way and greater coordination is needed to move towards more comprehensive solutions. There is a need for a current, formal, and comprehensive assessment of park and ride existing needs in the region. The assessment needs to capture the increased demand for park and ride spaces following the opening of the I-95 Express Lane, other

Commuter Parking Constraints:

- Lack of a single entity tasked with leading the documenting, funding, and meeting the demand;
- Need to better understand the dynamically changing need for commuter parking following the opening of the I-95 Express Lanes and new planned development; and
- Lack of funding and diversity in funding to lease commuter parking spaces and construct new park and ride lots.

existing unmet demand for commuter parking, as well as the potential for additional commuter parking needs based on planned development in the region.

The lack of funding available for commuter parking and the heavy reliance on the federal Congestion Mitigation and Air Quality (CMAQ) grant funding to lease commuter parking from commercial parking lot owners also puts the region's existing park and ride lot capacity at risk in the long-term. As shown in *Chapter 6: Financial Plan* in the Capital Plan section, GWRideConnect is able to use CMAQ funding for leasing of spaces that are in areas of the region that are in maintenance for 8-Hour Ozone as of 2005. The City of Fredericksburg, Spotsylvania County, and Stafford County will be eligible to apply for CMAQ funding through 2025, however, a change in federal surface transportation legislation could impact GWRideConnect's eligibility for CMAQ funds in the future. Should this be the case, GWRideConnect would no longer be able to use CMAQ to lease commuter parking, which would result in a significant deficit of funding available to support *existing* commuter lot leases. Identifying additional funding sources, and diverse funding sources, to support the leasing of commuter parking and the construction of new park and ride lots is an immediate need for the George Washington region.

AdVANTage Program Growth

In FY2016, GWRideConnect will assume full administration of the AdVANTage Program, a statewide vanpool self-insurance program for vanpools. Virginia's Department of Risk Management will continue to provide assistance in the operation of the AdVANTage Program, focusing on the "claims" side of the program. GWRideConnect staff will manage program enrollments, record keeping, payments, and other daily administrative functions.

Meeting the needs of existing AdVANTage customers and growing the AdVANTage program are key priorities for the GWRideConnect team. There are currently over 300 vanpools enrolled in the program, with the majority of these vanpools based in the George Washington region. The number of vanpools in the Commonwealth is anticipated to continue to grow, likely increasing demand for the AdVANTage Program. In the George Washington region, continued development is expected to grow the need for transportation assistance, including access to vanpools. In Northern Virginia, growth in the use of vanpools is being promoted through the Vanpool Alliance, by local jurisdiction TDM programs and Transportation Management Associations, and has been promoted through corridor improvement projects (e.g., I-495 and I-95 Express Lanes construction) in recent years. As growth and access to vanpools increase in other parts of the Commonwealth, the number of vanpools operating statewide may increase. Continuing to grow the AdVANTage Program to meet current and future demand is a key operational issue as well as an opportunity for GWRideConnect.

Emergence of New Technologies, Marketing Practices, and Media Platforms

The emergence of new technologies to promote and facilitate ridesharing, as well as new media platforms, present opportunities for GWRideConnect to improve the ways we provide our services and to communicate with commuters and employers. To continue to provide high-quality TDM services, GWRideConnect will need to update the technologies that we use to do our current work, including

utilizing modern ridesharing databases and applications that make it easy to find carpools and vanpool matches for both our staff and members of the public. A number of trip planners and other tools that provide transit and ridesharing information are currently available or under development. By incorporating the use of these new tools developed for the public sector, we will be able to provide commuters and employers with new methods of understanding their commuting options.

Finally, our marketing practices will continue to strive to utilize new media platforms, including social media and other online media. The use of target marketing has proven successful in recent years, and GWRideConnect hopes to be able to continue to develop corridor-specific or other population-specific target marketing efforts in response to community needs as they arise.

SERVICE CHANGES AND EXPANSION PROJECTS – OVERVIEW

Table 21 summarizes the planned service changes and expansion projects, including the base year cost, implementation year (schedule), staffing or contractor expenses, and identified funding. All of the planned service changes and expansion projects are currently unfunded; GWRideConnect’s intent is to seek funds through future federal and state grant applications, while working to identify the requisite local match for each project as required.

The financial impact of the planned service changes and expansion plan are detailed in Chapter 6: Financial Plan. There are no changes in secured or anticipated funding from prior Transportation Demand Management Plans that would impact the planned service changes and expansion plan.

Following Table 21 is a detailed description of each planned service change or expansion project, by TDM service category.

Table 21: Proposed TDM Program Service Changes and Expansion Plan – FY 2017 – FY2021

Service Change or Expansion Project	TDM Service Category	Implementation Year	Base Year Cost	Ongoing Operating or Capital Cost?	Staff or Contractor Assistance	Funding Identified
Technology Upgrade	Ridematching	FY2019	\$50,000	Yes – Annual Operating Expense	Contractor Assistance	Unfunded
AdVANTage Program Staffing and Marketing Materials	Vanpool Assistance	FY 2017	\$35,000 (staff and materials)	Yes – Annual Operating Expense	0.5 FTE (\$20,000)	Unfunded
Enhanced Marketing Program	Marketing and Promotion	FY2018	\$300,000 (materials only)	Yes – Annual Operating Expense	Contractor Assistance	Unfunded; Contractor Assistance funded through commissions from the sale of advertising revenue
Employer Services Marketing Materials	Employer and Residential Outreach	FY2019	\$ 10,500	Yes – Annual Operating Expense	None	Unfunded
Bicycle and Pedestrian Transportation Options Informational Materials	Other TDM Services	FY2017	\$5,000	No	None	Unfunded
Rental of 50 Additional Commuter Lot Spaces in Caroline County or King George County	Other TDM Services	FY FY2018	\$6,721 (FY2017, 25 spaces); \$13,442 (FY2018, 50 spaces)	Yes – Annual Capital Expense	None	Unfunded
Implement Transportation Options Mobile Application	Other TDM Services	As Available	None	No	None	Not Applicable

SERVICE CHANGES AND EXPANSION PROJECTS – NARRATIVE DETAIL

Ridematching

Technology Upgrade

Projected Costs and Staffing:

Base Year Cost: \$50,000 (Contractor Assistance)

Ongoing Cost: Yes – Annual Cost FY2019-FY2021

Staffing: Contractor Assistance

In FY2016 GWRideConnect will spend \$28,640 in existing staff time to maintain the current website. However, this budget does not allow GWRideConnect to do any upgrading of website features, incorporation of new website tools, or upgrading of existing commuter databases.

Description:

The technology upgrade will allow GWRideConnect to accomplish several important projects in the next six years:

- Upgrade existing information technology (IT) infrastructure (e.g., computers, software);
- Have an IT professional make functionality improvements to the databases currently in use, including: the GWRideConnect customer database (currently in MS Access); the AdVANTage database; the interface with the Commuter Connections database and its reporting functionality; and to facilitate the migration of our data, systems, and processes into a Virginia commuter database once that becomes available; and to
- Integrate existing free, public web-based commuter tools onto the website and provide more advanced website functionality for the commuters and employers served by GWRideConnect.

Rationale and Return on Investment:

GWRC staff currently has limited access to professional IT services. By implementing the Technology Upgrade, GWRC will be able to reduce administrative staff time spent on the maintenance of the website while increasing the quality and functionality of the website and database interfaces for GWRideConnect customers. Database improvements will also increase staff efficiency in facilitating ridematching and connecting commuters to desired information and resources.

Vanpool Assistance

AdVANTage Program Staffing and Marketing Materials

Projected Costs and Staffing:

Base Year Cost: \$35,000 (\$30,000 half-time employee salary, fringe benefits and indirect costs and \$5,000 for materials)

Ongoing Cost: Yes – Annual Cost FY2017-FY2021

Staffing: Part-Time Employee

GWRideConnect has assumed the administration of the AdVANTage, statewide vanpool self-insurance program. In FY2016, \$53,695 in staff time will be spent administering this program. This program enhancement provides one additional part-time staff person (\$20,000 plus fringe and indirect costs) as well as a funding for marketing materials (\$5,000).

Description:

GWRideConnect's goal is to grow participation in the AdVANTage program statewide. The part-time staff position will promote AdVANTage enrollment, facilitate the enrollment and ongoing participation of AdVANTage members in the program, and provide periodic reports on AdVANTage enrollments, produce and distribute marketing materials, and make recommendations on how to increase program participation. AdVANTage focused marketing materials will be used by this position in the promotion of the program.

Rationale and Return on Investment:

The part-time staff and marketing materials will facilitate the growth of the AdVANTage Program statewide, by providing an additional source of staff support for the AdVANTage Program to aid in growing participation in the program across the Commonwealth. This position will be in addition to the time that GWRideConnect staff currently spend on administering the AdVANTage Program.

Marketing and Promotion

Enhanced Marketing Program

Projected Costs and Staffing:

Base Year Cost: \$300,000 (Materials Only; Contractor Assistance funded through commissions from the sale of advertising revenue)

Ongoing Cost: Yes – Annual Cost FY2018-FY2021

Staffing: Contractor Assistance

The base program cost would cover the costs of placing advertisements and printed materials, while the marketing consultant's remuneration for the development of marketing and advertising media would be generated by commissions from the sale of advertising revenue. This was a model used successfully in the I-95 Target Marketing campaign. The total cost of the program is based on the I-95 Target Marketing campaign, which was \$166,000 for a six-month campaign. The Enhanced Marketing Program plan would be updated and implemented on an annual basis through the FY2017-FY2021 period.

Description:

GWRideConnect will develop an Enhanced Marketing Program, building upon the success of recent focused marketing programs implemented in the service area. Working with a marketing consultant, we will develop a marketing plan that includes both specific target marketing strategies and general GWRideConnect messaging.

Target markets that would be reached in the plan include I-95 and U.S. Route 17 commuters, commuters in each of the five localities that comprise the region, specific promotion of individual transit modes (e.g., VRE, Commuter Bus) and commute choices (e.g., carpooling and vanpooling). General GWRideConnect messaging would focus on “change marketing” messaging, finding messages that will resonate with current drive alone commuters and encourage behavior change. The specific focus of each year’s marketing program would be determined in the marketing plan, and will be designed to address any specific area or corridor needs, or opportunities for promoting specific modes and choices, that may be particularly pressing at that time.

Marketing strategies included in the Enhanced Marketing Program would include newspaper advertising, radio advertising, online advertising on local media outlets, Google advertising, Facebook and other social media advertising, vanpool posters, and other printed media for distribution at sites relevant to the specific focus of the marketing campaign.

Rationale and Return on Investment:

This I-95 Target Marketing Campaign produced tangible and lasting results for the GWRideConnect program. The I-95 Target Marketing program ran from May through September 2014, and during this period the GWRideConnect saw a 77 percent increase in the number of website visits (rising to over 4,300 website visits) from prior to the start of the campaign (April 2014). While in the month before the campaign began, just two new vanpools were formed, over the course of the campaign 36 new vanpools were formed with 21 of these vanpools being formed in just one month (July 2014). While from February to April 2014 the number of new commuter assistance applicants ranged from 58 to 88, the number of new applicants between May and July 2014 ranged from 115 to 141. The strong results of the I-95 Target Marketing Campaign indicate that future targeted and enhanced marketing techniques will be effective in bringing new commuters to the website and to use GWRideConnect’s services.

Employer and Residential Outreach

Employer Services Marketing Materials

Projected Costs and Staffing:

Base Year Cost: \$10,500

Ongoing Cost: Yes – Annual Cost FY2019-FY2021

Staffing: None

In FY2016, GWRideConnect will spend \$28,640 in staff time providing services to employers in the region. There is currently no budget for preparing materials for the employer services clients.

Description:

GWRideConnect is seeking funding for employer-focused marketing materials to increase the effectiveness of the employer services program. These materials will be oriented toward the needs of the Employer Transportation Corridors that GWRideConnect works with in the George Washington region and

beyond, tailored to address the needs of their employees. Materials specific to ongoing outreach work with the Naval Surface Warfare Center at Dahlgren would also be prepared.

Rationale and Return on Investment:

Marketing materials specific to employer services clients will increase the effectiveness of outreach by providing targeted information that meets their needs.

Other TDM services

Bicycle and Pedestrian Transportation Options Informational Materials

Projected Costs and Staffing:

Base Year Cost: \$5,000

Ongoing Cost: No – FY2017 only

Staffing: None

Description:

GW RideConnect will support the implementation of the George Washington Region 2040 Long-Range Transportation Plan's bicycle and pedestrian element, by assisting in the promotion of existing and new shared-use trails for both transportation and tourism. Promotional materials to be created include the region's first bicycle and pedestrian facility maps and an individual "points of interest" sightseeing map card for each shared-use trail that includes a half-day and a full-day of itinerary detailing activities, nearby restaurants, historical sites, and other points of interest located in proximity to the trail. Development of these materials will occur in-house with support from staff at the Fredericksburg Area Metropolitan Planning Organization (FAMPO). These materials will be available both online and in print.

Rationale and Return on Investment:

The bicycle and pedestrian maps will provide information on where facilities exist today, orient commuters and other travelers to new facilities, and promote the use of bicycling and walking for transportation in the region. The sightseeing map card will promote tourism in the region, supporting area economic development. The sightseeing map cards will also encourage residents to utilize the shared-use trails in new ways, thereby promoting walking and bicycling as transportation options in the region. GW RideConnect staff will incorporate these materials into all outreach activities with commuters and employers.

Rental of 50 Additional Commuter Lot Spaces in Caroline County or King George County

Projected Costs and Staffing:

Base Year Cost: \$13,442 (50 spaces)

Ongoing Cost: Yes – Annual Cost FY2018-FY2021

Staffing: None

GW RideConnect currently leases 25 commuter lot spaces in Caroline County for a cost of \$6,525. Funding for an additional 50 commuter lot spaces in FY2018 was assumed to be twice the FY2016 cost of leasing

25 spaces in Caroline County plus three percent to account for inflation. These commuter lot spaces will be leased either in Caroline County or King George County, due to the lack of other funding sources to support the leasing of spaces in these jurisdictions.

Description:

The vast majority of commuter lot leased parking spaces in the George Washington region are funded through federal Congestion Mitigation and Air Quality (CMAQ) grants, funds given to areas deemed to be in “non-attainment” for air quality standards. Two jurisdictions in the George Washington region, Caroline County and King George County, are outside of the air quality non-attainment area and are therefore not eligible for the use of CMAQ. However, there is a demonstrated need for additional commuter lot spaces in these jurisdictions.

Rationale and Return on Investment:

The leasing of commuter lot spaces is the most cost-effective method for providing commuter parking and facilitating ridesharing in the George Washington region. GWRideConnect anticipates that demand for commuter parking in Caroline County and King George County will continue to grow in the immediate future, and is pursuing additional funding for the leasing commuter lot spaces to meet this demand. The current commuter lot in Caroline County has an 80 percent utilization rate, with only 5 spaces available for new commuters.

Implement Transportation Options Mobile Application

Projected Costs and Staffing:

Base Year Cost: \$0

Ongoing Cost: None

Staffing: None

There will be no cost to this program enhancement, as it involves the promotion of tools developed by other entities.

Description:

GWRideConnect would like to utilize a mobile application for trip planning and ridesharing in promotional materials and through the web platform, provided that it is the state-recognized TDM mobile application. There are existing efforts within Virginia to develop this type of application for use in the state, and GWRideConnect staff are willing to provide input into the development of an application that will be state-recognized as needed.

Rationale and Return on Investment:

GWRideConnect will facilitate greater return on investment made into a mobile application developed for use in Virginia by promoting its use with the commuters and employers that we serve. Providing this type of tool will also facilitate easier access to commuting information, aiding efforts to support the use of non-drive alone commute options.

Chapter 6 - Financial Plan

GWRideConnect's Financial Plan consists of an operating plan, which covers the program's projected operating expenses and revenues, a capital plan that covers the program's expenditures and revenues for leased commuter lot spaces, and an analysis of the program's current and projected staffing and contractor needs. All expenses and revenues presented in this plan are year of expenditure dollars.

OPERATING PLAN

GWRideConnect has prepared operating revenue projections, a baseline operating plan that is constrained by projected available revenues, and an enhanced operating plan that incorporates the programs presented in the Chapter 5: Service Changes and Expansion Plan.

Operating Revenue Projections

Table 23 presents GWRideConnect's identified revenues for FY2016, as well as their projected revenues for FY2017-FY2022. GWRideConnect has three primary funding sources – the Virginia Department of Rail and Public Transportation's (DPRT) Rideshare Grant, local funding used to "match" DPRT's grant funding, and federal Congestion Mitigation and Air Quality Grant (CMAQ) funding.

The projection of DPRT Rideshare Grant funding and the associated local match is based on an assumed increase of three percent a year, reflecting the need to increase funding slightly each year to account for inflation and increased program costs. It is not assuming that these funding sources will otherwise grow during the six-year period. The DPRT Rideshare Grant must be matched at 20 percent of the awarded amount with local funding. Should additional local funding for GWRideConnect be available, it is possible that the program may apply for a larger DPRT Rideshare Grant during the six-year period to support the service changes and expansion programs described in Chapter 5, as well as other needs that arise during the six-year period. DPRT also offers the opportunity to transportation demand management agencies in the Commonwealth to apply for several other grant sources of funding for various purposes. However, in the absence of any additional local funding the program will not be able to access any additional funding from DPRT.

Funding from the DPRT Rideshare Grant is shown by program category in **Table 22**.

- Administration funding covers the cost of staff, fringe benefits, and indirect staff costs.
- Advertising and Promotional Media funding covers the cost of some marketing activities, but marketing activities are also funded through CMAQ.
- Rental of Real Property funds the rental of 25 commuter lot spaces in Caroline County, an area of the region that is currently in air quality attainment and therefore cannot access CMAQ funding for the leasing of commuter lot spaces.

- TDM Program Subsidies funds the Van Save Program, as well as both Van Start / Van Save in King George and Caroline Counties, where funding for Van Save from CMAQ cannot be used due to the county being in air quality attainment.
- Travel and Training funds staff participation in conferences that require travel and other training opportunities.

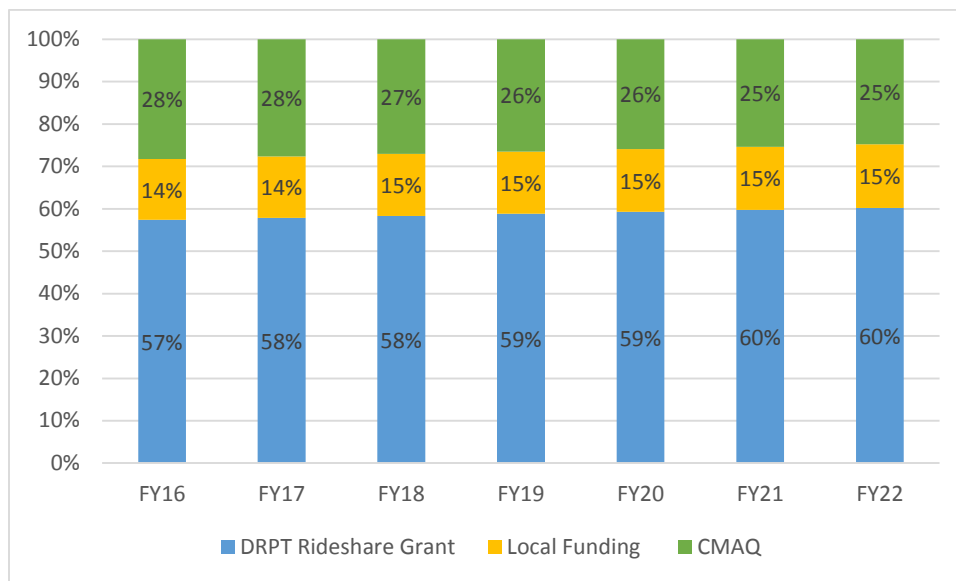
The CMAQ program provides funding for transportation initiatives that reduce the negative air quality impact of automobile travel in areas of the country that are determined to be in non-attainment for at least one of the national air quality standards. The amount of Congestion Mitigation and Air Quality funding received to support the GWRideConnect program is determined in a cooperative process led by the region's metropolitan planning organization, FAMPO. FAMPO programs available CMAQ funding on a six-year basis and current projections extend from FY2016 to FY2021. It was assumed that the amount of funding available in FY2022 will remain consistent with the amount of funding programmed for previous years. CMAQ operating funding is used to support marketing activities, the Van Start program, and guaranteed ride home in the areas of the George Washington region that are currently in non-attainment for an air quality standard.

Table 22: GWRideConnect Revenues FY16, FY17-FY22 Projections

	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Virginia Department of Rail and Public Transportation (DRPT) Rideshare Grant Funding and Local Match							
Administration	\$357,995	\$368,735	\$379,798	\$391,192	\$402,928	\$415,016	\$427,467
Advertising & Promotional Media	\$61,234	\$63,072	\$64,965	\$66,914	\$68,922	\$70,990	\$73,120
Rental of Real Property	\$6,525	\$6,721	\$ 6,923	\$7,131	\$7,345	\$7,566	\$7,793
TDM Program Subsidies	\$15,000	\$15,450	\$15,914	\$16,392	\$16,884	\$17,391	\$17,913
Travel & Training	\$4,000	\$4,120	\$ 4,244	\$4,372	\$4,504	\$4,640	\$4,780
DRPT Sub-Total	\$355,803	\$ 366,478	\$ 377,475	\$388,801	\$400,466	\$412,482	\$424,858
Local Funding Match for DPRT Grant	\$88,951	\$91,620	\$94,369	\$97,200	\$100,117	\$103,121	\$106,215
Congestion Mitigation and Air Quality Grant Funding (CMAQ)							
GW RideConnect / TDM Assistance	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000
Operating Revenue Projections Total	\$619,754	\$633,098	\$646,844	\$661,001	\$675,583	\$690,603	\$706,073

As shown in **Figure 12**, in FY2016, 57 percent of GWRideConnect’s total funding will come from the DRPT Rideshare Grant, 14 percent from local funding, and 28 percent from CMAQ funding. This composition of funding sources is not anticipated to change over the six-year period. However, exploring additional potential funding sources over the six-year period should be considered. Major changes to either the DPRT Rideshare Grant, the amount of local funding available to support the DRPT Rideshare Grant, or the federal CMAQ program may result in financial instability for the GWRideConnect Program. The federal CMAQ program will be subject to change, including changes to the available amount of funding and eligible activities and organizations, when the current federal transportation bill, MAP-21, renewal occurs. MAP-21 is currently operating on extensions, and will likely be renewed during the six-year period covered by this plan.

Figure 12: GWRideConnect Revenues FY16, FY17-FY22 Projections – Funding Source by Percent of Total



Baseline Operating Plan

GWRideConnect’s baseline operating plan is presented in **Table 23**, by program category and individual program. Administrative expenses, the cost of staff time to operate each program and other administrative items, and Travel and Training expenses were both assumed to increase at three percent per year, a rate consistent with inflation. The total funding for Advertising and Promotional Media programs reflects the availability of funding sources in each year, including both the DRPT Rideshare Grant and CMAQ. The expense of renting 25 commuter lot spaces in Caroline County comprises the Rental of Real Property, and this cost has been determined for the six-year period by contract. Similarly, the amount of funding available for TDM Program Subsidies (also funded by both the DPRT Rideshare Grant and CMAQ), is not anticipated to increase over the six-year period.

The baseline operating plan reflects GWRideConnect continuing its existing programs and activities with the projected available revenue.

Table 23: Baseline GWRideConnect Operating Expenses FY16, FY17-FY22 Operating Projections

	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Administration							
Free Rideshare Matching Program	\$53,699	\$55,310	\$56,969	\$58,678	\$60,438	\$62,251	\$64,119
GWRideConnect Website	\$28,640	\$29,499	\$30,384	\$31,296	\$32,235	\$33,202	\$34,198
GWRideConnect Rideshare Matching Follow-up	\$10,740	\$11,062	\$11,394	\$11,736	\$12,088	\$12,451	\$12,825
Vanpool formation, maintenance and assistance	\$35,800	\$36,874	\$37,980	\$39,119	\$40,293	\$41,502	\$42,747
ADVANTAGE Self-insurance Pool Program	\$53,699	\$55,310	\$56,969	\$58,678	\$60,438	\$62,251	\$64,119
Van Start Program	\$17,899	\$18,436	\$18,989	\$19,559	\$20,146	\$20,750	\$21,373
Van Save Program	\$17,899	\$18,436	\$18,989	\$19,559	\$20,146	\$20,750	\$21,373
National Transit Database Vanpool Alliance Program	\$7,160	\$7,375	\$7,596	\$7,824	\$8,059	\$8,301	\$8,550
Carpool formation, maintenance and assistance	\$14,320	\$14,750	\$15,193	\$15,649	\$16,118	\$16,602	\$17,100
Commuter Buses	\$7,160	\$7,375	\$7,596	\$7,824	\$8,059	\$8,301	\$8,550
Advertising Campaigns	\$53,699	\$55,310	\$56,969	\$58,678	\$60,438	\$62,251	\$64,119
Commuter Lots	\$17,900	\$18,437	\$18,990	\$19,560	\$20,147	\$20,751	\$21,374
Employer Outreach	\$28,640	\$29,499	\$30,384	\$31,296	\$32,235	\$33,202	\$34,198
TDM and Planning	\$3,580	\$3,687	\$3,798	\$3,912	\$4,029	\$4,150	\$4,275
Transportation Demand Management Plan Update	\$3,580	\$3,687	\$3,798	\$3,912	\$4,029	\$4,150	\$4,275
Guaranteed Ride Home for Local Commuters	\$3,580	\$3,687	\$3,798	\$3,912	\$4,029	\$4,150	\$4,275
Advertising and Promotional Media							
Advertising Campaigns	\$203,734	\$206,023	\$208,381	\$210,806	\$213,307	\$215,882	\$218,530
Rental of Real Property							
Commuter Lots	\$6,525	\$6,525	\$6,525	\$6,525	\$6,525	\$6,525	\$6,525
TDM Program Subsidies							
Van Start Program	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Van Save Program	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
Guaranteed Ride Home	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Travel & Training							
Travel & Training	\$4,000	\$4,120	\$4,244	\$4,372	\$4,504	\$4,640	\$4,780
Baseline Operating Budget Plan Total							
Baseline Operating Budget Plan Total	\$619,754	\$633,098	\$646,844	\$661,001	\$675,583	\$690,603	\$706,073
Operating Revenue Projections Total							
Operating Revenue Projections Total	\$619,754	\$633,098	\$646,844	\$661,001	\$675,583	\$690,603	\$706,073
Baseline Operating Plan Surplus/Deficit							
Baseline Operating Plan Surplus/Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Enhanced Operating Plan (Service Changes and Expansion Programs)

Table 24 presents the enhanced operating plan, reflecting the programs described in Chapter 5: Service Changes and Expansion Programs. These programs cannot be funded within GWRideConnect's existing constrained operating revenue projections. If all of these programs were to be funded each year in the six-year period, an additional \$90,000 would be needed in FY2017, rising to an additional \$441,448 in FY2022.

GWRideConnect intends to explore potential funding sources for the unfunded needs included in the enhanced operating plan. In particular, the need for the rental of additional commuter lot spaces is a high priority for GWRideConnect as a pressing need for spaces has resulted in part from the opening of the I-95 Express Lanes, in addition to continued development throughout the region. There will be a need for additional commuter lot spaces (leased or constructed) within the six-year period that will likely exceed what has been projected in the enhanced operating plan. As discussed in Chapter 5, GWRideConnect is currently assessing the need for additional commuter lot spaces on an ongoing basis.

Another pressing need within the GWRideConnect enhanced operating plan is additional funding for the administration of the AdVANTage Program. GWRideConnect has assumed the administration of the program from the Virginia Department of Risk Management, but does not have any additional resources to manage the program. The addition of funding for a part-time staff person to assist with the administration of AdVANTage will greatly aid staff's ability to serve AdVANTage customers while continuing to run a high-quality TDM program.

Table 24: Enhanced GWRideConnect Operating Expenses, FY2017-FY2022 Operating Projections

	FY17	FY18	FY19	FY20	FY21	FY22
Enhanced Marketing Program	\$-	\$-	\$-	\$300,000	\$309,000	\$318,270
Technology Upgrade	\$50,000	\$51,500	\$53,045	\$54,636	\$56,275	\$57,964
AdVANTage Program (0.5 FTE and Materials)	\$35,000	\$36,050	\$37,132	\$38,245	\$39,393	\$40,575
Employer Services Materials (Printed and Online)	\$-	\$-	\$10,500	\$10,815	\$11,139	\$11,474
Rental of 50 Additional Commuter Lot Spaces (25 additional in FY2017, 25 additional in FY2018) - Caroline and King George Counties	\$-	\$13,442	\$13,845	\$14,261	\$14,688	\$15,129
Promotion of Bicycle and Pedestrian Transportation Options (Printed and Online Materials)	\$5,000	\$-	\$-	\$-	\$-	\$-

	FY17	FY18	FY19	FY20	FY21	FY22
Implement Transportation Options Mobile Application	\$-	\$-	\$-	\$-	\$-	\$-
Enhanced Operating Plan Total	\$722,902	\$747,438	\$774,917	\$1,092,720	\$1,120,058	\$1,148,216
Operating Revenue Projections Total	\$632,902	\$646,446	\$660,395	\$674,763	\$689,562	\$704,805
Enhanced Operating Plan Surplus/Deficit	-\$90,000	-\$100,992	-\$114,522	-\$417,957	-\$430,496	-\$443,411

CAPITAL PLAN

GW RideConnect currently receives capital funding allocated through FAMPO for the leasing of commuter lot spaces in areas of the region that are in air quality non-attainment. This funding is not allocated on an annual basis, but rather it is a “sinking fund” that receives allocations of funding on a periodic basis as the fund is depleted. **Table 25** presents the projected balance of committed funding for commuter lot space leasing for the six-year period.

Table 25: GW RideConnect Capital Revenues, FY2016-FY2022

	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Annual Allocated Funds	\$15,750	\$44,592	\$-	\$200,000	\$ -	\$-	\$-
Prior Year Carry Over Funds	\$42,393	\$30,843	\$48,135	\$20,835	\$220,835	\$193,535	\$166,235
Commuter Lot Space Leasing	\$27,300	\$27,300	\$27,300	\$27,300	\$27,300	\$27,300	\$27,300
CMAQ Fund Balance Total	\$30,843	\$48,135	\$20,835	\$220,835	\$193,535	\$166,235	\$138,935

STAFFING AND CONTRACTOR ASSISTANCE

GW RideConnect currently has three full-time equivalent (FTE) staff, including the GW RideConnect Program Director, one full-time TDM planner, and two part-time TDM planners. **Table 26** projects the need for staffing resources, growing at a constrained three percent per year in line with the constrained operating revenue projections, for the six-year period. Staff salaries, fringe benefits, and indirect costs comprise just under 60 percent total program funding in FY2016.

Table 26: Staffing Resources, FY2016 and FY2017-FY2022 Projections

	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Existing Staff (3 FTEs) – Salaries, Fringe, and Indirect Costs	\$357,995	\$368,735	\$379,797	\$391,191	\$402,927	\$415,014	\$427,465
Proportion of Projected Operating Revenues Total	58%	58%	59%	59%	60%	60%	61%

Table 27 provides a summary of the responsibilities of each GW RideConnect staff member. TDM is a labor-intensive activity, requiring individualized service to assist commuters and employers with their unique transportation needs. While providing information online and through marketing materials and the media are effective and important elements of TDM, it is often difficult for TDM agencies to expand their services without having additional staff capacity to work with commuters and employers that request or could benefit from individualized assistance.

Table 27: Summary of Staff Responsibilities

Staff Position	Summary of Staff Responsibilities
GWRideConnect Director	<ul style="list-style-type: none"> ▪ Program Management: Manage and direct the GWRideConnect Program, for the George Washington Regional Commission, establishing and promoting a strong local Transportation Demand Management Program to assist citizens with transportation alternatives and to increase the number of carpools, vanpools and transit options for commuters. ▪ Employer Outreach: Establish an aggressive Employer Outreach Program to target local work sites to increase the number of local carpools and vanpools thus decreasing the traffic congestion in the region. ▪ Vanpools: Manage and assist DRPT and the Division of Risk Management in operating the ADVANTAGE Self Insurance Vanpool program for all vanpools in the State. Help to promote and educate vanpools and staff on the NTD Vanpool Alliance Incentive Program. ▪ Commuter Lots: Work with FAMPO staff and VDOT to monitor and assess the need for commuter lots in the Region, monitor utilization and help coordinate location and design of new lots. Work with local private property owners to lease commuter parking spaces, write leases and oversee payment. ▪ Transit: Oversee the Smart Benefit Transit Voucher Redemption Program for vanpools whose riders receive transit benefits and continue to work closely with METRO on this project. Promote and assist FREDericksburg Regional Transit and the local commuter bus companies in the region and serve as GWRC's appointee as a voting member on the Public Transit Advisory Board. Serve on the Marketing and Service for the Underserved committees for Fred Transit. ▪ Marketing: Develop and implement an effective marketing program for GWRideConnect to increase awareness of the program. Oversee the program's website and Facebook Page, insure that the site and page are updated, user friendly and an effective tool in marketing and outreach for the GWRideConnect program. ▪ Coordination: Work and coordinate the GWRideConnect program with VDOT, VDRPT, FAMPO and local planning agencies, FAMPO bicycle and pedestrian staff, serve as a voting member of the Fredericksburg Area Metropolitan Planning Organization (FAMPO) Technical Committee and FAMPO's Interagency Consultation Group for Air Quality, and serve as a member of the Quantico regional planning team.

Staff Position	Summary of Staff Responsibilities
Full-Time TDM Planner	<ul style="list-style-type: none"> ▪ Ridesharing Assistance: Assist all Rideshare clients with Rideshare information via phone, email, fax or other, inputting Rideshare client data into GWRideConnect database and Commuter Connections database and maintaining current database information. Review all follow up surveys to all new rideshare clients, edit databases and provide additional information to clients if necessary. Record all Rideshare data needed for GWRideConnect monthly performance reporting and evaluation purposes. ▪ Vanpools: Assist TDM Director with managing the AdVANTage program for vanpools in the State. ▪ Marketing: Keep Rideshare materials (brochures, bus schedules, telecommuting info and commuter lot maps) in good order and in stock at all times. ▪ Work with local bus companies to insure that their schedules are current, inform the TDM Director if bus operators need assistance. ▪ Coordination: Attend monthly FAMPO Technical Committee Meetings and prepare minutes. Prepare monthly Transportation Advisory Group minutes.
Part-Time TDM Planner	<ul style="list-style-type: none"> ▪ Website and Database Management: GWRideConnect Website programming and maintenance. GWRideConnect Database Programming. ▪ Vanpools: Assist TDM Director with operating the AdVANTage Self-Insurance Program and serve as the Vanpool Liaison. ▪ Performance Reporting: Assist Director with performance data collection. ▪ Ridesharing: Provide ridesharing and transportation information to clients. ▪ Clerical Duties: Interact with clients, visitors and citizens. Answer telephones and transfer to appropriate staff member. Open, sort and distribute incoming correspondence, including faxes and email. Perform other general clerical duties to include, but not limited to, copying, faxing, mailing and filing. Maintain office supplies and run various office errands. File and retrieve organization documents, records and reports. Set up and coordinate meetings and conferences. ▪ Coordination: Assist in the preparation of agendas and make various arrangements for committees, Boards and other meetings. Assist in various public outreach activities, attend Commuter Connections Meetings and other transportation meetings as necessary.

Staff Position	Summary of Staff Responsibilities
Part-Time TDM Planner	<ul style="list-style-type: none"> ▪ Employer Outreach: Assist with the Outreach Program to target local work sites to increase the number of local carpools and vanpools in the region. Work with employer transportation coordinators and BRAC Coordinators to increase the number of local carpools and vanpools travelling to the military bases outside of the region. ▪ Residential Outreach: Work with local Realtors and Extended Stay Hotels to provide them with GWRideConnect packets to distribute to new residents. ▪ Vanpools: Act as a vanpool liaison between GWRideConnect and the local vanpools. Enter all vanpools into the Rideshare databases; send out weekly match lists to vanpools. Work directly with vanpools to assist them in keeping their vanpools full. Educate all vanpools on the various programs for them such as the Van Start and Van Save program, the Transit Benefits program, the AdVANTage Self Insurance Program for vanpools and the new NTD Vanpool Alliance Program. Assist TDM Director with promoting the Vanpool Alliance program. Assist TDM Director with operating the AdVANTage Program. ▪ Transportation Fairs: Represent GWRideConnect at Job Fairs and Employer Outreach Fairs, locally and in Northern Virginia and D.C. Put together Rideshare Displays for Job Fairs and other Transportation related events and prepare handouts. ▪ Field Work: Perform field work involving commuter lot surveys, commuter lot promotions, slug lines, commuter highway sign needs. ▪ Ridesharing: Perform daily Rideshare activities including: answering the GWRideConnect phone line, Rideshare data entry, website updates and monitoring, surveys, mail outs, etc.

The service changes and expansion plan and associated enhanced operating plan calls for the addition of a half-time position, as well as contractor assistance for the development and administration of the technology upgrade and the enhanced marketing program. There are no costs associated with contractor assistance for the enhanced marketing program, as GWRideConnect currently uses a model where the contractor is remunerated through the commissions through the sale of advertising revenue. **Table 28** projects the financial impact of these additions.

Table 28: Enhanced Operating Plan Staffing and Contractor Resources, FY2017-FY2022 Projections

	FY17	FY18	FY19	FY20	FY21	FY22
AdVANTage Program Staff (.5 FTE) – Salaries, Fringe, and Indirect Costs	\$30,000	\$30,900	\$31,827	\$32,782	\$33,765	\$34,778
Contractor Assistance	\$-	\$-	\$50,000	\$51,500	\$53,045	\$54,636
Total	\$30,000	\$30,900	\$81,827	\$84,282	\$86,810	\$89,415

Chapter 7 – TDM Program Monitoring and Evaluation

This section outlines how GWRideConnect currently tracks program performance, including both data collection and reporting requirements.

CURRENT PERFORMANCE MEASURES

GWRideConnect fosters a culture that embraces performance measurement as a tool for accountability, transparency, and as a way to demonstrate that TDM is an effective use of public transportation funding. By continuously and reliably tracking program activities, GWRideConnect is able to demonstrate how each of their TDM program activities effectively uses limited transportation funds to reduce commute trips and vehicle miles traveled in the George Washington region and in the greater Washington, D.C. metropolitan area and greater Richmond metropolitan area.

GWRideConnect currently tracks numerous metrics to monitor program performance over time and regularly produces and submits reports to the GWRC Board of Commissioners and Virginia Department of Rail and Public Transportation (DRPT). Each metric is used to report on each GWRideConnect program activity. **Table 29** outlines the performance measures reported. All metrics are reported by evaluation period (i.e., quarter or year) and are compared to the previous evaluation period.

Table 29: Performance Metrics for External Quarterly and Annually Reports

Data Source	Program Metrics Reported (by evaluation period)	Summary Metrics Reported
Participant phone calls, surveys, database statistics, and Google Analytics	<ul style="list-style-type: none"> ▪ New applicants ▪ Existing applicants assisted ▪ Commuter Connections applicants assisted ▪ New vanpools formed ▪ Vanpools assisted ▪ Formal carpools formed ▪ Formal carpools assisted ▪ Transit brochures and information distributed ▪ Website hits and visitors by page and overall website ▪ Number of follow-up calls conducted ▪ Number of email surveys conducted ▪ Number of vanpools receiving Van Start/Van Save subsidy ▪ Number of vanpools registered for the NTD Vanpool Incentive Program and number of vanpools reporting ridership data ▪ Number of Facebook page “likes” ▪ Number of impressions and clicks generated through Google Advertising 	<ul style="list-style-type: none"> ▪ Existing vanpools <ul style="list-style-type: none"> ➢ Persons transported per day and year ➢ Work trips reduced per day and year ➢ Vehicle miles traveled (VMT) reduced per day and year ▪ Formal carpools <ul style="list-style-type: none"> ➢ People transported per day and year ➢ Work trips reduced per day and year ➢ VMT reduced per day and year ➢ People transported per day and year ➢ Work trips reduced per day and year ➢ VMT reduced per day and year ▪ Commuter bus runs <ul style="list-style-type: none"> ➢ Persons transported per day and year ➢ Work trips reduced per day and year ➢ VMT reduced per day and year ▪ Overall persons using ridesharing or commuter buses per day and year ▪ Overall work trips reduced per day and year ▪ Overall VMT reduced per day and year ▪ Overall number of persons using GWRideConnect per year

GW RideConnect's data collection process is regular and ongoing. GW RideConnect staff maintain an Excel spreadsheet that they update monthly to keep track of the following information recorded for that day:

- New applicants;
- Applicants assisted;
- Individuals assisted with Commuter Connections;
- New carpools formed;
- Existing carpools assisted;
- New vanpools formed; and
- Existing vanpools assisted.

GW RideConnect also uses the same spreadsheet-based reporting mechanism to track follow up efforts. The organization's policy is to follow up within two weeks with anyone who contacts GW RideConnect for initial ridematching assistance. Staff surveys every new applicant, each carpool formed, and vanpool formed to determine if the applicant was able to find a suitable match. The results of follow up surveys are then entered into the database as well.

Staff also uses the spreadsheet tool to keep track of all information that GW RideConnect distributes. This includes any brochures relating to telework, Commuter Connections, Guaranteed Ride Home, VRE, FRED schedules, Commuter bus schedules and information, Metro maps, and park and ride maps. Staff also records any local and employer outreach including information distributed at local libraries, local employers, extended stay hotels, and with area realtors. Staff also uses Google Analytics to track website activity and reports on activity from Facebook and from Google Advertising.

GW RideConnect also conducts a "Pool Survey" two to three times per year. The survey consists of emailing every vanpool and carpool in the GW RideConnect system, over 2,000 people, to verify that contact information and travel information in the database is correct. The pool survey keeps the database up-to-date to enable accurate accounting when daily activities are summarized to broader reporting periods.

The spreadsheet serves as a comprehensive inventory of GW RideConnect's daily activities and successes and becomes evidence of changes in commuting behavior over time. Daily metrics are summarized by month to produce an internal report to gauge program activity. GW RideConnect staff then summarizes internal monthly reports by quarter and submits the quarterly reports to DRPT. The quarterly report consists of each program element of the annual work plan that GW RideConnect submits to DRPT and the corresponding performance measures to quantify program achievements in the specified quarter and overtime, e.g., the number of new carpools formed or assisted in the evaluation quarter and compared to previous quarters.

GW RideConnect also produces an annual summary of program activities and achievement at the end of each fiscal year. The annual report is submitted to the GWRC Commission Board as part of GW RideConnect's application for financial support from its parent agency. The annual report

demonstrates the impact of each program activity towards meeting both GWRC's mission and that of GWRideConnect.

Chapter 8 – TDMP Monitoring and Evaluation

PROPOSED PERFORMANCE MEASURES

As described in Chapter 7, GWRideConnect currently produces regular reports on program participation and on the overall reduction in miles traveled and work trips that can be attributed to GWRideConnect programs and services. In order to monitor the progress of the TDMP, GWRideConnect should specifically tie the current performance metrics to the TDMP's goals and objectives to better track and more transparently report progress toward meeting them. It is recommended that GWRideConnect produce an annual summary table to report on the metrics identified in **Table 30**. Many of the recommended metrics are already reported to the GWRC Board of Commissioners and DRPT while other metrics will only be updated every three years when the new State of the Commute Survey is released. While there are limitations to the State of the Commute Survey, it is nonetheless a critical source of information on respondents' attitudes about transportation and, particularly about using alternative modes in the metropolitan Washington region.

Table 30: Proposed Performance Measures and Format

Goal	Objectives	Performance Measure (data source)
Quality of Life: Enhance the quality of life in the GWRC region by maintaining and facilitating access to transportation resources that provide alternatives to driving alone.	<ul style="list-style-type: none"> Enable residents and workers to reduce commute times and costs. Promote the use of transit and TDM services for residents that want access to visitor and tourist destinations within the National Capital Region. 	<ul style="list-style-type: none"> Commute time, year-over-year (MWCOG State of the Commute Survey; ACS 5-Year Estimates) Overall VMT reduced as a result of GWRideConnect programs multiplied by \$0.575 driving cost per mile (GWRideConnect database)¹⁷ Number of brochures distributed to local hotels, Bed & Breakfasts, and local visitor's bureau (GWRideConnect)
Choices: Make it practical and easy to share the ride or take transit within and beyond the GWRC region.	<ul style="list-style-type: none"> Maintain and grow the number of people using TDM and transit services. Ensure that residents and workers are aware of ridesharing and transit services. 	<ul style="list-style-type: none"> Number of new applicants and existing users, year-over-year (GWRideConnect database) Number of new vanpools formed and new carpools formed (GWRideConnect database) GWRC persons using vanpools, formal carpools, commuter buses daily, VRE and slugging (GWRideConnect database) Awareness and use of commuter assistance resources (MWCOG State of the Commute Survey)
Culture of Support: Create a culture of support for TDM, transit, bicycle, and pedestrian transportation such that they are an integrated component of the planning process in the GWRC region.	<ul style="list-style-type: none"> Increase awareness and support of TDM benefits by employers, government agencies, community leaders, and elected officials. Increase citizens' comfort with and acceptance of all transportation options. 	<ul style="list-style-type: none"> Number of local employers in the GWRC region that offer employer services (GWRideConnect Database) Commute mode split (ACS 5-Year Estimates) Mode shift and mode shift motivations (MWCOG State of the Commute Survey)

¹⁷ Driving cost per mile references IRS standard mileage rate for 2015: <http://www.irs.gov/Tax-Professionals/Standard-Mileage-Rates>

Appendix

APPENDIX I: STAKEHOLDER QUESTIONNAIRE

Interviewer Instructions

This interview is designed to last no longer than 30 minutes. The purpose of the interview is to gather feedback on how GWRideConnect is currently perceived within the region, what they are doing well today and should continue doing, to record any suggestions for areas of improvement, and any areas where you think it may be beneficial for GWRideConnect to expand their services.

Introduction

Thank you for agreeing to participate in this stakeholder interview for GWRideConnect's TDM Plan. This interview is one of the Virginia Department of Rail and Public Transportation's TDM Plan requirements but it is also a valuable tool for GWRideConnect get feedback from key partners in the region to understand how to best serve the George Washington region. We will share a summary of this interview with you so that you can ensure we have accurately recorded your feedback. Once the interviews are complete, your feedback will become part of GWRideConnect's public TDM plan.

Do you have any questions about this project or interview before we begin?

Questions

1. Can you describe your organization's relationship with GWRideConnect?
2. What services and programs provided by GWRideConnect are working well today? What programs and services are most useful to residents, workers, and employers in the region?
 - a. What do you see as the core strengths of the GWRideConnect program?
3. What improvements could GWRideConnect make to their programs and services make to better serve the region?
 - a. Are there any gaps in programs or services currently offered?
 - b. Are there any new programs you would like to see offered or new ideas implemented?
 - c. Are there any new partnership opportunities GWRideConnect should consider?
4. What GWRideConnect programs and services are most useful to *your agency* or organization?
5. Is there something else you would like to add about GWRideConnect that I may have missed?

Thank you again for your time and for sharing your expertise with us.

APPENDIX II: STAKEHOLDER INTERVIEWS

Virginia Department of Rail and Public Transit (DRPT)

Chris Arabia, Manager of Mobility Program

Stakeholder relationship with GWRideConnect

The Virginia Department of Rail and Public Transportation (DRPT) is the funding agency for more than half of GWRideConnect's programming. DRPT provides technical assistance, funding administration, and oversight. DRPT partners with GWRideConnect for projects such as the administration of the I-95 Express Lanes Transportation Management Plan and other special initiatives, maximizing the impact of their funding.

GWRideConnect program strengths

Mr. Arabia from DRPT indicated that GWRideConnect's vanpool programming is "top notch" and that the program "takes cars off the road," rivalling in even commuter buses and possibly VRE in its effectiveness in the region. He added that GWRideConnect's administration of the AdvANTage self-insurance program is also an important service with a big impact on vanpooling.

He highlighted that the success of their vanpool programing comes in part because "they make sure people know about their TDM programs through their great marketing." He noted that a service might exist, but if no one knows about it then it won't get used. Mr. Arabia mentioned GWRideConnect's advocacy within GWRC and with the MPO on park and ride lots as a valuable part of ensuring that localities set aside space for commuter lots.

GWRideConnect program opportunities

Mr. Arabia explained that GWRideConnect is not missing any program components; "they have it all." He noted that Diana gets more [results] from their money than anyone else out there.

Going forward Mr. Arabia noted that they might need to do more employer outreach, but clarified that they are at the correct level right now. He also discussed that localities need to come up with more match money. Diana does everything she can to have strong relationships with local actors who could provide the match, and they like her programs, but he sees that they are currently uninterested in providing more funding. In that respect, Mr. Arabia noted that the state needs to do a better job documenting the results of TDM to show localities the value of providing more financial support.

He explained that he'd like GWRideConnect to be a leader in the state, to show everyone else how great TDM can be. He noted that Diana's market it tough, she has to create a lot of behavior change. He hopes that with the state helping out with performance measures we could have Diana be an example of what excellent TDM looks like.

Lastly, since getting a local match is difficult, GWRideConnect should look for private sector partnerships that would help come up with grant matches. Big employers, vanpool operating companies, and non-

profits with similar goals could all be potential partners that could provide enough financial support to reach the 20 percent match.

George Washington Regional Commission (GWRC)

Timothy Ware, Executive Director

Stakeholder relationship with GWRideConnect

George Washington Regional Commission (GWRC) is one of the 21 Planning District Commissions (PDCs) in Virginia. GWRideConnect is a program of GWRC, which is the sister agency of FAMPO, the region's Metropolitan Planning Organization (MPO). GWRC is the administrative entity that houses GWRideConnect. GWRC provides some support and assistance to GWRideConnect with both analysis and funding.

GWRideConnect helps to carry out GWRC's function as an integrated regional planning agency, coordinating environmental, energy, hazard mitigation, and transportation planning programs in the region. GWRideConnect coordinates with transportation agencies that provide existing infrastructure, and fills in the gaps with Transportation Demand Management programs.

The primary issue GWRC tackles, as the fiscal entity for the MPO, is congestion in the region. Every program GWRideConnect operates contributes to an overall reduction in single-occupant vehicle trips and therefore helps to carry out GWRC's mission and mitigate the issue of congestion.

GWRideConnect program strengths

All of GWRideConnect's programs are working well. There is not one aspect the organization that is lacking. GWRideConnect does an excellent job of providing information to citizens looking for transportation alternatives and of facilitating vanpooling and carpooling.

GWRideConnect program opportunities

While each of GWRideConnect's individual programs are very well marketed, general marketing could be improved to make sure the public is aware of GWRideConnect's brand and overall function.

In terms of new programs that could be offered, Mr. Ware suggested that more transit opportunities along the I-95 corridor would be an improvement however, this would be outside the scope of what GWRideConnect could provide.

In terms of new partnership opportunities for GWRideConnect, Mr. Ware felt that GWRideConnect already conducts outreach with all the large private employers, namely with GEICO and Dahlgren. GWRideConnect staff do a very good job of staying in touch with and coordinating with private bus companies, public transit agencies, and with the local and regional planning agencies both in the George Washington region, Richmond, and Washington, D.C. regions.

Fredericksburg Area Metropolitan Planning Organization (FAMPO)

Andy Waple, Administrator

Stakeholder relationship with GWRideConnect

FAMPO operates under the umbrella of the George Washington Regional Commission (GWRC), as does GWRideConnect. FAMPO is the federally mandated MPO in the region and coordinates both short-term and long-term transportation planning between member localities, states, and the federal government. Mr. Waple (FAMPO), the former FAMPO Administrator reported to GWRC's Board of Directors while GWRideConnect reports to GWRC's Executive Director. All three agencies work towards the same goals. GWRC staff (shared with FAMPO) assists GWRideConnect with both technical analysis and funding. The three agencies share staff and resources. The GWRideConnect programs that are most useful to FAMPO are the vanpooling and carpooling programs. Any program that takes additional vehicles off of the roads and allows FAMPO to focus on transit is useful to FAMPO.

GWRideConnect program strengths

All of GWRideConnect's programs and services are working well today and are useful to residents, workers, and employers in the region. GWRideConnect specifically excels at coordinating vanpools, marketing and coordinating among agencies and partners in Northern Virginia. While GWRideConnect does an excellent job with all of their programs, the organization's core strength is the vanpool program. GWRideConnect has a strong track record coordinating vanpools, keeping people informed, and getting people where they need to be.

GWRideConnect program opportunities

From FAMPO's perspective, GWRideConnect does not need to make any programmatic improvements. The agency also provides all viable TDM services in the region and does it very well. However, there is a need for some capital improvement projects in the region. There is a lack of commuter parking in the George Washington region and lack of funding to acquire any additional parking. The lack of funding is outside of GWRideConnect's control but they are left to deal with the consequences. One new commuter lot is opening and another one is under construction but the region needs more operating funds from Virginia Department of Transportation (VDOT). It is hard to come up with the local match for operating. VDOT owns the Park and Ride Lots in the district office. VDOT has committed to extending the I-95 Express Lanes to Fredericksburg in the long-term, at which point more Park and Ride lots may be constructed but so far everything is in the long-range plan.

A potential opportunity would be to work with Dahlgren as much of the parking shortage is on Route 3 East going to Dahlgren and King County. GWRideConnect may be able to partner with Dahlgren to lease parking spaces along the corridor.

GWRideConnect could promote bicycle and pedestrian accessibility in the George Washington Region. It is challenging to do this now because there is not much bicycle infrastructure, particularly outside of the City of Fredericksburg. FAMPO has a regional bicycle and pedestrian plan but most plans are for wide

shoulders and shared-lane bike infrastructure. There is some funding available for bicycle infrastructure through CMAQ and the Transportation Alternatives Program. VRE parking lots have bike racks but VDOT lots do not necessarily have bike racks. VDOT may have an inventory of which lots have bike racks, which could be used as a basis for a plan. GWRideConnect is constrained by the existing infrastructure but non-motorized modes present an opportunity for future programmatic growth.

Fredericksburg Regional Transit (FRED)

Wendy L. Kimball, Director of Public Transit

Rodney J. White, Assistant Director of Public Transit

Stakeholder relationship with GWRideConnect

Fredericksburg Regional Transit (FRED) is the local and regional bus service that connects local commuter lots and VRE stations. FRED service works with GWRideConnect towards achieving shared goals of reducing single-occupancy vehicle trips in the region and specifically along the I-95 corridor. FRED operates two routes that connect to VRE stations specifically to serve the commuter market. FRED also provides local bus service in the George Washington region throughout the day and provides service specifically for students and employees of Mary Washington University.

The GWRideConnect services that are most helpful to FRED, as an agency, are the marketing and outreach services. GWRideConnect disseminates FRED's marketing materials and assists commuters in locating FRED service that will help improve their commute. GWRideConnect excels at marketing and communications and the outreach services are beneficial to the transit providers in the region.

Diana Utz serves on FRED's advisory board as well as the City of Fredericksburg's Public Transit Advisory Board and makes FRED aware if there are any underserved areas. GWRideConnect also surveys FRED's passengers and provides rider feedback to the agency.

Ms. Kimball underscored the fact that GWRideConnect successfully carries out a number programs and services in addition to marketing and communication. As an agency, GWRideConnect truly takes the initiative to help people get where they need to go. Ms. Utz takes on many projects and it is truly incredible what she is able to accomplish with so few staff. The vanpool and the vanpool insurance program stand out but Ms. Utz takes on a lot of smaller, less visible projects as well.

GWRideConnect program strengths

GWRideConnect excels in reaching out to new residents and employers in the region. GWRideConnect hosts workshops and reaches out to new residents to help them find commuting options and access to job opportunities. They get information out to people who need it and they partner with other agencies in the region, like FRED, to make sure their services are marketed to the right audience.

GWRideConnect's rideshare programs are considered the agency's core strength. FRED refers people to GWRideConnect when they need commute alternatives that will allow them access to jobs in the

Washington, D.C./Northern Virginia region. GWRideConnect is generally able to help these commuters find carpools and vanpools.

GWRideConnect program opportunities

The primary issue for GWRideConnect is a lack of space in existing commuter lots. In particular, there is limited parking in King George County and Caroline County. GWRideConnect already leases private lots to help fill in the gap but there is still unmet need. GWRideConnect could possibly work with VDOT to further expand commuter lots or to lease new lots.

ABS Vans

Ashley Baer, Owner-Operator

Stakeholder relationship with GWRideConnect

ABS Van Rentals is a full service vanpool company located in Stafford County. ABS Vans works with GWRideConnect to provide vanpool opportunities to residents of the George Washington region. The company uses GWRideConnect's vanpool match list, the VanStart and VanSave programs, and advertise space in their vans on GWRideConnect's website. ABS Vans operates 31 vans and has plans to grow to 33 vans, Ms. Baer estimates that 50 percent of those vans were filled through GWRideConnect. Ms. Baer also mentioned the AdVANTage vanpool self-insurance program as an important service provided by GWRideConnect.

GWRideConnect program strengths

Ms. Baer is not familiar with all of GWRideConnect's programs, only the ones that relate to vanpooling. She explained that all of the vanpool programs, the vanpool match list, the VanStart and VanSave programs, and advertise space for vans on GWRideConnect's website, are all major program strengths. Ms. Baer noted that GWRideConnect does so much to support vanpooling in the region. She believes that it is one of the better rideshare organizations in the state. Ms. Baer also noted that Diana supports vanpools 100 percent and does an excellent job spreading the word about vanpooling.

GWRideConnect program opportunities

Ms. Baer noted that she didn't think that GWRideConnect can do much more to support vanpooling. She does think that the Vanpool Alliance will help spread the word about vanpooling. She explained that she thinks it takes more than just the TDM agencies, maybe hot lanes or other incentives, to get people to realize it is cheaper to commute by van. She also noted that when employers or even other TDM agencies are promoting alternatives to driving alone they often push Metro, VRE, and buses rather than vanpooling. She did not feel that this was the case with GWRideConnect, Ms. Baer noted that Ms. Utz and her staff are "on point with everything," that they coordinate with rideshare agencies across Virginia, promoting and building support for vanpooling.

Commuter Express (CXI)

Jay Haley, Owner-Operator

Stakeholder relationship with GWRideConnect

Commuter Express (CXI) is a full service vanpool company located in the City of Fredericksburg. CXI works with GWRideConnect to provide vanpool opportunities to residents of the George Washington region. The company uses GWRideConnect's vanpool match list, the VanStart and VanSave programs, and advertise space in their vans on GWRideConnect's website.

GWRideConnect program strengths

Mr. Haley explained that as he sees it, GWRideConnect helps commuters connect to the best commute mode for them. For his company in particular, he finds that GWRideConnect's vanpool programs are its greatest strength. He explained that he uses the vanpool match list, the VanStart and VanSave programs, and advertisement space for vans on GWRideConnect's website. Mr. Haley notes that for the community, one of their major strengths is letting people know about the Guaranteed Ride Home program. He also noted that GWRideConnect has a pretty good website and does well by advertising on local county radio station.

GWRideConnect program opportunities

Mr. Haley stated that he doesn't know of anything that GWRideConnect should do differently. He expressed that although he was not sure how much it costs to run GWRideConnect, he feels, "it is one of the better ways to spend our tax dollars."

APPENDIX III: PEER INTERVIEW QUESTIONNAIRE

Peer Agencies Contacted

Peer Agency	MSA	Key Programs	Contact
Richmond Ridefinders	Richmond, VA	Employer focused vanpools	Von Tisdale, Executive Director
PRTC OmniMatch	Prince William, VA	Ridematching, employer services	Holly Morello, TDM Specialist hmorello@omniride.com
Annapolis Regional TMA	Annapolis, MD	Marketing of commuter rail, commuter bus, and ridesharing	David Humphreys, P.E., Executive Director
Madison Area Transportation Planning Board (MPO)	Madison, WI	Ridesharing, marketing, park and rides, vanpools, employer services (e.g., parking cash out, commute tracking and challenges, transportation materials and resources), youth and family programs (e.g., school pool, safe routes), college student programs	rideshare@cityofmadison.com
Alternative Peer Agencies			
DART	Dallas, TX	Vanpools	
Orange County Transportation Authority	Orange County, CA	Vanpool matching, coordinate with large employers	
Triangle TDM	Raleigh-Durham, NC	Interagency cooperation, large universities, RTP	Kathy Boyer, Program Manager TJCOG

Interviewer Instructions

This interview is designed to last no longer than 30 minutes. An outline of TDM services will be summarized from the website prior to the interview. For peers located in Virginia, any applicable information from the TDM Plans found online should be summarized to avoid asking program staff to repeat information that is publically available.

Introduction

Thank you for agreeing to participate in this peer interview for GWRideConnect's TDM Plan. Per The Virginia Department of Rail and Public Transportation's requirements, GWRideConnect is conducting a

peer review for inclusion in our TDM Plan. Your program is one of the four peers selected for review based on your proximity to a large metropolitan region and/or large employment centers or similarity in services offered to GWRideConnect. GWRideConnect is generally interested in best practices in TDM and getting a better sense of what has been successful in your region and how those lessons could be applied to the region we serve. We will share a copy of this peer review with you once it is complete, and it will be a part of GWRideConnect's public TDM plan.

Do you have any questions about this project or interview?

General Questions

1. Can you start by telling me a little bit about the demographics of your region? Do most commuters commute into the downtown or out to suburban employment centers? Do you have many suburb to suburb commuters? What commute modes are most commonly used in your region?
2. Your agency offers a large variety of TDM programs and services. What services are the cornerstone of your TDM program?
3. What are your most successful programs in terms of individual participation and SOV trips reduced?
4. Which programs are most popular with large employers in your region?
 - a. Are there any new or innovative TDM services or marketing initiatives that your agency offers?

Agency Organizational Structure

5. Is your agency part of an MPO or Transit Agency or a stand-alone agency?
6. How many full-time and part-time staff support your agency? What are their roles?
7. What is your agency's overall annual budget for TDM? What major funding sources does your agency rely on?
 - a. Follow up questions about any non-CMAQ funding, particularly contributions from large employers or institutional partners (e.g. local college or university).
8. What are the key performance metrics that your agency uses to evaluate their TDM programs?

Role in the Region

9. What strategic partnerships in the region have been most beneficial to your agency?
10. Are there any local or state policy directives or funding guidelines that impact TDM in your region (e.g. California Air Resources Board or local development proffers for TDM)?
11. Who are the major stakeholders in your region? How do they influence your TDM programs and resources?
12. What is your agency's role in regional planning initiatives?

Is there something else you would like to add about your agency that I may have missed?

APPENDIX IV: PEER INTERVIEWS

Annapolis Regional Transportation Management Association (ARTMA)

David Humphreys, Executive Director

Demographic differences and similarities between peers

ARTMA is one of many Transportation Management Associations (TMAs) throughout the country. There are two well-known TMAs in Central Maryland; the first, the BWI Partnership focuses on transportation modes that serve Baltimore Washington International Airport, and the second, ARTMA serves Anne Arundel County, including the state capitol in Annapolis. The entire service area is approximately a 15 mile radius. ARTMA is dedicated to a regional vision for Annapolis. Many commuters are traveling north to Baltimore and south to Washington, D.C. and to other job centers in the region like Fort Meade.

Anne Arundel County houses both job centers (e.g. Annapolis and Fort Meade) and residential areas.

ARTMA Demographic Profile

Peer Agency	Regional Mode Split	Low-income	Commuter Patterns
ARTMA	81% SOV 3% Transit 9% Carpool/vanpool 5% Telework 2% Bike/walk	6.3% ¹⁸	Majority commute to Baltimore, Washington, D.C., Fort Meade, and Annapolis.

Commuter Services

ARTMA offers a wide variety of TDM programs and services. ARTMA's rideshare activities are the cornerstone of the TDM programs. ARTMA is a member of Commuter Connections and uses their ridesharing software to help customers find ride matches. ARTMA also promotes transit in the region, and in particular, helps to promote a private jitney service that runs between Annapolis and New Carrollton (to connect to Amtrak, MARC, and Metrorail).

ARTMA works directly with large employers in the region in addition to residential TDM services. Traditionally, vanpools have been most common with employment centered TDM however, use of vanpooling has waned in recent years.

ARTMA is also involved in regional planning and coordination. In particular, ARTMA does outreach with developers to encourage integrating development with existing transit and TDM services. Mr. Humphreys is also involved in an initiative to encourage people who work in downtown Annapolis to park their vehicles on the periphery of the city. This would open up downtown parking to shoppers and visitors and

¹⁸ 2009-2013 ACS, Table S1701: Poverty Status in the past 12 months.

encourage more pedestrian activity downtown. The initiative includes a van service that would link peripheral parking lots to the downtowns and a pricing structure that would incentivize parking outside of the city.

Similarly, ARTMA is working on providing TDM services for visitors and tourists in Annapolis. The TMA is working on signage displays to help out of town guests navigate the city. ARTMA also works with the City of Annapolis on commuter lots. The Annapolis region has significant capacity issues – both at the city, county, and state level. ARTMA has effectively become the review agency and advocate for the long-range planning of commuter lots.

Mr. Humphreys also has a personal interest in ITS and advocates for integrating ITS and new technologies, including smart parking garages into TDM in the ARTMA service area.

ARTMA Service Offerings

Peer Agency	Service Offerings (Programs)	Available Transit Infrastructure	Most Popular Programs
ARTMA	Regional ridematching through Commuter Connections, promote Guaranteed Ride Home (GRH) Program, promote transit and jitney services, participate in regional planning initiatives, and participate in Park and Ride Lot studies and planning initiatives.	MTA buses, MARC, Metrorail, Annapolis Transit, CTC, Private commuter bus	Route 192, a jitney route between Annapolis and New Carrollton that ARTMA promotes, and the Guaranteed Ride Home Program

Agency Organizational Structure

As a TMA, ARTMA is a 501(3)(6) (typically a business association) but is currently transitioning to a 501(3)(c). Income is generated through membership dues and rideshare grants. There is one full-time staff and one part-time staff. Mr. Humphreys, the Executive Director, manages the planning effort and all regional coordination. The rideshare coordinator is employed part-time.

ARTMA is a low-budget operation. The TMA receives federal rideshare funding from Maryland Transit Administration (MTA) and dues from members (\$45 per individual). ARTMA hosts a brown bag speaker series as a fundraiser. They are able to accomplish a lot on a tight budget.

ARTMA Organizational Structure

Peer Agency	Type of Organization	Number of Staff	Budget
ARTMA	TMA - 501(3)(6)	One full-time and one part-time staff	N/A

Role in the Region

ARTMA has strategic partnerships with the City of Annapolis, Anne Arundel County, MTA, and each of its members. ARTMA's role is to advocate for its member residents and employers. ARTMA's board is made up on representatives from both the City of Annapolis and Anne Arundel County.

Mr. Humphrey's vision for the region is for Annapolis to become its own Metropolitan Planning Organization (MPO), which would then take over ARTMA's TDM responsibilities.

ARTMA Regional Role

Peer Agency	Regional Planning	Partnerships	Stakeholders
ARTMA	Involved in regional transportation planning throughout the region as well as in the City of Annapolis.	City of Annapolis, Anne Arundel County, MTA, and TMA member organizations	City of Annapolis, Anne Arundel County, TMA member organizations, and local and regional transit agencies, and private jitney companies

Madison Rideshare, ETC**Renee Callaway, Transit Planner/Rideshare, Etc Coordinator**

Demographic differences and similarities between peers

Madison, Wisconsin's TDM agency, Rideshare, Etc predominantly serves commuters who travel to downtown Madison from surrounding neighborhoods and suburbs, both near and far. Downtown Madison is where the region's four major employers are located, those being the State, Dane County, City of Madison governments, and the University of Wisconsin, Madison. Madison's commute mode split benefits from the constraints that having a single, high demand, employment center brings. Limited and expensive parking encourages workers to consider public transit, biking, vanpooling, and carpooling as alternatives to driving alone and struggling to park.

Madison Rideshare, Etc Demographic Profile

Peer Agency	Regional Mode Split	Low-income	Commuter Patterns
Madison Rideshare, Etc	73% SOV 4% Transit 8.5% Carpool 8% Bike/walk 6.5% Other	12% ¹⁹	Majority commute into downtown Madison, WI, very little suburb to suburb or city to suburb commuting.

Commuter Services

Rideshare, Etc is responsible for Madison, Wisconsin region’s carpool ridematching program. Rideshare, Etc. works with partner agencies including Metro transit, state government, and city government to promote their services, including marketing city bus passes, bikeshare membership, vanpool support, and the Guaranteed Ride Home program. Rideshare, Etc.’s employer services offerings are carried out in conjunction with local non-profits. For example, Sustain Dane is a non-profit that, among other things, runs an energy efficiency program with businesses whereby they help each business make positive changes toward increased energy efficiency and a smaller carbon footprint. Rideshare, Etc works closely with Sustain Dane and statewide bicycle advocacy groups to reach residents and workers and supports their educational efforts.

Madison Rideshare, Etc Service Offerings

Peer Agency	Service Offerings (Programs)	Available Transit Infrastructure	Most Popular Programs
Madison Rideshare, Etc	Carpool ridematching Employer Services Commuter Information.	Local buses, regional buses, and bikeshare.	Carpool, Vanpool [particularly among state employees], and transit passes through major employers.

Agency Organizational Structure

Rideshare, Etc is a program within the Madison Area Transportation Planning Board, the federally designated Metropolitan Planning Organization (MPO) for the Madison Urban Area. Rideshare, Etc’s budget is funded by the Surface Transportation Program (STP) federal grant and supports three-fourths of one full-time staff person, Ms. Callaway, the program’s coordinator. Various programs that Rideshare, Etc supports are funded through external agencies; for example GRH is paid for by Dane County and the

¹⁹ http://www.madisonareampo.org/planning/documents/2013_Coordinated_Plan_Final_web.pdf

cost of designing and maintaining the website is split between Rideshare, Etc and the Wisconsin state government.

Rideshare, Etc leverages support from Dane County, the City of Madison, the State of Wisconsin, Metro Transit (the city's transit agency), local non-profits, and statewide advocacy groups to provide services to encourage non-SOV travel. Through this support network and strong policy support from local and state governments, Rideshare, Etc has been highly effective even with a small budget.

Madison Rideshare, Etc Organizational Structure

Peer Agency	Type of Organization	Number of Staff	Budget
Madison Rideshare, Etc	MPO	¾ time of 1 FTE	N/A

Role in the Region

Rideshare, Etc in a program that operates out of the Madison Area MPO. As part of an MPO, the program has some input in regional transportation matters because the MPO oversees funding. They are able to use federal funding to make projects more walk, bike, and transit friendly. Rideshare, Etc works with Dane County, the City of Madison, the State of Wisconsin, Metro Transit (the city's transit agency), local non-profits, and statewide advocacy groups, however they do not direct Rideshare, Etc's TDM strategies.

Madison Rideshare, Etc Regional Role

Peer Agency	Regional Planning	Partnerships	Stakeholders
Madison Rideshare, Etc	Involved in regional transportation planning throughout the region and provides transportation funding and oversight.	Dane County, the City of Madison, the State of Wisconsin, and Metro Transit.	University of Wisconsin, Madison, businesses, Sustain Dane, and other local non-profits and advocacy groups.

PRTC and OmniMatch Key Findings

Charles Steigerwald, Manager of Planning and Quality Assurance

Holly Morello, Transportation Demand Management Specialist

Demographic differences and similarities between peers

The majority of people who use PRTC's transit and TDM services live in Prince William County and the Cities of Manassas and Manassas Park and are trying to get somewhere else during weekday business hours. Occasionally, a resident will need to travel between Dumfries and Gainesville.

PRTC's transit service largely feeds into the existing Metro system and the vanpool program supplements the existing transit service. The most commonly used travel modes in the region are transit, slugging, and

vanpools. However, PRTC does not track vanpools as closely as GWRideConnect does. PRTC does gather information through its Van Start/Van Save Program as well as through a separate vanpool program that provides personal property tax relief for vanpool vehicles that are overnighed in Prince William County. The Vanpool Alliance tracks its vanpools and provides the counts to PRTC. According to the Vanpool Alliance, there are currently more than 400 vanpools originating in the Woodbridge section of Prince William County.

Prince William County is traditionally a bedroom community. There are some large employers in the County but most employment opportunities are retail (e.g. Potomac Mills Mall) and service sector jobs, which are largely decentralized and difficult to serve with TDM strategies.

PRTC/OmniMatch Demographic Profile

Peer Agency	Regional Mode Split ²⁰	Low-income ²¹	Commuter Patterns
PRTC/OmniMatch	74% SOV 5% Transit 14% Carpool/vanpool 4% Telework 2% Bike/walk	6.8%	Majority commute into Northern Virginia and Washington, DC.

Commuter Services

The OmniMatch program provides commuter assistance to residents, employers, and workers in Prince William County. OmniMatch services are structured around four main areas of focus:

1. Ridematching and travel information
2. General promotion of alternative travel options
3. Vanpool services
4. Employer outreach

OmniMatch provides carpool and vanpool ridematching assistance for residents and workers in their service area. Requests for ridematching assistance are received through Commuter Connections regional database as well as OmniMatch's MatchRequest form. OmniMatch staff also provide information on Park and Rides, slug lines, and regional transit services to the public as requested. OmniMatch provides services to underserved members of the community through the Wheels to Wellness program, which provides taxi vouchers to underserved populations, and travel training for disabled persons.

²⁰ 2009-2013 ACS, Table B08006: Sex of Workers by Means of Transportation to Work.

²¹ 2009-2013 ACS, Table S1701: Poverty Status in the past 12 months.

OmniMatch conducts a general promotion of alternative travel options through outreach to new residents and participation in transportation-related events (such as employer transportation fairs). In FY2015, OmniMatch is organizing a promotional campaign around youth outreach.

OmniMatch and PRTC provide a number of vanpool-related programs. PRTC serves as the administrative home for Northern Virginia's Vanpool Alliance. The Vanpool Alliance is an incentive program that allows new and existing vanpools in Northern Virginia to provide information needed for National Transit Database reporting in exchange for marketing support, help retaining and recruiting drivers and riders, and a \$200 a month per vanpool incentive. OmniMatch administers the VanSave/VanStart subsidies to help vanpools start or maintain riders for vanpools that serve Prince William County, and the program administers the Prince William County Personal Property Tax Relief Program for Vanpools.

The Omni SmartCommute program serves employers in Prince William County, the City of Manassas, and the City of Manassas Park. SmartCommute provides assistance to employers by conducting employee commute surveys, aiding in the creation of telework programs and business continuity plans, assisting with SmartBenefits registration, carpool and vanpool formation, providing amenities for those who bike and walk to work and promoting biking and walking to work, and implementing alternative work schedules. SmartCommute also develops parking lot management plans and the development of employer-provided incentives to encourage non-SOV commute travel. Telework has become less of a focus of employer outreach efforts in recent years.

According to Ms. Morello, PRTC's most successful programs are the vanpooling and carpooling programs. Ms. Morello spends about 75 percent of her time helping people find ridematches through the Commuter Connections website.

PRTC and OmniMatch have recently launched an employer services program through a contract with a consultant. OmniMatch just wrapped up an Employer Challenge with Lockheed Martin, Ikea, and Micron using NewRide. OmniMatch is currently doing another ridematching challenge, this time with the theme "Fuel your Life," is aimed at increasing ridesharing for intercounty commutes. Given the decentralization of jobs in Prince William County, employer services have traditionally been a difficult proposition. OmniMatch had to re-brand their employer services program and commit to raising the image of the program within the community. Last year, OmniMatch was recognized at Commuter Connections for its Employer Services achievements. Mr. Steigerwald advises when creating an employer services program, the most critical component is having a strong vision, not just performance goals. OmniMatch has seen a lot of success with non-standard methods of engagement, like the employer challenges or special events. Mr. Steigerwald also suggests strong communications and marketing for these events to get the word out.

PRTC/OmniMatch Service Offerings

Peer Agency	Service Offerings (Programs)	Available Transit Infrastructure	Most Popular Programs
PRTC/OmniMatch	Ridematching through Commuter Connections, Guaranteed Ride Home, Van Start/Van Save Program, Vanpool Alliance, SmartCommute Program and general employer outreach, information on Park and Rides, commuter lots, and slugging.	Local and commuter buses, private commuter buses, VRE commuter rail, and Metrorail.	Carpool, Vanpool, Slugging, provision of transit information

Agency Organizational Structure

OmniMatch is part of PRTC, the local transit agency in Prince William, VA. There is one full-time employee (Ms. Morello) and half of Mr. Steigerwald's time is spent on OmniMatch, largely providing direction and help when needed. Occasionally, OmniMatch relies on other PRTC staff when Ms. Morello is out of the office. Mr. Steigerwald describes OmniMatch as "lean and mean." They are able to accomplish a lot with few staff and limited resources.

OmniMatch is entirely funded through a DRPT rideshare grant. The grant pays for staff time, supplies, website maintenance (for the OmniMatch page of the PRTC website), the Van Start/Van Save program, education, and training. The employer outreach is entirely funded through a Virginia Department of Transportation (VDOT) grant, which covers consultant fees.

Ms. Morello conducts an annual survey of individuals who have requested ridematching services through OmniMatch. However, given the often low-response rate, she is not able to produce a report using the survey responses. Ms. Morello commented that it is a challenge to track individuals requesting ridematching services because they are not engaged long-term with OmniMatch. Overall, PRTC and OmniMatch describes the culture and community in Prince Williams County as commuter-centric and generally supportive of ridesharing. PRTC participates in the Metropolitan Washington Council of Governments (MWCOC) State of the Commute Survey and the survey is able to confirm that respondents in the region recognize the brand OmniMatch and are aware of the services offered.

PRTC/OmniMatch Organizational Structure

Peer Agency	Type of Organization	Number of Staff	Budget
PRTC/OmniMatch	Transit Agency	One full-time and one part-time	N/A

Role in the Region

PRTC and OmniMatch are heavily involved in regional transit and TDM planning initiatives. Recent projects include the I-95 Express Lanes and I-66 regional TDM and transit plan. PRTC also works with Michael Baker on commuter parking lot planning studies in the region. Ms. Morello is also chair of the TDM ridematching and commuter outreach activities through Commuter Connections. PRTC and OmniMatch was involved in the development of the new Commuter Connections ridematching software by testing and providing input during the development phase, as one of the largest users of the earlier software. Ms. Morello maintains an active feedback loop with MWCOG and Commuter Connections when there are any issues with the ridematching software or programs.

PRTC/OmniMatch Regional Role

Peer Agency	Regional Planning	Partnerships	Stakeholders
PRTC/OmniMatch	Involved in regional transit, TDM, and infrastructure projects, commuter parking lot studies. OmniMatch actively works with the MPO's ridematching program.	State, County, City government, MPO and its Commuter Connections Program, local and regional transit agencies, private commuter bus companies, and large local employers	VDOT, DRPT, Prince William County, Cities of Manassas and Manassas Park, MWCOG, WMATA and connecting local and regional transit agencies.

Richmond Ridefinders

Von Tisdale, Executive Director

Demographic differences and similarities between peers

Richmond Ridefinders, the Greater Richmond Transit Company's (GRTC) TDM program, serves seven counties and five independent towns or cities with a combined area of over 2,000 square miles and a population just under one million. Parking is cheap and plentiful in downtown Richmond and its first tier suburbs, while traffic congestion in the Richmond region is manageable. Most commuters travel to downtown Richmond, but some commute to and between nearby employment centers, such as the Tri-Cities area in South Central Virginia, or more remote employment centers such as the Washington, D.C. metropolitan area or Hampton Roads, Virginia area.

Richmond Ridefinders Demographic Profile

Peer Agency	Regional Mode Split ²²	Low-income ²³	Commuter Patterns
Richmond Ridefinders	82% SOV 2% Transit 9% Carpool/vanpool 5% Telework 2% Bike/walk 1% Other ²⁴	8.5% ²⁵	Majority commute into downtown Richmond and between nearby employment centers.

Commuter Services

Richmond Ridefinders, serves the Richmond, Virginia region, is responsible for managing transit pass sales, an Emergency Ride Home (ERH) program, and the capital region taxi board; operating a commuter store; providing vanpool and carpool ridematching services, employer services, transit information; and participating in regional transportation planning. Additionally, RideFinders has recently released a mobile app that helps users find their nearest park and ride lot, receive air quality updates, vanpool alerts, and link to Google transit maps. The agency has received awards for their trademarked "Ridefinder Heroes" marketing campaign.

²² 2009-2013 ACS, Table B08006: Sex of Workers by Means of Transportation to Work.

²³ 2009-2013 ACS, Table S1701: Poverty Status in the past 12 months.

²⁴ 2009-2013 ACS 5-Year Estimates Commuting Characteristics by Sex

²⁵ U.S.

Census,

2000

http://www.richmondregional.org/Publications/Reports_and_Documents/MPO/Eld_Disbld_Trans_Disadv_Report_FINAL_Feb_06.pdf

Richmond Ridefinders Service Offerings

Peer Agency	Service Offerings (Programs)	Available Transit Infrastructure	Most Popular Programs
Richmond Ridefinders	Ridematching, vanpool, Guaranteed Emergency Ride Home, commuter store, transit pass fare media sales, Employer Services, Mobile App.	Local bus transit and commuter buses.	Vanpool, public transit passes, and emergency ride home.

Agency Organizational Structure

Rideshare, Etc is a program within the Madison Area Transportation Planning Board, the federally designated Metropolitan Planning Organization (MPO) for the Madison Urban Area. Rideshare, Etc's budget is funded by the Surface Transportation Program (STP) federal grant and supports three-fourths of one full-time staff person, Ms. Callaway, the program's coordinator. Various programs that Rideshare, Etc supports are funded through external agencies; for example GRH is paid for by Dane County and the cost of designing and maintaining the website is split between Rideshare, Etc and the Wisconsin state government.

Rideshare, Etc leverages support from Dane County, the City of Madison, the State of Wisconsin, Metro Transit (the city's transit agency), local non-profits, and statewide advocacy groups to provide services to encourage non-SOV travel. Through this support network and strong policy support from local and state governments, Rideshare, Etc has been highly effective even with a small budget.

Richmond Ridefinders Organizational Structure

Peer Agency	Type of Organization	Number of Staff	Budget
Richmond Ridefinders	Transit agency	5 FTE and one part-time staff member	Approximately \$700,000

Role in the Region

Ridefinders is actively involved in transportation decisions in the region. Ridefinders staff have a seat, but no vote, on a technical advisory committee for the MPO. While the seat is non-voting it does allow them to provide input on the region's long-range transportation plan. Ridefinders staff are also part of Capital Regional Collaboration and join in on certain programs. Ridefinders office, the commuter store, houses public documents for public hearings and facilitates public opportunity to review and provide feedback on those documents. Ridefinders has also joined the Virginia Transit Association (VTA) to learn about

innovations in transit and have an opportunity to network with others who support public transportation. Additionally, for now, Ridefinders double as the staff for the Capital Region Taxi Board.

Ridefinders enjoys important partnerships with major employers, such as the State Department of Environmental Quality, counties (Henrico, Chesterfield, and Richmond), and the regional MPO. These and other partnerships are very important because there are no local or state policy directives forcing localities to implement TDM programs, everything is voluntary.

Richmond Ridefinders Regional Role

Peer Agency	Regional Planning	Partnerships	Stakeholders
Richmond Ridefinders	Involved in regional long range transportation planning and regional Taxi management and planning.	Large local employers and county governments.	DRPT, Richmond MPO, GRTC, Ridefinders Advisory Board, City of Richmond, Chesterfield County, Tri-Cities MPO

APPENDIX V: FOCUS GROUP QUESTIONNAIRE

Introduction

Good evening and thank you for taking the time to be here for this focus group. GWRideConnect is currently working on a six-year plan. The organization is stepping back to take a comprehensive overview of how the agency is serving the George Washington Region – its residents, employers, and employees. We are particularly interested in getting a better sense of which programs are working well and which ones could be improved. As with any organization, the people who use GWRideConnect’s programs and services are really the experts here and that is why we are grateful you are taking the time to give us your feedback today.

Questions

1. Can you start by introducing yourself and telling us about your commute?
 - a. Do you live here and work outside of the region or do you work for an employer located within the GW Region?
 - b. How far do you commute?
 - c. How do you commute to work currently?
2. Which TDM programs and services offered by GWRideConnect do you use? (Free rideshare matching, vanpool formation, VanStart/VanSave, ADVANTAGE Self-insurance Pool Program, commuter programs, commuter lots, employer outreach, Vanpool Alliance Program, etc.)
3. How has your experience using these services been so far? [Go through each service identified individually – “Let’s start with free rideshare matching”]
 - a. What worked well? Was the program/service easy to use?
 - b. Do you see any need for changes in existing programs/services? If so, what could be improved and how so?
 - c. If you used a one-time program/service (e.g., carpool match), would you reach out to GWRideConnect again, if needed in the future?
4. Are there any new programs and services that you would like GWRideConnect to offer that are not currently offered?
5. Since you started using GWRC’s programs and services, have you noticed a change in your commute times and/or costs?
6. Are there any GWRC commuter programs and services that you are hearing about for the first time this evening?
7. How did you first hear about GWRideConnect?
8. Would you recommend GWRideConnect to friends and colleagues?
9. Have you noticed any of GWRideConnect’s advertising campaigns – in local newspapers (the *Free Lance-Star*, *Caroline Progress*, *The Journal*, and *The Stafford Sun*) or on local radio stations?

- a. Are there any media outlets where you would suggest GWRideConnect advertise, where we are not currently advertising? Are you all familiar with the GWRideConnect Facebook Page?
10. Is there something else you would like to add to the discussion that we may have missed?

Thank you very much for your time this evening. We know how busy everyone is and appreciate you sharing your feedback so that we can continue to improve GWRideConnect and the programs we offer.

APPENDIX: VI FOCUS GROUP NOTES

Attendees/Introductions

On Monday March 30, 2015 from 6:00 – 8:00PM, GWRideConnect hosted a focus group of individuals who currently use GWRideConnect services. The purpose of the focus group is to understand how participants use the different programs and services GWRideConnect offers and to get a sense of what is working well and where there is room for improvement. There was a mix of vanpool owner/operators and individuals who have used GWRideConnect's services to find vanpools, carpools, and general commuting information. There was also a mix of commute modes including vanpoolers, one carpooler, one person who rides VRE, and two vanpool operators who do not commute.

Focus Group Attendees

Participant #	Affiliation	Commute description
1	Owns/operates two vanpools	<ul style="list-style-type: none"> Commutes 53 miles outside the region, each Wednesday
2	Uses program (new to RideConnect)	<ul style="list-style-type: none"> Commutes to L'Enfant/Union Station five days a week using VRE
3	Vanpool owner/operator (new to RideConnect)	<ul style="list-style-type: none"> Commutes from Stafford to Crystal City Previously used commuter buses and vanpool, currently runs own eight passenger vanpool 45 miles
4	Uses program	<ul style="list-style-type: none"> 4 person carpool/HOT lanes Stafford to Washington, D.C. (50 miles) Done this commute for 20 years and has used every mode except for vanpool
5	Uses program (new to RideConnect)	<ul style="list-style-type: none"> Recently moved to Stafford and commutes to Washington, D.C. (45 miles) Takes a 15-passenger vanpool Tried slugging, Metro, taxi, VRE
6	Uses program	<ul style="list-style-type: none"> Uses a vanpool to commute to Washington, D.C. Used every commute mode except carpool. Used to ride a commuter bus but then formed a vanpool with others from the bus. Has used RideConnect's services for 3 years but has never come to a meeting and wanted to learn more

Participant #	Affiliation	Commute description
7	Vanpool owner/operator (11 routes)	<ul style="list-style-type: none"> Does not commute but runs 11 vanpools Worked with RideConnect for 6 years
8	Vanpool user	<ul style="list-style-type: none"> Vanpooling for 5 years Commutes from Stafford to Fairfax County Has trouble with retention and recruitment with her vanpool (people change jobs, get promotions, changes in families, all cause turnover for the vanpool).

Discussion

How many people have used the website?

Six people responded that they had used GWRideConnect's website. Nobody identified any single webpage as particularly helpful. Diana explained that the most popular page on the website is the vanpool page. This is because the vanpool page includes a list of all vanpools registered with GWRideConnect database. One vanpool operator noted that he no longer uses the website to find matches because he always fills openings through RideConnect's Express Match service. Express Match allows new users who contact RideMatch to receive a list of vanpools with space available within 24 hours of contacting RideConnect. A number of participants commented that making email contacts along with phone calls makes it easier to contact potential matches. Another participant asked if the match list could include the route, not just the destination. This particular individual commutes to Fairfax County, where it is harder to find a vanpool match. However, knowing the route would enable a participant to inquire about adding an additional stop to an exist route.

How many people have used the matching program?

Five people responded that they had used the matching program. One respondent described the process as "lengthy." She elaborated that you receive a long list of potential matches but you still have to go down the list to identify the correct home and work locations and work shift and call everyone from each list, which resulted in a lot of phone tag. The list includes vanpools that may not have an opening so you just have to call each one until you can narrow it down to vanpools with open seats.

In selecting a vanpool or commute mode, the focus group discussed the importance of cost and time savings. Participants affirmed that they are price sensitive, even with the federal reimbursement. One participant explained that she selected a less convenient vanpool because the cost of that vanpool was \$30 less than the more convenient option. Participants explained they are also time-sensitive because their base commute is already so long. Telework came up as another issue in maintaining vanpools. So many commuters are able to telework, particularly on Fridays, that there can be an impact on the vanpools. For example, if you ride in a 10 person vanpool, and eight people telework on Friday, then the

van can no longer use the HOV lanes on that Friday. One vanpool owner/operator explained that he permits his vans to pick up slugs when there are fewer than three people in the van. He also has an agreement whereby his vanpoolers are allowed to use the HOT lanes but they will be invoiced for the tolls they incur at the end of the month.

How many people have used a vanpool program GWRideConnect offers, i.e. Van Start/Van Save, AdVANTage, Vanpool Alliance, etc.?

Four to five people responded that they have used one of these vanpool programs. One vanpool operator explained that the Van Start/Van Save program has helped him enormously. He recently started a van with six people that then went down to four riders so he worked with GWRideConnect to enroll the van in Van Start, which kept the van viable for several months until he could fill it. Another participant had encountered some issues using the Van Save program because the program must be used in consecutive months. This particular participant had quite a bit of turnover in her van and found that the van needed the Van Save program for two to three months at a time every few months when they lost riders. The program is not designed as a sporadic subsidy. Ms. Utz explained that GWRideConnect is limited in terms of funding and that this particular funding model is derived from public transit subsidies, that is, an agency will get a subsidy to start a new route but then the agency is responsible for the route once the subsidy expires.

Three to four people responded that they use or have used the AdVANTage Program, which is a self-insurance program for vanpools in the Commonwealth of Virginia. Participants commented that the paper work is cumbersome and that the website is messy and hard to use. Another participant liked that the website allowed for 24/7 access and that he could add a new driver overnight without affecting coverage. Another participant who uses the AdVANTage Program commented that the upfront costs can be a burden. Ms. Utz explained that under the current program, a new van is charged for several months at a time but that this will change as GWRideConnect takes over the program for the state. Another issue is that the Virginia DMV does not recognize AdVANTage as an insurer in their registration process. Ms. Utz is aware of the issue and will reach back out to the DMV to clear up the mistake. Participants commented on how the existence of the program keeps the rates of other insurance companies competitive. As a vanpool owner, you can use another insurance provider but they will give you the AdVANTage rate because they know you can always switch.

Four focus group participants are signed up for the Vanpool Alliance, which provides a \$200 incentive for recording ridership and mileage data to be included in the National Transit Database (NTD). Ms. Utz explained the program launched in 2013. GWRideConnect received funding from the state to start the program but it takes two years from when you submit the data to when the federal government provides the reimbursement. The state essentially had to pay the reimbursement upfront and therefore the regulations on the program are strict. Respondents who participate in the program generally appreciated the \$200 reimbursement for providing data but struggled with the rule that requires the van to operate

at least at 50 percent capacity. One operator felt that as long as he was providing the data, he should receive the reimbursement regardless of the number of people in the van.

What could GWRideConnect do to improve carpooling?

One participant shared that from his experience, the Pool Rewards program was not useful because if you have ever used VRE or GRH, it would automatically kick you out of the program. The program is designed to incentivize people to shift from SOV commutes to carpooling but the result is that the program feels like it is trying to find any reason possible disqualify you from the program.

When asked why people like carpooling, one participant responded that they carpooled in order to use the HOV lanes without paying a toll. Another participant enjoyed the cost savings of carpooling because they were not putting mileage and general wear and tear on their own vehicle. Another respondent explained that they still drive alone one day a week to give themselves the flexibility to schedule appointments after work and/or run errands at lunch. Another participant noted that her employer transportation subsidy will reimburse for a vanpool but not for a carpool, which is why she has never even looked into a carpool for her regular commute.

What is the experience using commuter parking lots?

There were mixed responses regarding the commuter parking lots, determined largely by which lot the participant used. One respondent who uses the 610 lot by Lowe's, reported there were not any issues and that parking is more plentiful further from the slug lines. Ms. Utz noted that the 610 lot in reference was recently expanded; there used to be 1,000 parking spaces but now there are 1,800 spaces. Another participant inquired why the state did not just build a garage instead of expanding the surface parking lots. Ms. Utz explained the high cost of parking and that a surface space costs VDOT approximately \$10,000 to build whereas a structured space would cost \$35,000. Most respondents were unaware of the public subsidy required to build commuter parking.

Another respondent uses the 630 lot and reported that the lot fills up requiring you to get there early. Ms. Utz inquired about any issues with vandalism in the commuter lots. One owner/operator reported having had windows broken and a catalytic converter stolen from a van. Another owner/operator reported having gasoline siphoned out of one of her vans. Another participant reported that they have noticed police patrolling the lots more frequently than they had in the past. Ms. Utz requested that people report incidents of vandalism in the commuter lots after filing a police report because she can send out an email blast to make other commuters aware of an increase in theft and vandalism. Another participant suggested installing security cameras in the lots to deter vandalism. Ms. Utz asked if commuters would be willing to pay to use the commuter lots if they were secure and had surveillance. Nobody expressed interest in paying for secure commuter parking however, there was interest in paying for a guaranteed space in a commuter lot.

Ms. Utz also asked if any of the participants would consider riding a shuttle bus to the VRE station or commuter parking lot to access a vanpool. One participant reported that they would use a shuttle but that it would have to be very convenient (as frequent as every five minutes) because she would not wake up any earlier than she already does. Another respondent pointed out that Montclair runs a shuttle bus to the VRE station. One of the vanpool operators commented that some of his riders may be willing to use a service from downtown Fredericksburg to the 610 lot because not everyone wants to drive 15 miles to access their vanpool.

What new services and products could GWRideConnect offer?

One of the vanpool owner/operators suggested that GWRideConnect could provide financing to purchase vehicles for vanpooling. Another participant suggested offering seminars on how to establish your own vanpool operation. Another respondent suggested working with local realtors so that they can put new residents in touch with GWRideConnect to learn about commuting options. Another person suggested partnering with the US Postal Service to include commute information in the welcome packets you get in the mail when you change your address.

Ms. Utz asked if anyone uses the Commuter Connections mobile application. Nobody has heard of the mobile application but they were interested in what its function was. Ms. Utz asked what functionality they would want in a mobile application. For instance, would people pay for real-time ridematching? If you find that your carpool or vanpool has extra seats to fill in order to use the HOV lanes, would you use an app to fill the seats? One vanpool driver responded yes, noting that you can lose up to 30 minutes waiting to pick up slugs at the Pentagon. The vanpool driver would need the app and the app would need to be able to take payments. Later in the conversation, another participant suggested a mobile application that gives you real-time information on the HOT lanes or at least a number you could text to get a price estimate before using the HOT lanes.

Another respondent suggested that a mobile application that lets you know real time arrival information for the VRE would also be helpful. A different respondent requested more information on tips and techniques on vanpool recruitment and retainage.

Have you noticed any GWRideConnect advertising campaigns?

Only one person responded that they have seen GWRideConnect's Facebook page. Ms. Utz noted that they update the Facebook page three times a week and that there is a lot of information about the HOT lanes and impacts to the I-95 corridor. One respondent suggested that GWRideConnect should use Twitter as it is a popular method for getting information out.

Ms. Utz asked if anyone had seen GWRideConnect's display advertisements in the newspaper or radio or if they had heard of the Commute Fairy. Only one person had seen one of these advertisements. Ms. Utz asked where participants hear and/or see advertisements. One participant said they listen to Radio WTOF and would hear an advertisement there. Another participant suggested targeting people who recently

switched jobs or recently moved to the area, either through human resources departments, especially with large government agencies, or with local realtors or leasing agents. Someone else suggested with local insurance companies because they offer a discount if you do not drive your own vehicle to commute. Ms. Utz then asked how everyone heard about GWRideConnect. Everyone responded that they heard about GWRideConnect either through word of mouth or through their leasing company.

Do you have anything else to add?

One participant responded that anything GWRideConnect could do to make the I-95 corridor easier would help. Ms. Utz encouraged everyone to attend FAMPO meetings and explained that this is where long-range roadway decisions are made. FAMPO has a limited budget and they have to develop priorities and make tradeoffs in order to decide which projects to fund. Lastly, one of the participants suggested that if Congress rescinded the parking subsidy, it might alleviate some of the commuting traffic.