OMNIRIDE

Transportation Demand Management Plan FY 2019-2024

Prepared For:

Potomac and Rappahannock Transportation Commission

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SIR, Inc.

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INTRODUCTION

This Transportation Demand Management (TDM) Plan is a component of OmniRide's Strategic Planning efforts. It includes an overview of the TDM program, outlines a renewed vision and objectives developed as part of the Strategic Planning Process, and proposes specific recommendations that enhance mobility options for the greater Prince William community. Additionally, it provides a financial plan that describes the committed and potential revenue sources to implement these improvements.

This report has been prepared in a format and structure that meets or exceeds the TDM Plan Requirements provided by the Virginia Department of Rail and Public Transportation (DRPT), dated December 2013. Any variation from the DRPT outline is meant to explicate more clearly the subject matter within the sections required by DRPT.

It is anticipated that when OmniRide completes its Transit Strategic Plan in 2019, based on the new (October 2018) DRPT guidelines, this TDM Plan document will be incorporated into a more comprehensive guiding document for the organization.

CHAPTER 1 – OVERVIEW OF THE TRANSPORTATION DEMAND MANAGEMENT PROGRAM

History

Throughout the 1970s and early 1980s, the TDM program in Prince William County existed as a ridesharing/ridematching program within the County's Public Works Department. Prince William County was one of the first local government members of the Metropolitan Washington Council of Governments (MWCOG) Commuter Connections Program, then known as the RideFinders Network.

In 1986, the Potomac and Rappahannock Transportation Commission (PRTC) was established to help develop and oversee the Virginia Railway Express (VRE) commuter rail service and to implement bus services for its member governments. After the establishment of PRTC, the OmniMatch program was created and all TDM responsibilities were transferred from Prince William County to the Commission. Today, PRTC provides commuter bus, local bus, and TDM services to Prince William County and the Cities of Manassas and Manassas Park under the OmniRide brand. In 2018, OmniMatch was rebranded as OmniRide Rideshare as part of an agency-wide rebranding.

The OmniRide Rideshare program has historically focused heavily on providing ridematching services to area residents commuting to Northern Virginia and Washington, DC. In 2002, PRTC began to expand the full-time Rideshare Program Specialist position and the variety of TDM programs offered to provide a more holistic, integrated approach to ridesharing and TDM. In this time, OmniRide Rideshare has become a more active member in Commuter Connections, initiated an employer outreach program, adopted a more defined customer service focus, and worked to improve the quality and timeliness of ridematch and transit information. Today, OmniRide Rideshare offers residents and employers a range of commuter and travel information, as well as trip planning and ridesharing services.

In 2010 PRTC, along with DRPT, the George Washington Regional Commission (GWRC), and the Northern Virginia Transportation Commission (NVTC), initiated a study to make recommendations on the implementation of a regional vanpool program designed to support vanpooling while capturing federal formula funds for the region. The study, completed in November of 2011, informed the drafting and execution of a Memorandum of Understanding (MOU) between PRTC, NVTC, and GWRC. Signed in July of 2012, the MOU defined the allocation process for federal funds generated by the program and made PRTC the administrator of the program. The program was launched in October of 2013 and began reporting data to the National Transit Database in January of 2014. As of this date, the program has over 600 vanpools enrolled and is generating federal formula funds in excess of program costs.

In 2017, OmniRide added a part-time Ridematching Associate position to allow the Employer Services program to be brought in-house. Up to this time a contractor had been engaged to perform outreach to employers. This change is allowing the organization to build better partnerships with the local business community.

In 2019, this part-time position was made into a full-time position. During the Strategic Visioning Process (Phase II), OmniRide developed a new positioning statement and objectives related to TDM, striving to embrace emerging mobility trends and increase the amount and awareness of travel choices.

Governance

PRTC's governing structure consists of a 17-member board of commissioners that includes 13 locally elected officials from its six member jurisdictions: Prince William County (6), Stafford County (2), City of Manassas (1), City of Manassas Park (1), City of Fredericksburg (1), and Spotsylvania County (2). Three of the commissioners are appointed from the General Assembly (recent General Assembly legislation allowed the Speaker of the House of Delegates to appoint a citizen to fill one of these seats). The other commissioner represents DRPT.

Presently, PRTC's members rely exclusively on the 2.1% regional motor fuels tax to meet their respective local subsidy obligations (at times in the past, Prince William County has supplemented its motor fuels tax with general fund appropriations). Other funding sources include passenger fares and advertising, as well as federal and state funding. Stafford County, the City of Fredericksburg, and Spotsylvania County limit their PRTC service sponsorship to VRE, while Prince William County and the Cities of Manassas and Manassas Park sponsor both OmniRide bus and TDM services, as well as VRE.

The following is a list of the 16 current Commissioners as of March 2019:

Executive Committee

- Honorable Ruth M. Anderson – Prince William County (Chair)
- Honorable Pamela J. Sebesky – City of Manassas (Vice Chair)
- Honorable Wendy Maurer – Stafford County (Secretary)
- Honorable Gary F. Skinner – Spotsylvania County (Treasurer)
- Honorable Frank J. Principi – Prince William County (Immediate Past Chairman)
- Honorable Jeanette Rishell – City of Manassas Park (At Large)

Commission Members

- Honorable Maureen S. Caddigan – Prince William County
- Honorable Jeanine M. Lawson – Prince William County
- Honorable Ruth M. Anderson – Prince William County
- Honorable Martin "Marty" E. Nohe – Prince William County
- Honorable Frank J. Principi – Prince William County
- Honorable Wendy Maurer – Stafford County
- Honorable L. Mark Dudenhefer – Stafford County
- Honorable Pamela J. Sebesky – City of Manassas
- Honorable Jeanette Rishell – City of Manassas Park
- Honorable Matthew "Matt" J. Kelly – City of Fredericksburg
- Honorable Gary F. Skinner – Spotsylvania County
- Honorable Paul D. Trampe – Spotsylvania County
- Honorable George L. Barker – Virginia State Senate
- Honorable Robert M. "Bob" Thomas Jr. – Virginia House of Delegates
- Ms. Rojan Robotham – Speaker of the House of Delegates Appointee
- Ms. Jennifer Mitchell – Department of Rail and Public Transportation

Organizational Structure and Staffing

During the time of publishing this document, OmniRide is undergoing organizational restructuring[1]. Currently, staff focused on TDM are housed under the Director of Strategic Planning, who reports to the Executive Director. These TDM-related staff positions include:

- Director of Strategic Planning
- TDM Program Manager
- Rideshare Program Assistant
- Vanpool Program Manager
- Senior Vanpool Program Associate
- Vanpool Program Associate

Figure 1: OmniRide Organizational Chart

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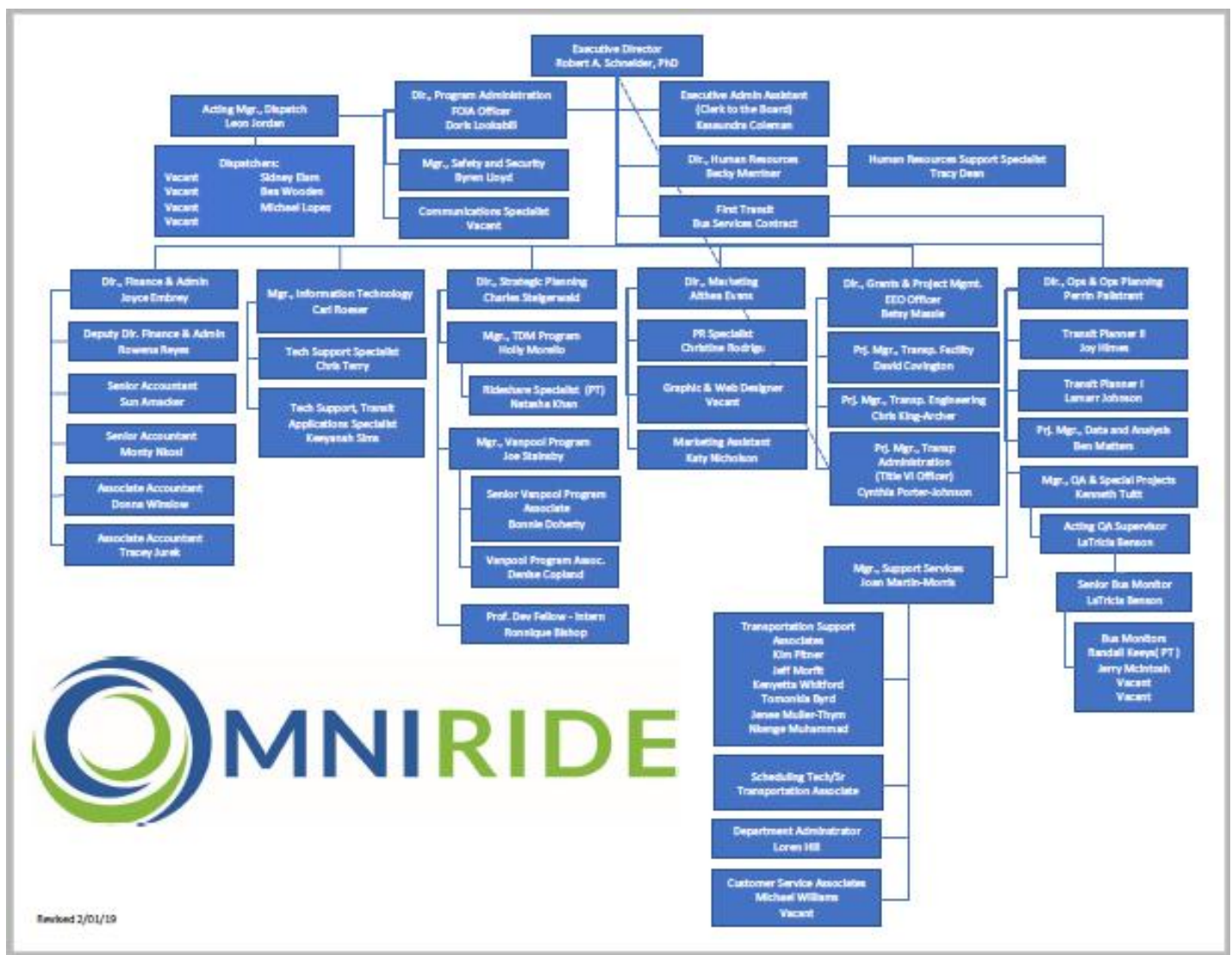
[1] Organizational chart as of January 2019 is included below

This department works closely with other departments, especially Marketing & Communications and Operations & Operations Planning to carry out the TDM services.

TDM Service Area

Service Area Characteristics

OmniRide Rideshare provides a range of TDM services to Prince William County and the Cities of Manassas and Manassas Park, located roughly 25 miles southwest of Washington, DC. According to the Virginia Employment Commission (VEC) Community Profiles[2], the 330-square-mile service area is home to approximately 510,000 residents and 264,000 jobs. In Prince William County alone, there are 128,340 employees. There are 22,415 and 3,545 employees in Manassas and Manassas Park, respectively. The top industries by employment for Prince William County, Manassas, and Manassas Park are identified in Table 1.

Table 1: Top Industries in the PRTC Service Area by Employment

Prince William County	Manassas	Manassas Park
• Retail Trade (21,776 employees)	• Health Care and Social Assistance (3,910 employees)	• Construction (1,186 employees)
• Local Government (18,018 employees)	• Professional/Scientific/Technical Services (3,127 employees)	• Local Government (804 employees)
• Accommodation and Food Services (14,329 employees)	• Accommodation and Food Services (2,191 employees)	• Administrative and Support and Waste Management (332 employees)

The largest employers in Prince William County, Manassas, and Manassas Park are identified in Table 2.

Table 2: Largest Employers in the PRTC Service Area

Prince William County	Manassas	Manassas Park
• Prince William County School Board	• Prince William Hospital	• Manassas Park City School Board
• County of Prince William	• Micron Technology	• City of Manassas Park
• U.S. Department of Defense	• City of Manassas School Board	• Atlas Plumbing, LLC

Employment turnover varies across the OmniRide service area jurisdictions. Prince William County and the City of Manassas both have employment turnover rates that are approximately 15% or lower across all industries. The accommodations and food services industry had the highest turnover rates of 15.1% and 15.5% for Prince William County and Manassas, respectively. The highest turnover rate for Manassas Park (27.3%) was significantly higher than that of Prince William County and Manassas, despite it being within the same industry. The highest three turnover rates by industry are reported for each jurisdiction in Figure 2.

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[2] https://data.virginialmi.com/gsipub/index.asp?docid=342

Figure 2: Average Employment Turnover by Industry in the PRTC Service Area
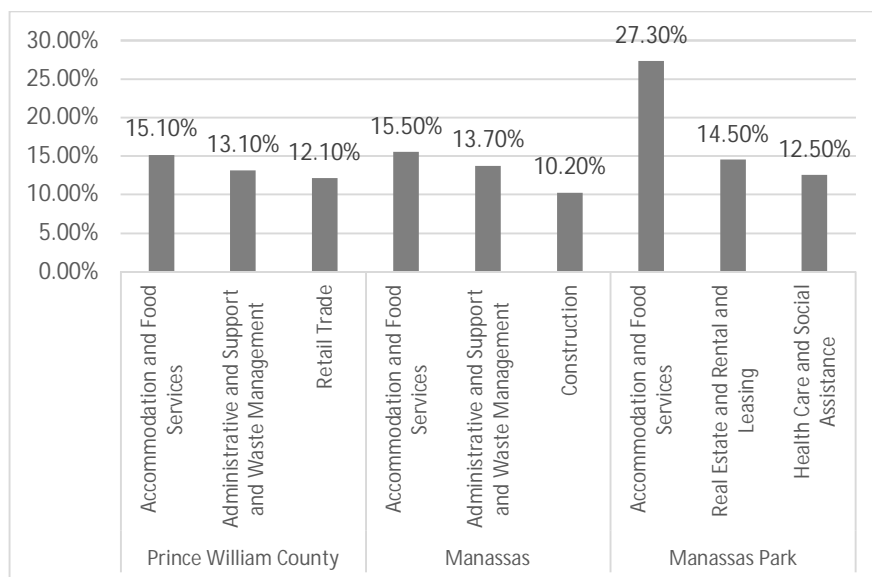
OmniRide Rideshare's service area, shown in Figure 3, is primarily suburban in nature and is a major feeder market for Washington, DC, to the northeast. The Prince William County area contains several activity centers, including: Potomac Mills, Woodbridge, Bull Run-Sudley Area, Quantico Marine Corps Base and Heritage Museum, Innovation Corridor, the City of Manassas, the City of Manassas Park, and the Gainesville and Haymarket areas of Prince William County. Most residential and commercial development in the area is focused around the I-95 and I-66 corridors.

Figure 3: TDM Service Area
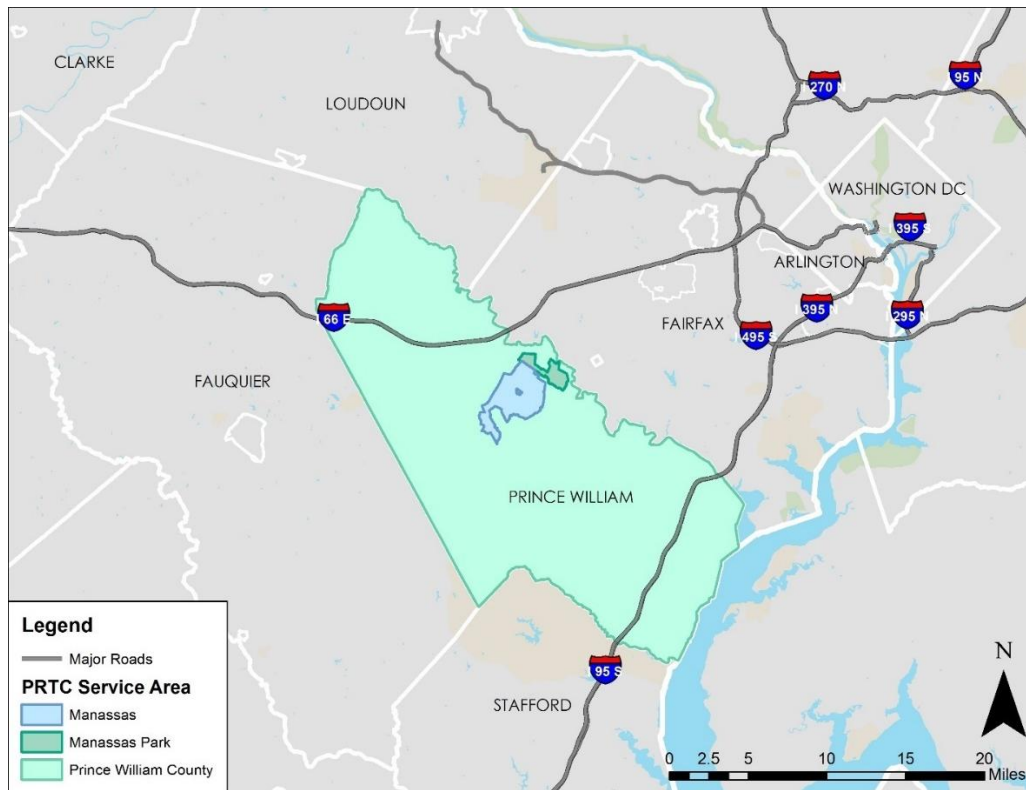
Travel Patterns

Western Prince William County differs from Eastern Prince William County in terms of commuting behavior, development patterns, and TDM service needs. Eastern Prince William County is characterized by large, medium to high-density pockets of development and concentrated commute patterns[3]. Congestion on I-95 has been a major issue for commuters in this half of the County for many years and, as a result, ridesharing has become an established part of the area's transportation culture. The majority of vanpools in OmniRide Rideshare's service area originate from the eastern half of the County. Casual carpooling, or "slugging," is the predominant ridesharing option in the I-95 corridor.

Western Prince William County is characterized by lower density development and more disperse commute patterns. In the past, there has been little incentive for commuters in Western Prince William County to utilize high-occupancy modes due to the limitations of the current High-Occupancy Vehicles (HOV) facilities on I-66. However, this is beginning to change with the introduction of the Transform 66 project which will construct two Express Lanes in each direction in addition to the three general purpose lanes, new park-and-ride facilities, and expanded transit service. The I-66 Inside the Beltway program, which went into effect in December 2017, now allows solo drivers to use the interstate during peak hours in exchange for paying a toll. Carpools and vanpools, transit, on-duty law enforcement, and first responders do not have to pay the toll. The I-66 Outside the Beltway project is also expected to influence commuter patterns along the I-66 corridor when it opens in 2022.

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[3] Unless otherwise noted, the travel pattern data and graphics presented in this section is from the US Census Longitudinal Employer-Household Dynamics (LEHD) data for 2015. It should be noted that some federal jobs are not included in this data set due to privacy restrictions.

As of 2015, approximately 67,300 people both worked and lived within the OmniRide service area. Over 159,000 people live in Prince William County, Manassas, or Manassas Park and commute outside of the service area for work. This is approximately double the number of people that commute into the service area. Common work destinations outside of the service area include Washington, DC, Arlington County, and Alexandria. However, the City of Manassas still attracts a significant portion of employed population living in Prince William County. Results of a work destination analysis are shown in

Figure 4.

Figure 4: Work Destinations for Service Area Residents
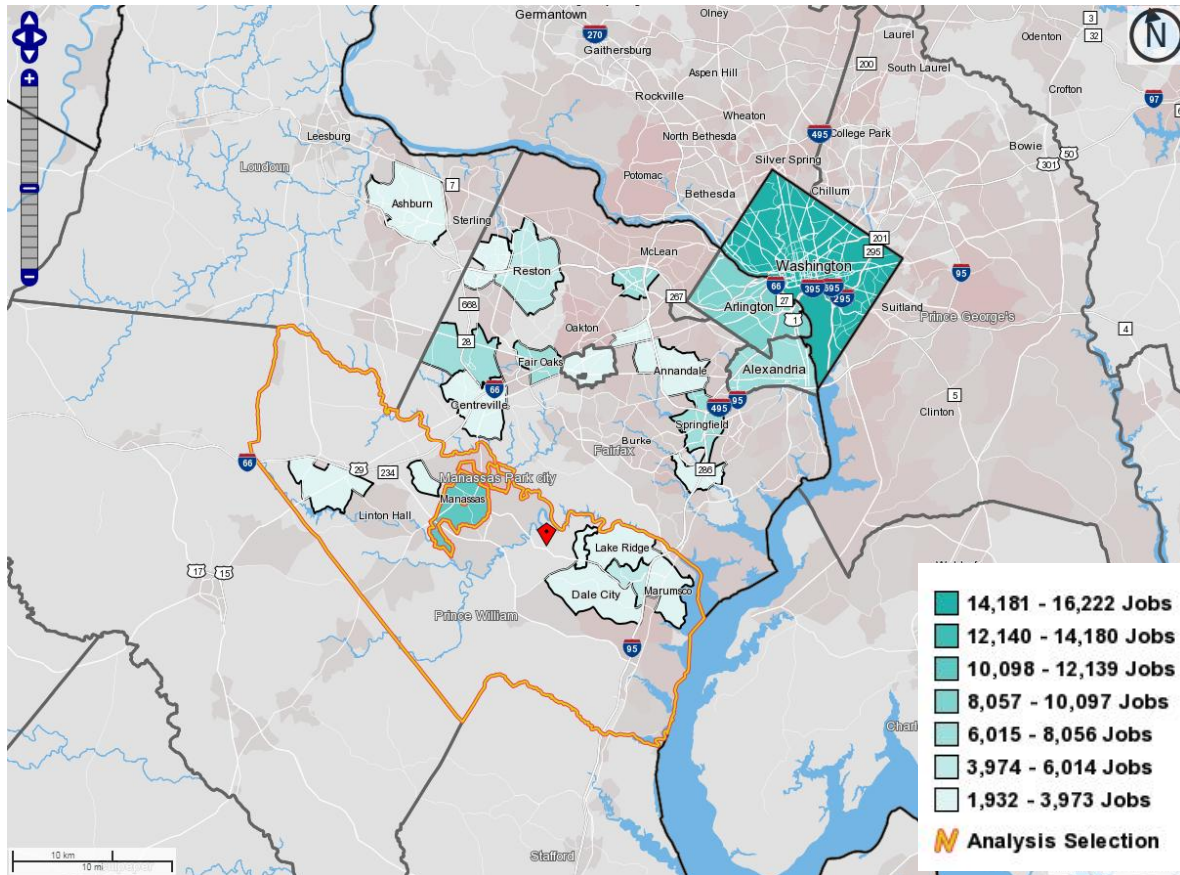
These same commuter patterns can be seen in Figure 5. Over 50 percent of the residents employed outside of the service area commute 10 to 24 miles each way. Most commuters are shown traveling in the northeast direction, towards the Washington, DC, area.

Figure 5: Commute Distance and Direction for Study Area Workers
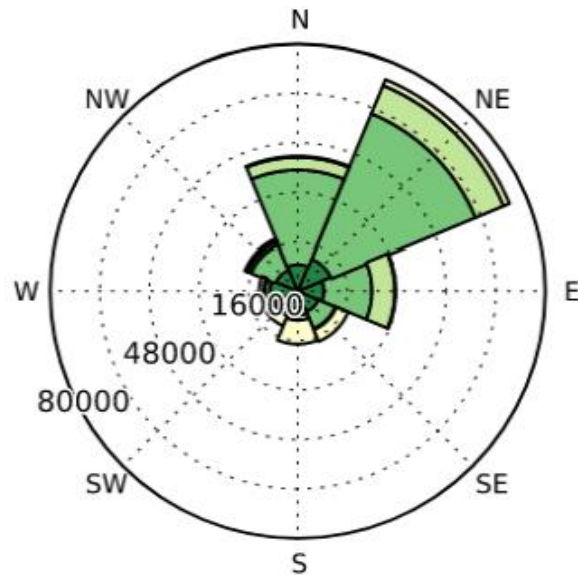
Jobs by Distance - Home Census Block to Work Census Block

	2015	
	Count	Share
Total All Jobs	227,319	100.0%
Less than 10 miles	64,954	28.6%
10 to 24 miles	116,083	51.1%
25 to 50 miles	26,032	11.5%
Greater than 50 miles	20,250	8.9%

A small portion of employed residents travel greater than 50 miles to work, but the majority of these commuters travel southbound, most likely towards Fredericksburg.

As shown in Figure 6, a large portion of people who work in the OmniRide service area live in the service area as well. The top 10 residential zip codes of service area workers are within the service area. Small concentrations of people commute from Fairfax, Fauquier, Stafford, and Loudoun into Prince William County.

Figure 6: Home Destinations for Service Area Employees
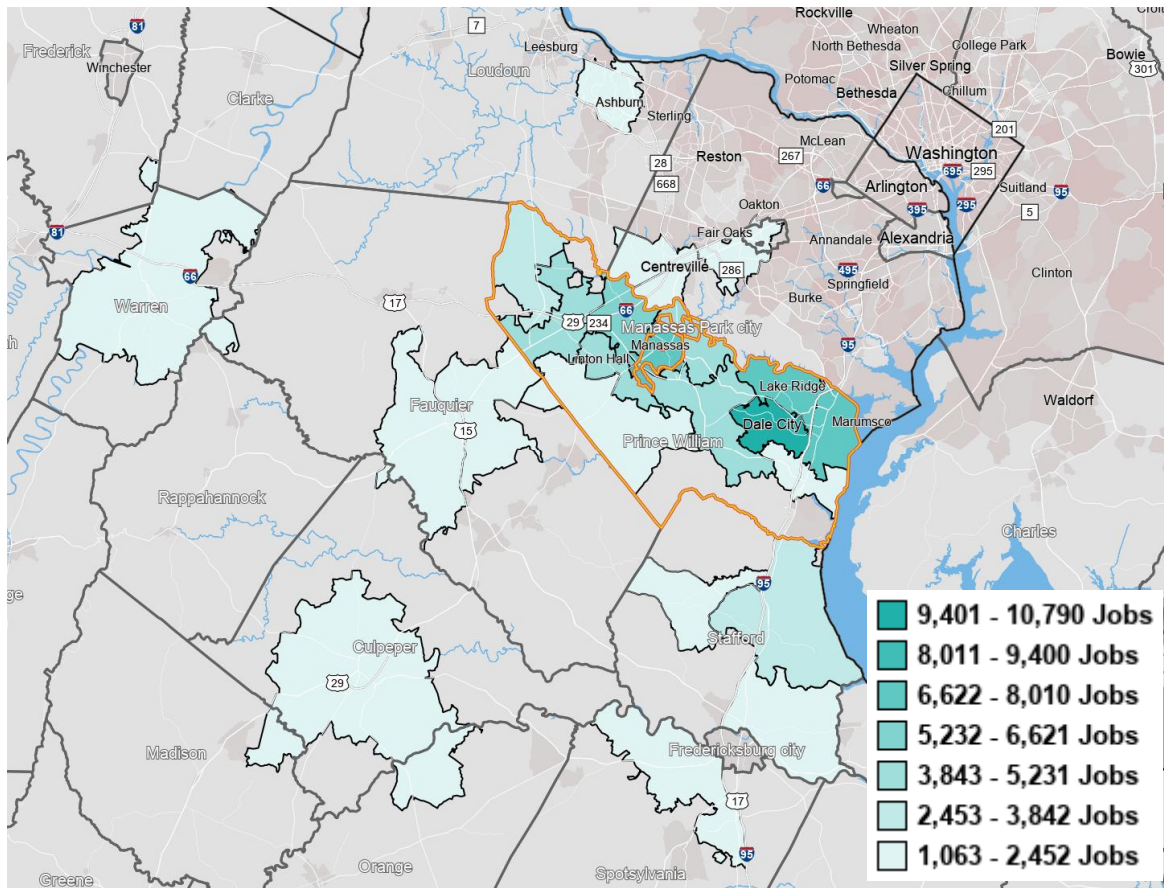
Approximately 67,000 people both live and work within the OmniRide Service Area. Although an additional 78,000 people commute into the area for work, approximately 160,000 commute outside of Prince William County, Manassas, and Manassas Park. The inflow and outflow of people can be seen in Figure 7.

Figure 7: Inflow and Outflow Analysis of OmniRide Service Area
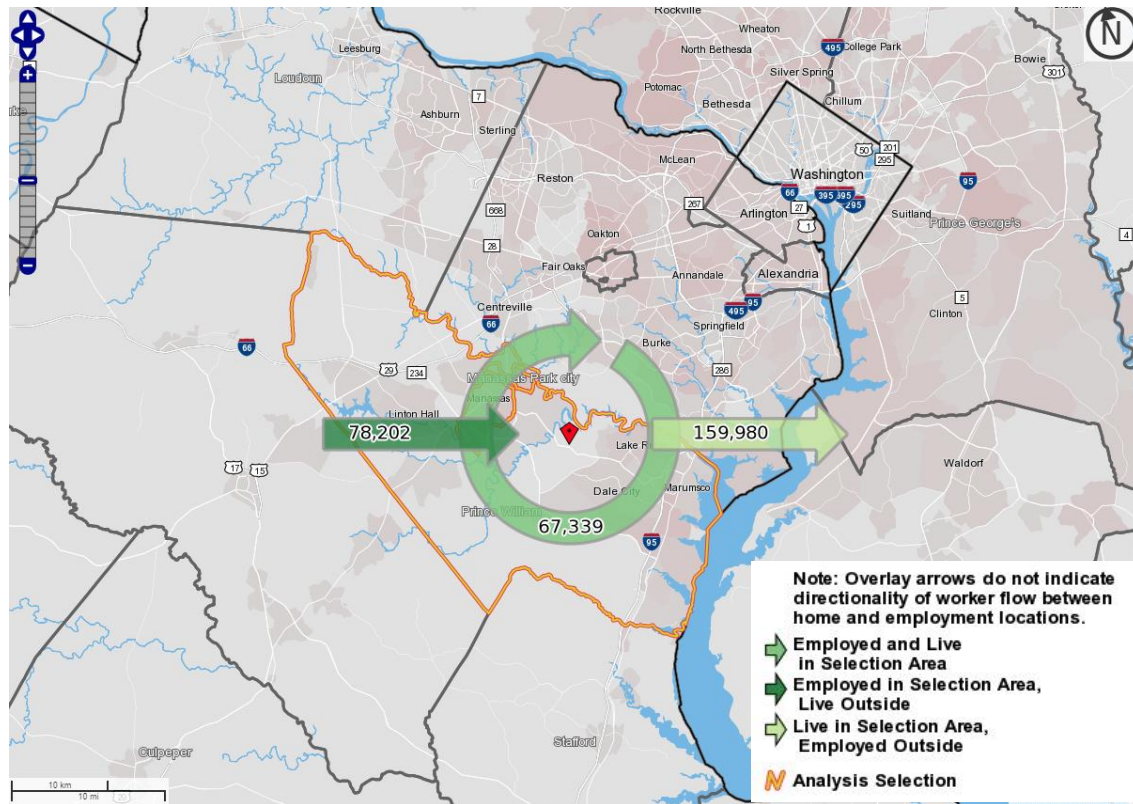
Levels of Transit Services

Prince William County and the Cities of Manassas and Manassas Park are served by a variety of public transportation services and facilities, including commuter rail, intercity passenger rail, commuter bus, and local buses.

- Rail: Sponsored by PRTC in partnership with NVTC, VRE provides commuter rail service that connects area residents to transit stations in Northern Virginia and Washington, DC. VRE serves six stations in the greater Prince William area located along two routes: the Manassas and Fredericksburg lines. Amtrak also operates intercity passenger service on the rail corridors utilized by VRE.
- Commuter Bus: OmniRide Express is OmniRide 's commuter bus service. OmniRide offers convenient weekday service from locations throughout Prince William County along the I-95 corridor, and Manassas and Gainesville areas along the I-66 corridor, to destinations that include the Mark Center, Pentagon, Crystal City, Rosslyn/Ballston, Tysons Corner, downtown Washington, DC, and the Washington Navy Yard. In addition to morning and evening commuter service, midday service is available on most routes. OmniRide's commuter bus service also includes Metro Express buses, which provide weekday connecting service to nearby Franconia-Springfield and Tysons Corner Metrorail Stations.
- Fixed Route Bus: OmniRide Local is the local (demand responsive) bus service that operates in Eastern Prince William County and the Manassas area. OmniLink was designed to meet the transportation needs of the entire community, including individuals who may have difficulty getting to established bus stops.

Unlike a traditional public bus service that operates only along a designated route, with advanced notice OmniLink buses can be rerouted to serve locations up to ¾ mile off the route when there is time available in the schedule.

- OmniRide Rideshare: OmniRide Rideshare is a free, personalized ridematching service for carpoolers and vanpoolers. Through the use of an extensive regional database, OmniRide Rideshare links commuters who have similar work hours, origination, and destination points. Carpool and vanpool incentives and programs are included in this category.

Partnerships

Commuter Connections

Commuter Connections is a regional network of transportation organizations coordinated by MWCOG. The network provides commuters with information on travel options and also helps employers establish commuting benefits and assistance programs, including telework/telecommute programs, for their employees. The services provided by Commuter Connections include carpool/vanpool matching, transit route and schedule information, a regional Guaranteed Ride Home program, bicycle to work information, park-and-ride lot and HOV lane information, commuter information kiosks, commuter information services through the Commuter Connections internet site, and employer services. All services are provided free to the public and to the region's employers.

Commuter Connections provides and maintains the regional ridematching database used by its regional partners, including PRTC, and promotes alternative commute modes through region-wide advertising, including roadside signs found throughout Prince William County. To facilitate enrollments, OmniRide Rideshare offers both their "Request Form" as well as a link to the Commuter Connections enrollment form on their website. Commuters can also call an OmniRide Rideshare representative at any time Mondays through Fridays from 8:30 AM to 5:00 PM to enroll over the phone.

Commonwealth of Virginia

DRPT provides the majority of funding for OmniRide Ridesharing services, and the Virginia Department of Transportation (VDOT) provides all of the funding for OmniRide Employer Services activities. These partners are critical to the success of OmniRide TDM programs. DRPT also provides funding for enhanced vanpool incentives to Vanpool Alliance (see below) through the Vanpool!VA program.

Vanpool Alliance

The Vanpool Alliance is a public-private partnership between PRTC, GWRC, NVTC, DRPT, and regional and national vanpool operators. Vanpool Alliance was created in 2013 to enhance commuter travel options through vanpooling, while reducing traffic congestion and improving air quality in the region. The Vanpool Alliance program is administered by three PRTC staff, but is funded by the different regional entities using the federal formula funds generated by the program. Funding received from vanpool reporting is also divided among the regional entities. More details about Vanpool Alliance is provided in Chapter 2.

Northern Virginia TDM Coordination

OmniRide Rideshare participates in regular coordination with regional TDM entities in Northern Virginia and the larger Capital Region through the MWCOG Commuter Connections Subcommittee, VDOT- or DRPT-led meetings with Northern Virginia TDM agencies, and as-needed project specific coordination. Recently, OmniRide has initiated regional coordination regarding the development of a flexible vanpooling program as part of the I-66 Commuter Choice program.

Association for Commuter Transportation

OmniRide staff are actively involved in the Chesapeake Chapter of the Association for Commuter Transportation (ACT). All members of ACT become members of a local chapter if they live in an area where one of the 12 chapters is established. Chapters are formed to carry out the aims and purposes of ACT on a local or regional basis. Each chapter publishes a newsletter for its members, holds regional meetings and conferences, conducts seminars or workshops designed to enhance professional development, and keeps members up-to-date on state and local issues affecting the industry. Chapters target their services and programs for their membership territory. Chapters also provide their members with excellent networking opportunities, allowing them to share information and to make new contacts. In her capacity as membership chair of the Chesapeake Chapter, Holly Morello, TDM Progam Manager at OmniRide, helps to grow the chapter and educate new members.

Public Outreach / Participation

OmniRide is strongly committed to seeking and encouraging public participation in the overall regional transportation planning process and in the planning process for its individual issues, initiatives, proposed plans, proposed budgets, capital and/or operating projects. Public meetings, newsletters, fact sheets, email messages, and websites are just a few examples of the types of strategies that are used in its effort to solicit participation from the public.

Strategic Plan Public Engagement

As part of this strategic planning process, multiple forms of outreach with stakeholders and the public were conducted. Public input opportunities included:

- Online visioning survey which asked respondents about PRTC's new positioning statement
- Public hearings which presented the strategic recommendations for public input
- MetroQuest online interactive survey which allowed the public to give input to develop specific recommendations

The MetroQuest online interactive survey was open to the public from February 15th to March 15th, 2018. There were 616 total survey respondents and 607 responded online using the MetroQuest survey. In person outreach to further promote the survey was done on Tuesday, February 27th, 2018. The results of the survey can be found in Chapter 4 and Appendix A.

CHAPTER 2 – EXISTING TDM SERVICES AND STAFFING

This chapter contains descriptions of all the services and programs provided by PRTC's program and staff used for the implementation of the TDM services.

Ridematching

Ridematching is the core of OmniRide's TDM services. This service is administered through a database program that matches commuters who want to carpool or vanpool with other commuters with similar origins, destinations, routes, and travel-time-of-day preferences. This database of individuals is the base of participants for many of the other services that the TDM program provides.

The OmniRide Rideshare program has historically focused on providing ridematching services and individualized trip planning for area residents commuting into Northern Virginia and Washington, DC. Beginning in 2002, PRTC began expanding the OmniRide Rideshare program to offer a broader, more holistic package of TDM services. Today, OmniRide Rideshare remains an active member of Commuter Connections and offers residents and employers a range of commuter and travel information, as well as trip planning and ridesharing services such as carpooling and vanpooling. PRTC's partnership with NVTC, GWRC, and the DRPT in supporting vanpooling and NTD reporting across the region are described in the Vanpool Alliance section below.

Through the use of an extensive regional database, OmniRide Rideshare links commuters who have similar work hours, origination, and destination points. Potential users can call or complete an online Match Request form to begin the process. The individualized trip planning services that OmniRide Rideshare provides go well beyond simply providing applicants with a list of potential rideshare matches. OmniRide Rideshare also taps into their regional knowledge by providing commuters with relevant information about area Park & Ride Lots, slugging information and occasionally reaching out to potential carpool or vanpool partners on behalf of the new applicant. This is especially helpful for people in the database who have asked not to be contacted directly by prospective ridesharing partners, or when a relatively new vanpool turns out to be an ideal match for the new applicant.

Vanpool Assistance

Vanpool!VA's Vanpool Incentives Programs

DRPT created the Vanpool!VA program to increase the number of vanpools and the use of vanpooling in the Commonwealth of Virginia. The Vanpool!VA program was developed with input from commuter assistance programs, transit agencies, and vanpool service providers.

Vanpool!VA program financial assistance is available for the following projects:

- To help start new vanpools (VanStart)
- To help keep existing vanpools operating when more than one vanpool rider leaves the vanpool (VanSave)
- To sustain vanpools
- To increase vanpool ridership

The OmniRide Rideshare VanStart program for new vanpools is designed to provide financial support for new vanpool formations. The program temporarily subsidizes empty seats during the critical start-up phase of new vanpools and is open to all new vanpools registered with, and requesting assistance from, OmniRide Rideshare. The VanStart formation incentive is offered for up to a four-month period when a vanpool begins. The maximum amount of VanStart support a new vanpool group can receive is a function of the size of the vanpool vehicle and the number of empty seats the new vanpool begins with. Larger 15-passenger vanpool vehicles are eligible to receive up to four seats worth of subsidy during their first month of operation, three the second month, two the

third month and, if necessary, one seat subsidy their fourth and final month of VanStart program eligibility. For 12-passenger vans, the empty seat subsidies are for up to three seats the first month, two the second month, and one the third and final month of VanStart program eligibility. New vanpool groups using seven-passenger vehicles are eligible to participate in the VanStart program for up to three months through a 2-1-1 empty seat subsidy arrangement.

The OmniRide Rideshare VanSave program is designed to assist established vanpools that are experiencing an unexpected loss of passengers and are at risk of disbanding due to lost ridership. An eligible vanpool group must be registered with the PRTC rideshare database, have been in operation for a minimum of six months, and may apply for assistance a maximum of once every 12 months per vanpool. The VanSave incentives are administered exactly like the VanStart program with 15-passenger vanpools receiving financial assistance for up to four months and paying for four, three, two, and one empty seat during this period. For 12-passenger vans, the VanSave empty seat subsidies are for up to three seats the first month, two the second month, and one the third and final month of eligibility. Vanpool groups using seven-passenger vehicles are eligible to receive subsidies through the VanSave program for a maximum of three months through a 2-1-1 empty seat subsidy arrangement.

OmniRide Rideshare carefully manages both of these DRPT-funded vanpool assistance programs and keeps record of all VanStart and VanSave financial assistance. For FY 2017, the total VanStart and VanSave program expenditures were $5,280, with five new vanpool groups receiving VanStart assistance and three existing vanpool groups using the VanSave program's financial support to help them overcome unexpected rider losses.

Vanpool Alliance Program

Vanpool Alliance is a public-private partnership between PRTC, GWRC, NVTC, DRPT, and vanpool operators. Vanpool Alliance was created in 2013 to enhance commuter travel options through vanpooling, reduce traffic congestion, improve air quality in the region, and increase federal formula funds earned by the region through reporting vanpool data to the National Transit Database.

Vanpools that originate from, travel through, or terminate within the Northern Virginia Region are eligible to enroll in the Vanpool Alliance program. Each month, participating vanpools report important vehicle and passenger commuting information that is ultimately reported to the Federal Transit Administration (FTA). In return for reporting their vanpooling data to Vanpool Alliance, program participants receive support in marketing their services, help with maintaining drivers and ridership, and receive $200/month per vanpool for their involvement and vanpool data reporting.

Currently, the Vanpool Alliance program is administered by three full-time PRTC employees. PRTC was awarded grant funding from DRPT's Vanpool!VA program to add a third full-time employee to support the program as it shifts from a focus on enrolling existing vanpool groups into the program to actively promoting vanpooling and supporting new vanpool formations along the I-66 catchment area. Vanpool!VA also funded an increased monthly payment for new vanpools that participate in Vanpool Alliance. Vanpool Alliance is also administering VanStart financial assistance for vanpool groups that are organized to serve the I-66 corridor under the I-66 Outside the Beltway TMP.

Flexible Vanpooling

In addition to expanding Vanpool Alliance's program focus to the I-66 corridor, PRTC has been awarded funding from the I-66 Commuter Choice Program to implement a "flexible vanpooling" program. The proposed program would use technology to allow registered riders to transfer between vanpools and unregistered users to join ad-hoc trips. This would allow vanpools to operate in a more flexible manner and meet more riders' needs. The requested funding would allow for program startup, marketing, and a user incentive for four years. Vanpool Alliance is leading a group of regional providers in developing an approach for flexible vanpooling.

Residential Outreach

OmniRide's marketing and communications staff conduct all residential outreach efforts on behalf of both PRTC and OmniRide Rideshare. PRTC's residential outreach materials package OmniRide Rideshare's services as a part of OmniRide's collective "family of services" and are disseminated in welcome kits to new Prince William County homeowners and residents. PRTC is also in the beginning stages of increasing their collaboration with realtors in the county.

Employer Outreach

OmniRide staff actively promote all OmniRide services, including OmniRide Rideshare, through an ongoing employer outreach program across Prince William County. Branded as "OmniRide Employer Services," this service helps Prince William County employers create and expand commuter benefit programs to help their employees reduce commute-related stress and save money. For employers, the program helps to expand sustainability initiatives and provides them with valuable workforce recruitment and retention tools. OmniRide Employer Services is a free service available to all businesses in Prince William County, Manassas, and Manassas Park.

In prior years, OmniRide Employer Service outsourced responsibility for ongoing employer marketing and outreach to a third-party contractor. In July of 2016, OmniRide decided it would be more cost-effective and efficient to bring ongoing employer outreach efforts in-house. Since that time, the TDM Program Manager has assumed responsibility for employer outreach efforts.

To maximize the impact of employer outreach efforts, the program targets employers in the County with 100 or more employees on-site. Marketing efforts are supplemented with special projects in the spring and fall, such as a "web hunt," an interactive online campaign that sought to educate commuters about teleworking and other alternatives to SOV travel.

The OmniRide Employer Services program services include:

- Employee Commute Surveys – Omni SmartCommute provides employers with the research that holds key insights into their staff's commuting behavior. Employers use this data to determine employee interest in commuter benefit programs, as well as which types of benefits and programs might be most beneficial and effective for their organization. Employee commute surveys can be conducted on paper or online in both English and Spanish.
- Telework Programs – Telework programs allow a company's employees to avoid the hassles of a daily commute as well as address weather related commuting disruptions. Telework programs are often highly valued by employees, and numerous studies have shown that employees that participate in a telework program are more productive.
- Emergency Preparedness – A snowstorm or natural disaster doesn't mean that a business needs to shut down. Omni SmartCommute helps Prince William County employers to be prepared for an emergency, and to develop a business continuity plan to keep their business open by helping employees with their commutes during a crisis. An established telework program is a key component to emergency preparedness.
- Transit Subsidies – Employees who take public transportation including VRE, OmniLink, Metrobus or ride in vanpools are eligible to set aside up to $255 of their salary each month for their commuting costs. Employers can also provide up to $255 per month directly to employees as a tax-free benefit. The SmartBenefits program administered by the Washington Metropolitan Area Transportation Authority (Metro) helps employers manage their employees' transit benefits for free.
- Carpool/Vanpool Formation – Omni SmartCommute helps employers' staff find colleagues interested in starting a carpool or vanpool. Omni SmartCommute can also help employers' workforces tap into the ridesharing programs run by OmniRide Rideshare, Commuter Connections, and others to find commuters with similar origin and destination points looking to share rides to work.

- Biking/Walking to Work – Employers can become a bike-friendly workplace by providing their staff with places to lock up bikes and change for work. Biking is an affordable and a healthy way to get to work. Omni SmartCommute has tips and ideas for how to make a company bike-friendly.
- Alternative Work Schedules – Whether it's allowing employees to work more hours over fewer days or letting them choose what time they arrive and depart each day, alternative work schedules are a great way to help employees with their commutes. Alternative work schedules keep employees off the roads during rush hour and can help them achieve a better work/life balance.
- Parking Management – Overflowing parking lots are easily controlled when employees start carpooling, vanpooling, and working from home. Omni SmartCommute works with employers to develop strategies for maximizing staff parking by offering employee incentives to not drive alone.

Building Private Sector Partnerships

OmniRide's employer outreach program will take on a more important role for the organization in the near future. The strategic planning process initiated in 2016 included recommendations for increased and enhanced outreach with area businesses. During the next several years as OmniRide begins executing the strategic plan's recommendations, OmniRide Employer Services will lead the effort and the employer outreach will include leveraging stakeholder interviews conducted in 2016 to further develop these critical relationships. As part of the TDM Plan process, additional stakeholder interviews and a focus-group will be conducted to gain insight into the planning process and build relationships. Similarly, the program will collaborate with major activity centers in the area as well as more senior level representatives among these key private sector stakeholders to expand collaboration. More detailed recommendations will be provided in later chapters.

Telework

OmniRide Rideshare does not heavily promote teleworking among their TDM services. However, employers that are interested in telework are referred to DRPT's Telework!VA website and program administrator whenever a request for information on teleworking is made. PRTC also plans to include a link to the DRPT Telework!VA website as part of their website redesign scheduled for 2019.

Marketing and Promotion

Advertising

OmniRide Rideshare is co-marketed with PRTC's "family of services". Historically, OmniRide Rideshare has focused its marketing efforts on area residents who commute to work in Northern Virginia and the District of Columbia. The program uses a variety of methods to increase awareness of its services, including:

- Newspaper ads in:
    - *Washington Post*
    - *El Tiempo Latino*
    - *Potomac News*
    - *Old Bridge Observer*
    - *Bull Run Observer*

- Manassas Observer Quarterly ads in *Leisure* Magazine
- *Washington FAMILY* Magazine
- Local newspapers on military installations (the *Quantico Sentry* and *Belvoir Eagle*)
- Washington Post On-Line

The exception to this family of services advertising approach is occasional advertising campaigns focused exclusively on ridematching services. A ridematching print advertising campaign was conducted in *El Tiempo*

Latino, a Spanish-language free-circulation weekly newspaper published in Washington, DC, in June and September of 2017. OmniRide Rideshare also ran 15-second, "free, personalized ridematch" promotions at area movie theaters during the last two weeks of September. The movie theater advertising spots ran before every showing of every movie, as well as on screens in the theaters' lobbies.

Website

As part of their strategic planning initiative, PRTC has embarked on a rebranding initiative to move the PRTC identity from current perceptions to desired perceptions. This rebranding will include a complete redesign of the PRTC website. Currently, there is a main page within the PRTC website devoted to OmniRide Rideshare, which is accessed through the Ridesharing tab on the home page with some links to additional information about the following:

- Match Requests
- Commuter lot locations (and associated bus service)
- Incentives for vanpooling and carpooling
- Regional commuter initiatives
- Slugging

This website redesign will also integrate web communications best practices that will help grow awareness and use of OmniRide Rideshare's services. Today, more than four in ten visits to the internet are via mobile devices, and the use of mobile devices to access the internet is even greater among Millennials. With each passing year, more and more people are getting information from the internet through their smartphones and tablets. Desktop-only configurations are no longer viable ways to maximize the visibility and use of commuter assistance programs' websites or ridematching systems. PRTC recognizes that taking a "mobile first" philosophy in redesigning their website is critical as an increasingly large percentage of the population are now smartphone dependent. According to a January 2017 Pew Research study, 77% of Americans have smartphones and 12% of Americans are now smartphone-dependent. This means their only way to access the Internet, and PRTC's website, is through their smartphone.

Guaranteed/Emergency Ride Home Program

Guaranteed Ride Home Program

OmniRide customers are eligible for Guaranteed Ride Home program (GRH) services provided through Commuter Connections. Commuters who are registered in the Commuter Connections GRH program and who regularly (twice a week) carpool, vanpool, bike, walk, or take transit to work are eligible to receive a free and reliable ride home when one of life's unexpected emergencies arise. Commuters may take advantage of GRH up to four times per year to get home for unexpected emergencies such as a personal illness or a sick child. GRH can also be used for unscheduled overtime when your employer mandates that you must stay late. Knowing there is a guaranteed ride home allows one to use commuting options like carpools, vanpools, and transit with peace of mind and confidence. To apply and participate in the Commuter Connections GRH program, people must also be registered and have an account with Commuter Connections.

Bikesharing

Currently, bikesharing programs do not exist in the Prince William County area. PRTC has indicated in its Strategic Plan (December 2017) that it desires to play a leading role in bringing bikeshare to the area.

Carsharing

Currently, PRTC does not play a role with any carsharing companies in the Prince William County area.

Commuter Stores

Currently, OmniRide does not operate any commuter stores, but does provide direct customer information services including the sale of transit fare media at the OmniRide Transit Center. OmniRide does partner with other jurisdictions such as Arlington County, so that PRTC transit and commuting information is available and transit fares can be sold at other Commuter Stores.

School Pool

Currently, PRTC does not operate a program that provides assistance specifically to students and parents of students for trips to and from school.

Other Services

OmniRide Rideshare provides several other services for the commuting public. OmniRide Rideshare staff administer a program that allows Prince William County residents to take advantage of the personal property tax relief program for vanpools. They also advocate for the proper design of area commuter lots to better accommodate slug lines and carpool and vanpool staging.

CHAPTER 3 – MISSION, GOALS, AND OBJECTIVES

During Phase II of the strategic planning process, PRTC identified a new positioning statement for the organization. A positioning statement represents how an organization wants its customers and stakeholders to know and understand it—the one sentence or thought they keep in their minds that helps "position" the organization relative to others. The positioning statement was used as a base for developing themes and strategic recommendations in the four areas of the strategic plan: Organizational, Transit, Transportation Demand Management, and Future Innovation.

While this positioning statement shapes a renewed vision for the organization, the current goals and objectives for OmniRide's TDM services represent a combination of refreshing goals from the previous TDMP and a new set of objectives developed from the Strategic Plan recommendations. This chapter presents the overarching policy that guides OmniRide's TDM services.

PRTC's Positioning Statement

The following is PRTC's positioning statement:

For the greater Prince William area's growing and diverse residents, organizations, and businesses, PRTC is the organization that delivers a multimodal transportation system, connecting the area's network of convenient, livable activity centers to one another and to the larger region in a way that makes the greater Prince William area the community of choice.

Themes

The primary overarching theme for the TDM elements of the Strategic Plan is to:

Build an army of ambassadors through public and private partnerships to promote travel options

Other key themes developed as part of the Strategic Plan include:

- Organizational – Fill the void in transportation and land use decision making by becoming a multimodal leader that brings together public and private interests.
- Transit – Recapture market share through improvements to service quality, public-private partnerships, and a performance-driven approach.
- Future Innovation – Pursue transformational projects that will accelerate the quality of life for Prince William area residents and businesses.

Goals

The goals from the previous TDMP were reviewed and it was determined that the intentions of the goal statements still are valid under PRTC's new positioning statement. The goals have been modified slightly and one goal has been incorporated from the previous TDMP. The new set of goals are:

- Build strategic partnerships and develop effective organizational practices
- Increase awareness of and customer satisfaction with TDM services
- Expand use of alternatives to single occupancy vehicle travel
- Expand travel options for underserved populations
- Support local economic vitality and strong economic growth
- Continue to engage the community and expand customer outreach

Objectives

Many of the TDM and TDM-related future innovation recommendations from the Strategic Plan also represent OmniRide's objectives for TDM. A series of implementation actions are identified to help meet these objectives and can be found in the Strategic Plan[4]. Some of these actions will be addressed in the TDMP and some are longer-term items as well as ongoing best practices. Some objectives have been added to ensure consistency with DRPT TDM Plan requirements. The objectives related to TDM are:

- Reduce drive alone market by investing in additional staff resources to promote transit, ridesharing, and other TDM strategies inside and outside of the PRTC area
- Strengthen relationships with Prince William County area businesses and private-sector stakeholders
- Increase ease of access to and supply of available commuter information
- Expand efforts to promote and register vanpools
- Proactively engage in the development and improvement of park-and-ride facilities
- Identify adaptations that support the latest trends and technology in commuting through updating the Transportation Demand Management (TDM) Plan (Phase III of the Strategic Plan)
- Collaborate with local jurisdictions on the investigation and implementation of new mobility solutions such as bikesharing and carsharing
- Ensure the goals and objectives for OmniRide's TDM program are consistent with DRPT's data collection and performance measurement standards
- Continuously measure and monitor the PRTC TDM program's performance and benefits to provide empirical evidence of the program's community impact and estimated return on investment (ROI), including:
    - Awareness, attitudes, participation and satisfaction with services and programs
    - Placements: new alternative mode users (carpooling, vanpooling, transit use, teleworking, etc.)
    - Vehicle trips reduced: SOV cars taken off the road
    - VMT reductions
    - Emissions reduced
    - Energy/Fuel saved
- Using data gathered in the performance measurement process, develop a program narrative that can be shared with key stakeholders and the general public.

Chapter 7 will go into greater detail describing the methods, frequency, and type of data collection OmniRide will use to monitor and measure the impacts of individual TDM services and the OmniRide TDM program as a whole.

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[4] http://www.prtctransit.org/about-us/strategic_plan.html; http://www.prtctransit.org/docs/PRTC-Recommendations-Summary.pdf

CHAPTER 4 – TDM PROGRAM ORGANIZATION AND OPERATIONS REVIEW

Chapter 4 of the TDMP describes some of the key evaluation processes that were conducted to assess the program services and organizations structure. The chapter covers:

- Interviews with regional stakeholders
- Stakeholder focus group
- Evaluation of recent trends in program usage
- Land use trends
- TDM program peer review
- Existing and potential technology use

Stakeholder Interviews

Four interviews with key regional stakeholders are required as part of OmniRide's TDM Plan to determine the level of support for TDM within the community. Stakeholder interviews were conducted during March and April of 2018. Special consideration was placed on selecting individuals with diverse backgrounds and roles within the service area to ensure varied feedback. The interviews, which were approximately one-hour long, included targeted questions based on the individual's area of expertise but also allowed for open dialogue. The following section introduces the interviewed stakeholders and summarizes key points from each discussion.

Ricardo Canizales – Director of Transportation, Prince William County

Mr. Canizales is currently serving as the transportation director for Prince William County. He has worked for Prince William County's Department of Transportation for 14 years and was previously the Transportation Planning Division Chief. Prince William County's Department of Transportation is about to begin work on its comprehensive plan, which will focus on multimodalism.

Key Takeaways

- A robust transportation network and multimodalism impact economic development, safety, and security. This statement is reinforced by the County's recently updated Strategic Plan, which includes mobility as one of its key initiatives. The Department of Transportation keeps VRE, OmniRide, VDOT, and other agencies regularly updated and extends invitations to be active participants in the planning process.
- The relationship between OmniRide and Prince William County's Department of Transportation has improved over time. Both agencies are aware that they must rely on each other in order to improve the transportation network and strengthen Prince William County. As a result, there has been an increase in coordination between the two agencies, especially during the planning phase of projects.
- OmniRide has a vital role in identifying gaps in the future transit network. As Prince William County's Department of Transportation works on its Comprehensive Plan, it will look towards OmniRide to provide insight on the future of the County's transit network. This includes highlighting areas that could be improved.
- One of the biggest issues OmniRide has is lack of capacity in park-and-ride lots along the I-95 corridor. The majority of the lots on the eastern side of the County are at capacity by 8:00 am. In order to accommodate additional OmniRide passengers, these lots will have to be expanded.
- Location of commuter lots is critical. Although many lots fill up quickly, some lots are underutilized, such as the Old Bridge Road and Route 123 Commuter Lot. Lot utilization depends on proximity and access to I-95: the easier the access, the higher the occupancy. The County is currently conducting a location study to

determine the best location for a 1400-space parking garage in the eastern end of the County. The garage would not only provide additional parking, but could also include a OmniRide transfer station.

- In order to strengthen the County and encourage people to stay, the Board must invest in local service. Agencies are often told they must work to incentivize people to stay within the County, but must also provide for commuters. These goals can conflict with each other when funding is an issue, but equal importance must be placed on the local network.
- OmniRide should use the County's Strategic Plan as leverage. The County's Board has made it a priority to strengthen the County, but OmniRide cannot create a robust local network without adequate funding. This needs to be stressed in order for OmniRide to get the support and investment it needs from the Board.
- Prince William County is still a suburban community. Although the County is located just outside of Washington, DC, and Arlington County, other more urban modes, such as bikeshare, haven't been heavily requested.
- Prince William County's Department of Transportation is still working on improving pedestrian connectivity within the area. There have been several sidewalk and path projects completed across the County, many of which have included coordination with OmniRide. By coordinating with OmniRide early in the developmental stages of sidewalk projects, both the department and OmniRide can ensure that adequate pedestrian and transit facilities are incorporated into the network.
- Although the County's transit infrastructure isn't robust yet, planning documents, including small area plans, are starting to address it.
- As the western end of the County continues to grow, transit will grow along with it. The construction of the western maintenance facility will also help foster some of that growth and will lead to the development of newer, more efficient routes.
- Cross-county connectivity will likely remain an issue for some time. The middle of the County still lacks the density needed to sustain fixed route service.
- Additional differentiation between OmniLink and OmniRide would be helpful. Several people, even County employees, get the two services confused. OminLink and OmniRide are two very different services and they should be named according to the types of routes they offer.
- There are many opportunities for OmniRide to partner with Prince William County Department of Transportation. OmniRide is currently working with the department to install new bus shelters along northern Route 1 once widening is completed. Additionally, the Route 28 project in Manassas requires the completion of an environmental study, which will include a transit element OmniRide could assist with. Widening on Balls Ford Road is planned to terminate in front of the proposed maintenance facility, creating an ideal opportunity for additional coordination between both agencies.

Debbie Jones – President and CEO, Prince William Chamber of Commerce

Ms. Jones currently serves the president and CEO of the Prince William Chamber of Commerce, where she has been employed since 1990. As CEO of the Prince William County Chamber of Commerce, Ms. Jones oversees a variety of smaller councils and works to connect people to people, projects to people, and companies to companies. OmniRide is currently a member organization of the Chamber of Commerce and is looking to expand its connections and develop meaningful partnerships with other member organizations.

Key Takeaways

- Cross county travel is a huge challenge for many residents and organizations. The area has gone through a lot of development, but there is still some disconnect between the eastern and western sides of the County. Although there are some transit options, most of the routes are considered long and time-consuming, making driving the more appealing option. However, this is difficult for people that either cannot drive or don't own a car.
- Transportation is an issue that comes up often when meeting with member organizations. Although there isn't a specific committee dedicated to transportation issues, they are often discussed during different council meetings as transportation issues impact many members.
- The majority of the Chamber's members do not commute outside of its footprint, which includes Prince William County, Manassas, and Manassas Park. Since the Chamber of Commerce serves restaurants, businesses, and organizations within the service area, the majority of its members commute within the area, which could benefit from more robust local bus service.
- Businesses have to adapt in order to manage transportation issues. This is especially true for businesses that must travel to clients to provide a service. Often times, losing time on the road equates to losing money, so businesses have to plan efficiently.
- Member organizations, especially non-profits, are always looking for better transportation options for their clients and employees. Didlake, which is a provider of contract services and rehabilitative services, is a great example of an organization that must frequently rely on different transportation options to connect clients to jobs in the area. Public transit, especially OmniRide, could assist clients who don't drive to reach their destinations.
- Two groups that could impact OmniRide's ridership the most are the elderly who no longer drive and the younger adults who are more likely to choose not to. Although there is a large elderly population that has stopped driving, many assisted living locations are still underserved by local transit. There is also a growing population of younger adults that would prefer not to own personal vehicles. However, many believe that Prince William County isn't set up for transit dependency.
- It's critical to reeducate people on transit and the opportunities it can offer. Transit is often seen as a mode reserved for a lower-income group and this attitude needs to change in order to increase ridership. Improved outreach and better facilities, including buses, could help the public see OmniRide as a desirable option that's suited for everyone.
- Many residents of Prince William County don't think of OmniRide when they think of public transportation. Although many residents recognize the OmniRide commuter services, many people don't consider OmniRide when they're looking for local transportation options. However, OmniRide can provide the solutions, but it must first establish consistency and reliability within the service area.
- There are specific employers within the service area that are worth reaching out to. OmniRide can utilize its connection to the Chamber of Commerce to gather information on the best organizations to reach out to and facilitate meaningful discussions. Some organizations worth considering include: Sentara Hospital, Novant Health Medical Center, George Mason University, Freedom Aquatic and Recreational Center, and various assisted living communities.

Steve Liga – Vice Chair, Greater Prince William Coalition for Human Services

Mr. Liga is currently serving as the vice chair of the Greater Prince William Coalition for Human Services, as well as the chief executive officer for Action in Community Through Service (ACTS). The Coalition for Human Services has worked with OmniRide in the past to ensure adequate transit accessibility for its clients and volunteers.

Key Takeaways

- Transportation impacts all human service organizations. The Coalition for Human Services, which is comprised of approximately 100 member organizations, often discusses transportation at meetings. Almost all organizations depend on local transportation to some degree.
- Many clients depend on OmniRide local bus service to travel to and from work. There are OmniRide bus stops currently located near many of ACTS's locations, which make it convenient for clients to travel to work using the local bus service.
- Local bus service is also used by volunteers. Not only do volunteers use local bus routes to reach different offices, but they are also used by food pantry volunteers on grocery trips.
- Case management representatives assist clients by arranging transportation to and from different appointments. Although taxi services are sometimes utilized, representatives most often rely on local bus service to transport their clients.
- ACTS Domestic Violence Services uses several hundred dollars' worth of bus tokens for client use. These bus tokens are taken out of the ACTS budget. ACTS does not receive any financial assistance or subsidies from OmniRide. The remaining departments do not have bus tokens built into their budgets and therefore rely on donations to assist with transportation costs.
- Driving around Prince William County is seen as very intimidating for many older adults, some of which choose not to drive as a result. It is important that the service be easy to understand and to use.
- The biggest barrier to increased use of local service is the lack of desirable stop locations. Although there are stops located conveniently near ACTS locations, some key destinations are inaccessible via local bus routes. This makes it difficult for clients to rely on the local bus service.
- There is a need to make local service as robust as possible. As funding is allocated, priority is often placed on the commuter bus service, but adequate local bus service is critical to promoting the development of Prince William County.
- There is potential in partnerships with TNCs. The Family Services Center, located in Dumfries, VA, could act as a Transportation Network Company (TNC) hub due to the high amounts of visitation. Although TNCs could be a viable alternative for some clients, the digital interface could create challenges in engaging the elderly population. However, transportation assistance could be incorporated as a potential future service.
- Better differentiation between OmniLink and OmniRide would make using transit less confusing for the public. People often get confused between the two services, which impacts ridership. By improving the differentiation between the two services, the public is more likely to understand the services better.
- Additional dialogue between OmniRide representatives and case managers would be effective in improving communication and relaying important information to constituents. This forum could be established through the Coalition for Human Services and could organize regular meetings with OmniRide staff.
- When making changes to local service, it is critical to keep the elderly and minority populations in mind. These groups, while being the most disadvantaged, could benefit the most from OmniRide service. Improved understanding of OmniRide's services would not only assist these populations, but it would also benefit OmniRide by increasing ridership on local bus routes.

Honorable Martin Nohe – Coles District Supervisor and OmniRide Commissioner, Prince William County

Supervisor Martin Nohe currently serves as Coles District Supervisor and a OmniRide Commissioner for Prince William County. Supervisor Nohe serves on many boards and committees that work on transportation issues at the local, regional, and state level including being Chairman of the Northern Virginia Transportation Authority (NVTA) since 2009 and the National Capital Transportation Planning Board (TPB) in 2019.

Key Takeaways

- OmniRide needs to stop being a transport agency and become a mobility agency. Supervisor Nohe believes OmniRide is too focused on serving people at commuter lots when they should be concerned with the overall community's mobility. There needs to be a shift in culture in order to enhance service.
- It is important that OmniRide establish whether to serve Prince William County, Manassas, and Manassas Park, or all six jurisdictions. What Prince William County wants and needs is likely to be different from what Spotsylvania and Manassas may want and need. The distinction needs to be made and OmniRide's vision and goals must stem from that.
- Prince William County has had a culture of only "needing" roads and has strained its investment in transit. Roads only mean something if they can transport people efficiently.
- Despite wanting to strengthen employment within Prince William County, most policies and projects are geared towards assisting the 70% of the population that commutes outside of the County, especially when resources are scarce. The County has invested a lot of resources in the construction of new commuter lots and the VRE expansion, but has not invested in infrastructure that supports intra-County transportation. In order to bring jobs into the County, those currently commuting out of the County need to be incentivized to make a change.
- OmniRide and Prince William County don't have the proper information to determine where origins/destinations should be. OmniRide excels at connecting the "dots" using routes, but there is a lack of information on where certain destinations are located. As a result, there could be large areas with riders that need to be served, but OmniRide doesn't have the ability to get to them.
- TDM is successful when there is a perception that you can change a person's utility. It is critical for OmniRide to sell the idea of a better quality of life, not just a bus ticket. For example, by riding on a OmniRide bus, riders could gain free time and eliminate frustration from no longer sitting in traffic. This improvement needs to be the selling point.
- Market research can help leaders make more intelligent investments as well as promote targeted changes, but it is difficult to get political support for feasibility studies.

Overall Takeaways

From the four interviews, the following summarizes the thematic takeaways for OmniRide's TDM program:

- Human services organizations, like ACTS, could benefit from specialized outreach and/or training to assist the populations they serve
- The County is looking to OmniRide to help realize its land use vision and strategic plan
    - Providing input and analysis on transit components of comprehensive planning elements
    - Smaller-scale construction projects
- Recent increase in outreach and involvement has been well received and should be sustained and/or increased
- Value in strengthening OmniRide's role as a solution to congestion and mobility challenges among the public and business community

Stakeholder Focus Group

OmniRide held a focus group half-day workshop on August 17, 2018 at the Chinn Park Regional Library in Woodbridge, VA to share updates on the strategic planning process and gain feedback on potential recommendations. A wide range of stakeholder interest groups were represented in the approximately 33 attendees, including OmniRide commission members, other transit/TDM providers, community and business organizations, and special interest groups. Potential recommendations were categorized into five groupings. For each grouping, the participants participated in a live-polling exercise and small group discussion. The full summary is included as an appendix. Some of the results related to TDM are excerpted below.

Potential Partnerships

Question: What employers or organizations would be beneficial partners for OmniRide to pursue?

Responses:

- Schools and universities (Northern Virginia Community College, George Mason University, public schools) – 11 responses
- Hospitals and medical centers (Novant Health) – 8 responses
- Federal government (FBI, Pentagon, USDOD) – 6 responses
- Prince William Chamber – 2 responses
- Quantico and Fort Belvoir – 2 responses
- Fairfax County government and schools – 2 responses
- Micron – 3 responses
- Others
    - Senior centers
    - Transit mobility organizations
    - HOAs
    - Potomac Mills
    - United Way
    - Innovation Park
    - Parks and recreation
    - Job training centers
    - Coalition for Human Services
    - Virginia GrandDriver
    - Goodwill

Key Discussion Points

- It is important to provide meaningful destinations for employees. This includes providing more direct, point-to-point service.
- Traffic mitigation and eliminating parking problems are primary selling points for OmniRide
- Some examples of successful partnerships include: GRTC and VCU, ART and Arlington County Government
- It would be helpful for OmniRide to meet with various community groups in-person to better understand individual needs of organizations; especially true for the growing aging population
- Suggestion to build partnerships with residential and commercial property management companies to be able to cover multiple properties with single relationships
- Important for information to flow through HR so employees are informed
- Some examples of information that could be helpful to know about how OmniRide is influencing the community include: customer satisfaction information, environmental impact data, and average cost-savings statistics. This information could allow users to view transit use as an improvement to overall quality of life.

Levering Technology

Question (27 responses): Which option below is the most important for OmniRide to pursue?

Figure 8: Leveraging Technology Focus Group Responses
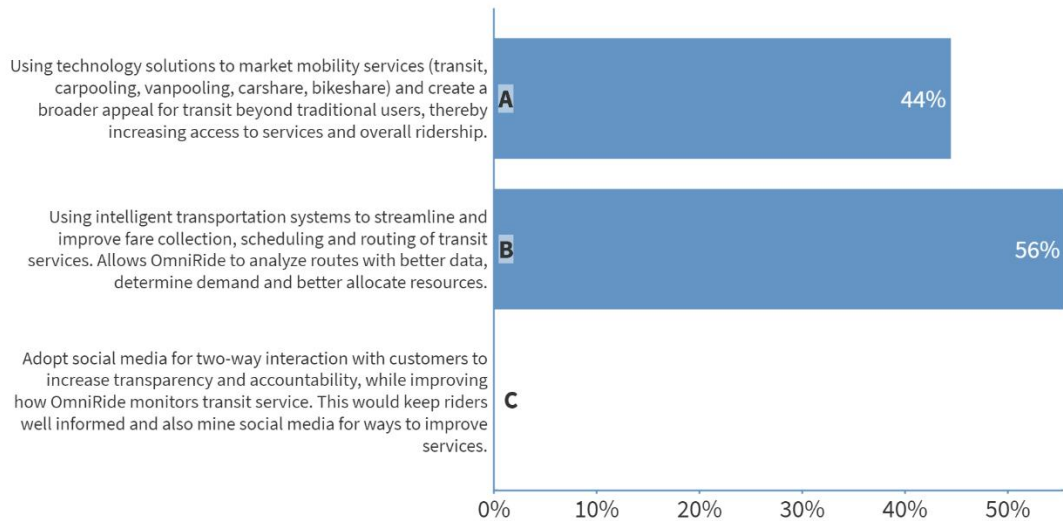
Key Discussion Points

- Along with integrated payment methods, participants would like to see an OmniRide mobile application that incorporates information from other transit partners, including VRE and Washington Metropolitan Washington Area Transportation Authority (WMATA). This would allow users to move seamlessly between public transportation systems and modes.
- Requests for integration with VRE information and slug-line information
- Real-time information is a must-have. Many riders would like to see real-time fares and travel time, similar to what is provided by TNCs.
- A frequent rider program could be beneficial in incentivizing commuter transit service
- It was interesting to see that no participants selected the social media interaction option in the polling above; potentially due to people only desiring one-way communication from OmniRide
- Barrier to the commuter lot program would be determining how long it takes before the shuttle shows up – potentially missing the bus

Increasing Awareness and Accessibility

Question: What do you think are the most effective ways to communicate information about OmniRide services? (50 total responses)

Figure 9: Increasing Awareness and Accessibility Focus Group Responses
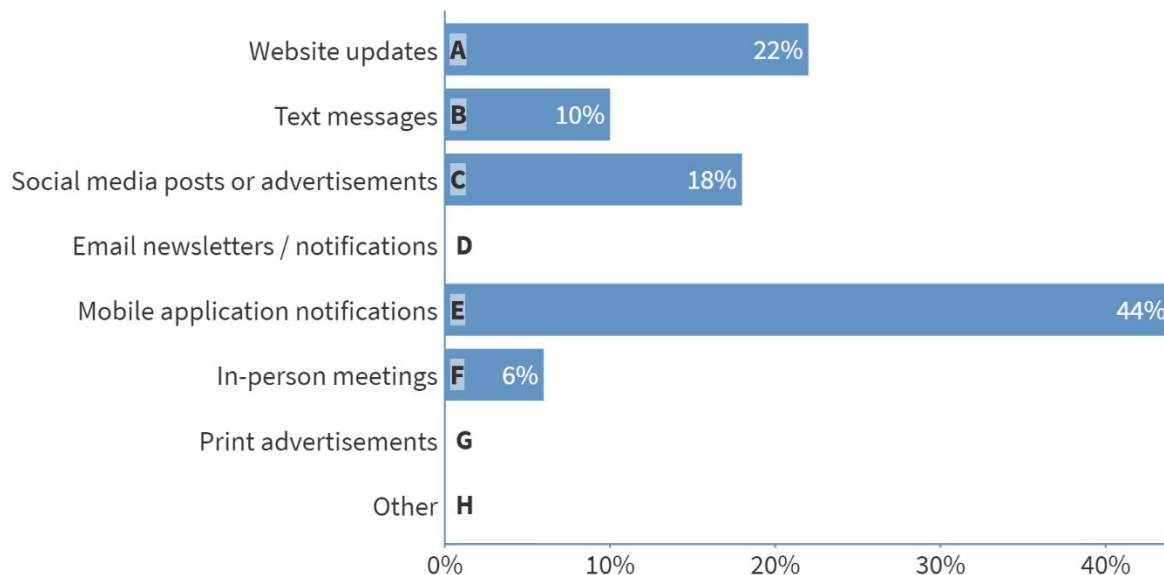
Key Discussion Points

- Mobile app notifications were the most preferred communication method
- An effective campaign utilizes all communication channels to transmit information (example: VRE)
- It would be effective to identify leaders in communities and schedule in-person discussions with them to promote transportation related services. This would make it easier to engage with traditionally underserved populations.
- Important to not forget the aging and less-technologically capable individuals with outreach
- Suggestion to try a free-ride opportunity to become familiar with the service
- Suggested getting testimonials of OmniRide customer
- Communicating with local businesses is critical. It would be beneficial to talk with employers and make them feel like a part of the process. Not only would employers feel more inclined to advocate for transit service, but it could allow for the development of new routes for employees.
- Overall, participants agreed that in-person meetings would be most effective in connecting with many communities in the region
- Noted that elected leader support for investment in transit is critical

Community Survey

As part of this strategic planning process, public outreach was conducted using MetroQuest interactive online survey, which allowed the public to give input to develop specific recommendations. The MetroQuest online interactive survey was open to the public from February 15th to March 15th, 2018. A paper copy of the survey was also made available for those who opted out of the mobile survey or were unable to access it. The survey was promoted through various platforms, including the OmniRide website, OmniRide email blasts, and other jurisdictional websites. In person outreach to further promote the survey was done on Tuesday, February 27th, 2018.

The survey was comprised of three main exercises that covered the following topic areas:

- Map Your Travel – This exercise provided insight on different origins and destinations in the OmniRide service area and overall region.
- Priorities – This exercise asked respondents to rank potential strategies on how well they would improve OmniRide service. A section specifically focused on TDM strategies was included.
- Budgeting – This exercise allowed respondents to identify features they would invest in using 50 "coins".

There were 616 total survey respondents, 607 of which responded online using the MetroQuest survey. The results of the TDM portion of the survey are summarized below and additional information can be found in the Public Survey Summary Appendix. 85% of respondents were non-riders whereas 11% of respondents had used the OmniRide ridematching service.

Commuting Patterns

The top work destinations across all survey responses were Arlington and Washington, DC, as shown in Figure 10. Once participants placed the work marker on the map, they were given the option to report a primary mode for that trip purpose. Although some respondents did not report a specific mode, the majority (70%) listed the bus as their primary mode for work trips. For those that choose not to use transit to commute to work, the majority of respondents said they did not do so because there is either no service available or it takes too much time.
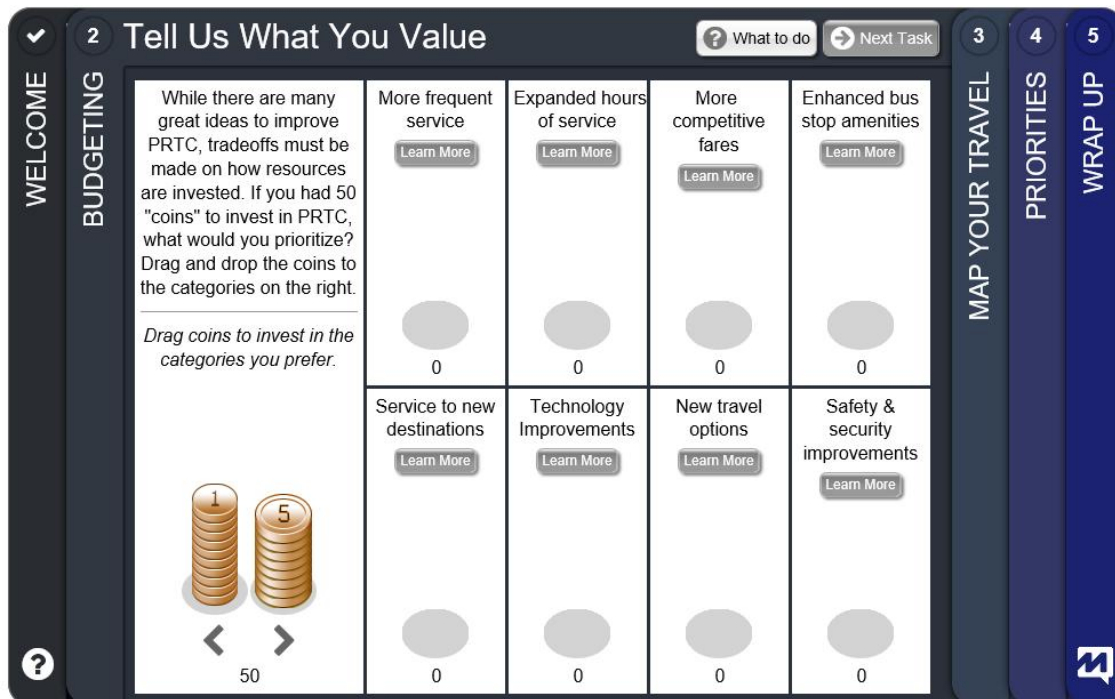
Figure 10: Concentration of Work Markers
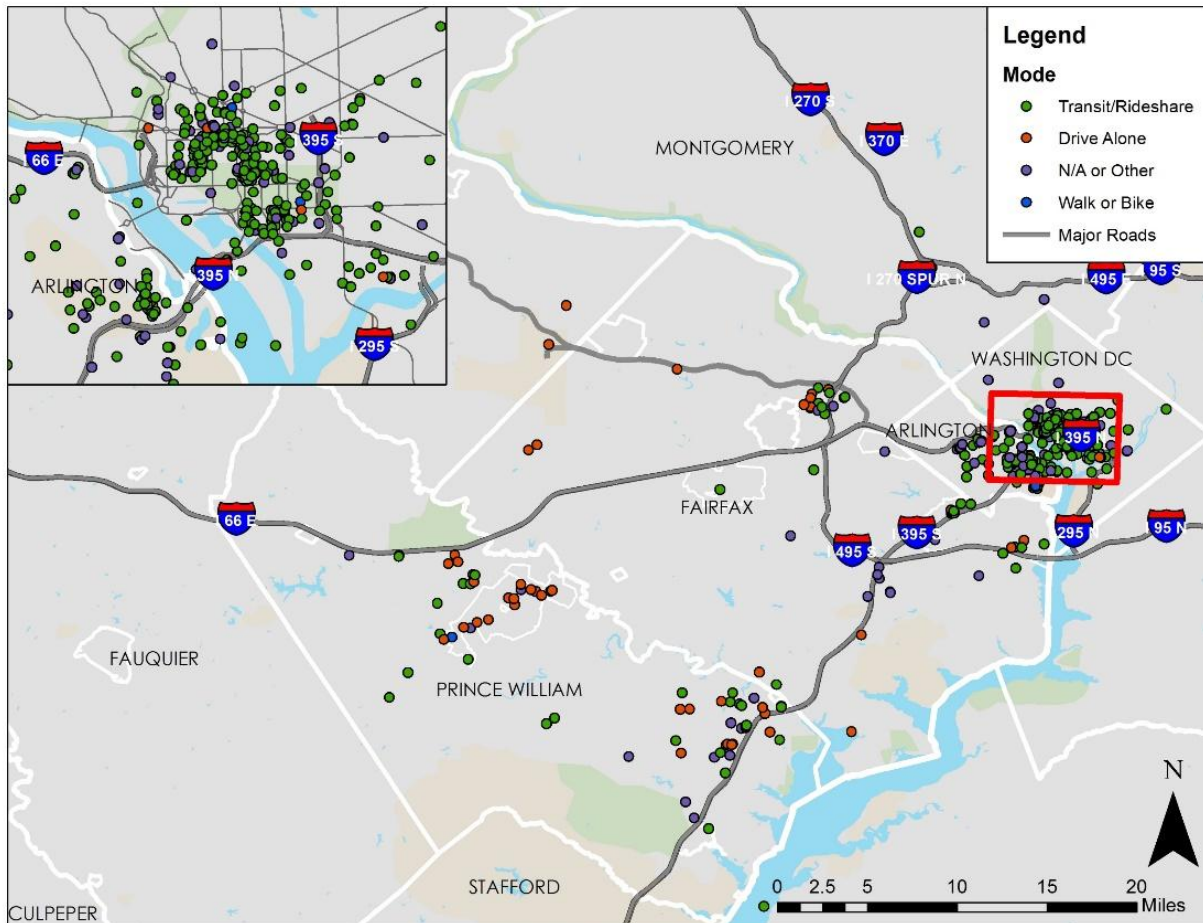
Priorities

One of the first questions asked respondents to divide up a given amount of "investment" into the above categories. Many of the categories were related to transit service, but two of the categories that are generally related to TDM are technology improvements and new travel options. These percentages represent the portion of the overall investment of OmniRide so while the shares may seem low, these numbers are relatively consistent with the overall breakdown of expenditures for OmniRide (transit service requires much more investment than TDM programs).

Figure 11: Investment Priorities
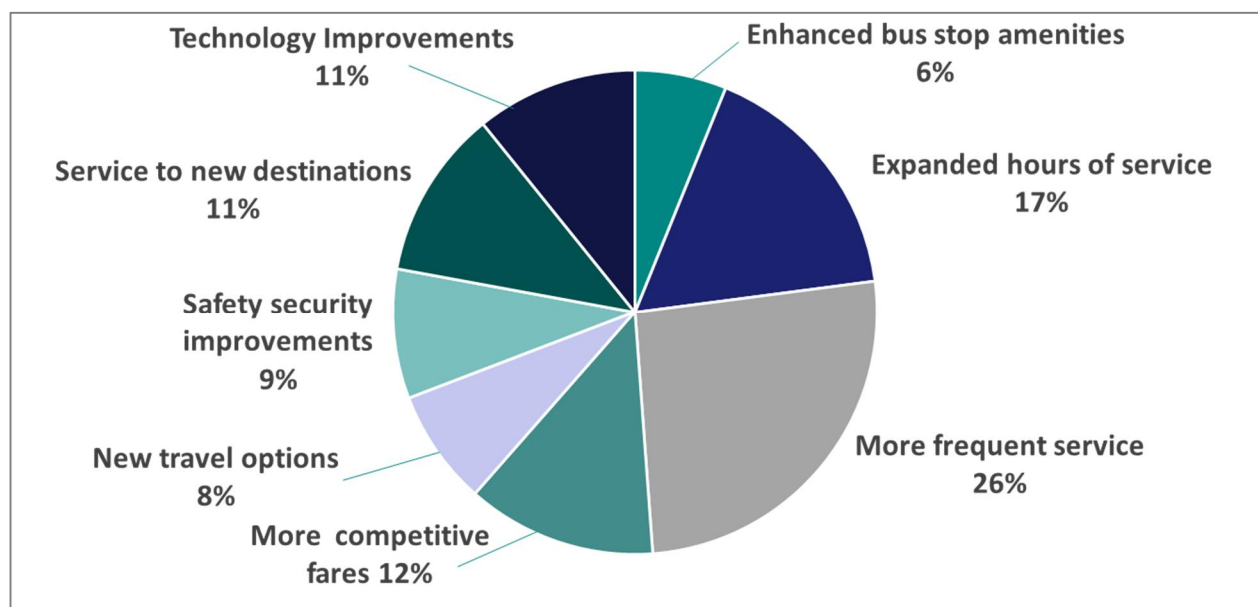
Commuter Choices

Figure 12 summarizes the results of the TDM portion of the priorities exercise. Expanded park-and-ride lots received the most 5-star rankings out of all the other options provided. Teleworking support and dynamic ridesharing were also viewed favorably. Vanpooling and carpooling incentives received the worst overall score, with an average score of 2.97.

Figure 12: Results of Commuter Choices Priority Exercise
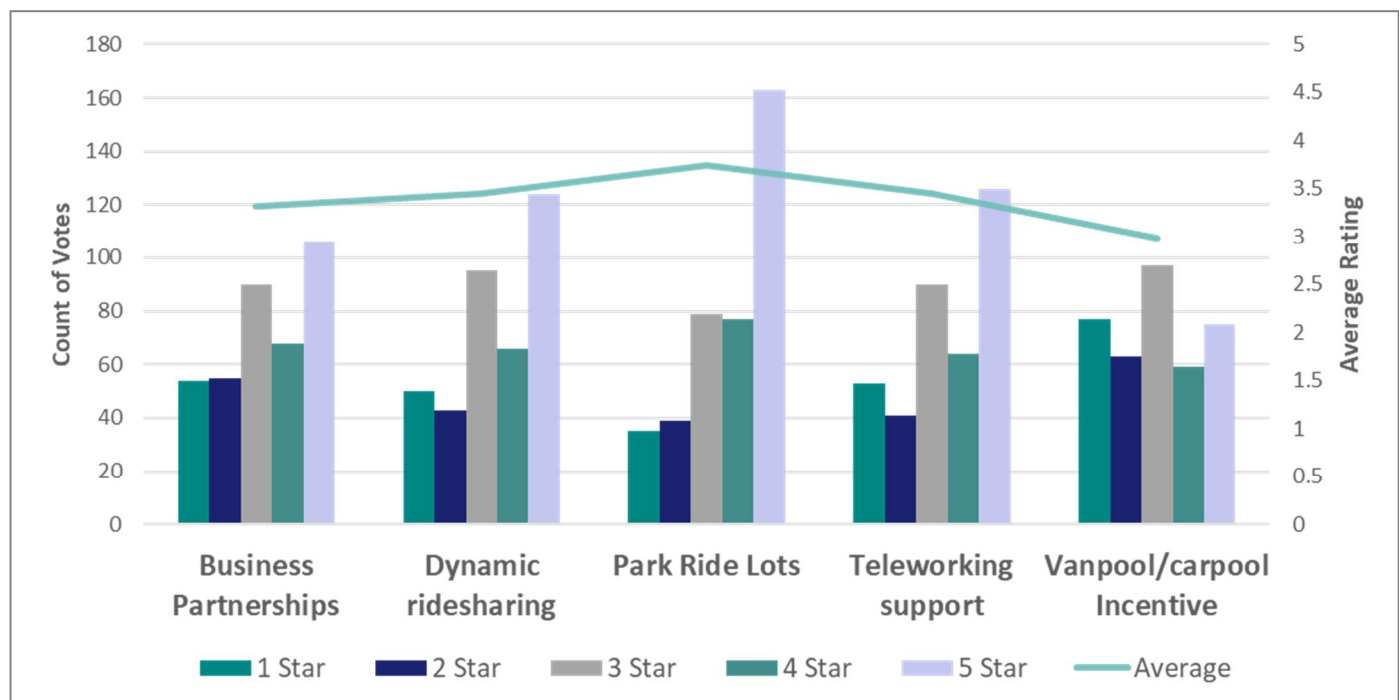
Changes in Program Trends

Ridematching

At the end of March 2018, COG and its member TDM agencies served 17,665 commuters registered in ridematching. This is an increase of 507 registrants during the quarter, up from 17,158 at the end of December 2017. Year over year there was a decrease of 1,192 from 18,857 in the system at the end of March 2017. At the beginning of this fiscal year, July 1, 2017, Commuter Connections served 18,435 ride matching customers. There has been a decrease of 770 registrants during the fiscal year (Source: Commuter Connections' Quarterly Work Program Progress Report, January – March 2018).

In FY 2018, the number of active Prince William County residents registered in the Commuter Connections database were 1,753. In FY 2017, a total of 1,766 Prince William County residents were registered in the Commuter Connections a decrease of less than one percent.

Vanpooling

VanStart and VanSave

OmniRide Rideshare carefully manages both of these DRPT-funded vanpool assistance programs (described in Chapter 2) and keeps record of all VanStart and VanSave financial assistance. For FY 2017, the total VanStart and VanSave program expenditures were $5,280 with five new vanpool groups receiving VanStart assistance, and three existing vanpool groups using the VanSave program's financial support to help them overcome unexpected rider losses. In FY 2018, the total VanStart and VanSave expenditures were $3,370 with a total of five vanpools receiving assistance. The $1,900 difference is partially attributable to the availability of funding for vanpool assistance through the I-395 Express Lanes TMP.

Vanpool Enrollment with the Vanpool Alliance

The Vanpool Alliance has enjoyed substantial growth in vanpooling in recent years, shown in Figure 13, and some of these vanpools originate from, or are destined to, Prince William County. As the Vanpool Alliance enrolls more new and existing vanpools into their program, the total amount of National Transit Database (NTD) reporting remitted to the Federal Transit Administration (FTA) also increases. This additional NTD reporting bolsters future earned federal formula funds for OmniRide. With this goal in mind, the Vanpool Alliance continues to actively promote and grow the vanpool program through their ongoing marketing efforts and, more recently, by targeting the high-potential I-66 corridor. The program has over 600 enrolled vans, and more than 500 of those vans now report their data monthly. Many of these vanpools were already in operation, especially along the I-95 corridor, and have enrolled with the Vanpool Alliance and initiated NTD reporting.

Figure 13: Vanpool Alliance Vanpool Enrollment
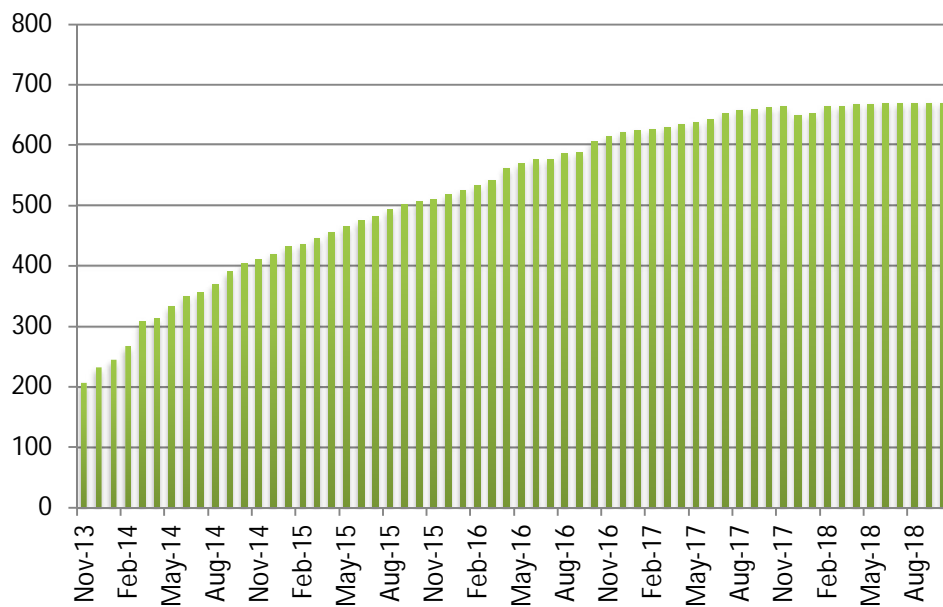
While Prince William County is more of a pass through for many of the 622 vanpools enrolled in the Vanpool Alliance program, there are 69 vanpools originating from the county and two vanpools that are destined to the county. In total, 467 commuters vanpool from Prince William County every day and 16 commute to Prince William County in vanpools. The Vanpool Alliance program is healthy and has exceeded its enrollment goals. The Vanpool Alliance reports 97 vanpool groups joined and started reporting their NTD data in 2015, and 91 vanpool groups joined in 2016 and started reporting their NTD data. Many of these vanpools travel through Prince William County and earn federal formula funds for OmniRide. In total, there are 7,493 commuters registered with the Vanpool Alliance program as either active vanpool riders or actively seeking to join a vanpool, making the Vanpool Alliance program the largest of its kind in Virginia. In comparison, there are currently 144 vanpools in operation and reporting NTD data in the RideFinders service area in the Richmond region and about 60 in operation and reporting NTD data in the TRAFFIX service area in Hampton Roads.

Simply helping to keep the existing 622 vanpools' ridership at sustainable levels is a substantial undertaking. The Vanpool Alliance program is administering several elements of the I-66 Outside the Beltway Transportation Management Plan. These responsibilities include managing incentive programs to help start new vanpools and sustain existing vanpools, as well as promote vanpooling throughout the I-66 catchment area during construction.

It should be noted that even with significant new efforts to promote vanpooling in the region, the Vanpool Alliance program is unlikely to experience the robust growth it has enjoyed since late 2013 as the vast majority of the 622 vanpools now in the program were already in operation. Like so many transit operations across Virginia, low gas prices have contributed to a slow growth of new vanpools in operation in the Commonwealth. The Vanpool Alliance program is consistently reporting about 120,000 passenger trips per month (See Figure 14).

Figure 14: Vanpool Alliance Passenger Trips
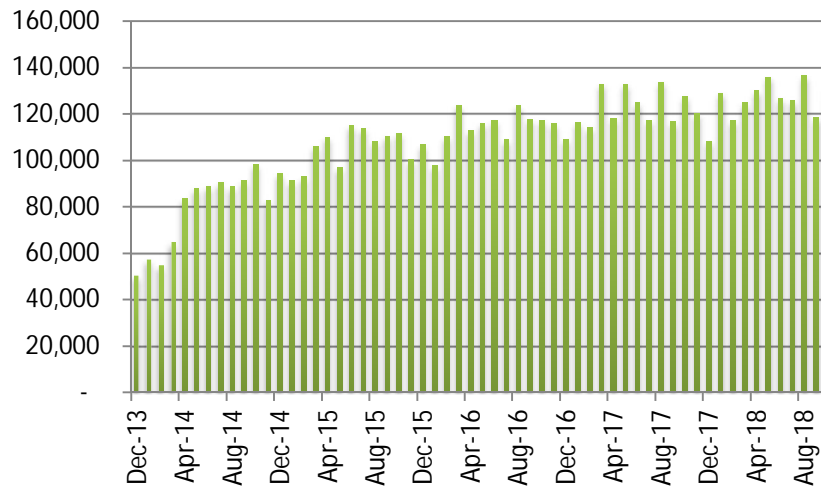
Fully unencumbered net program earnings (the gross program earnings less the program expenses) will be realized by FY 2019. Projected FY 2020 earned funds are conservatively estimated in part because of potential changes to federal funding formulas and the anticipated plateauing of enrollment of new vanpools into the Vanpool Alliance program. The highlighted column in Table 3 below shows OmniRide's anticipated net earnings for FY 2018 – FY 2020.

Table 3: Revenue and Expenses for Vanpool Alliance

Fiscal Year	Earned Funds	Cost	Earned Above Cost	Total Local to be Repaid	Net Earnings	NVTC	PRTC	GWRC
FY17	$1,805,000	$1,360,299	$444,700	$741,650	-	-	-	-
FY18	$4,729,021	$1,629,800	$3,099,221	$296,949	$2,802,271	$1,401,135	$997,517	$700,567
FY19	$5,766,768	$1,635,794	$4,130,947	-	$4,130,947	$2,065,487	$1,032,743	$1,032,743
FY20	$6,000,000	$1,641,967	$4,358,032	-	$4,358,032	$2,179,016	$1,089,508	$1,089,508

It is important to restate that none of the 622 vanpools enrolled in the Vanpool Alliance program are owned or operated by OmniRide, which means they are very efficient in generating additional formula funds for OmniRide from the FTA.

Land Use

Documented Plans

Prince William County and the Cities of Manassas and Manassas Park have documented future forecast land use through their comprehensive plans. Individual, more focused efforts such as small area plans and strategic plans seem to build towards implementation of these land use changes. Some key elements of the plans related to land use are summarized below. Maps of the future land use can be found in the Appendix.

Prince William County Comprehensive Plan

Prince William County is currently updating its comprehensive plan, as well as completing various small area plans, to direct growth in key locations throughout the County. Although the comprehensive plan update will cover the entire county, emphasis will be placed on the following areas recommended for planning review and update: North Woodbridge, Parkway Employment Center, Innovation, Fairgrounds/New Dominion Area, Independent Hill, Triangle, and Yorkshire. The plan update will also include an update to the proposed long-range land use plan.

City of Manassas Comprehensive Plan

The City of Manassas last completed its Comprehensive Plan in 2013 and is currently undergoing an update as of 2018. As part of this update, the City will also be completing its first Transportation Master Plan to guide future transportation investments and improve mobility in the City. The 2013 plan identified six "character areas" within the City. The Business Corridors represent the highest concentrations of retail, service, and office uses often designed to accommodate regional transportation. Old Town Manassas, which falls in the Business Corridor, is the targeted site for OmniRide's proposed new hub for local service in the western part of the County.

City of Manassas Park Comprehensive Plan

The City of Manassas Park has a future land use map which identifies areas for three redevelopment districts that could be potential areas for transit-oriented development. The City of Manassas Park has adopted an aggressive strategy to encourage non-residential development by providing certain development incentives for eligible projects in specific areas of the city. These are the City Center, Four Corners, and the Conner Center. The City's economic development assets include a commuter rail station on the VRE and Amtrak lines going into Washington's Union Station, and title to 24.4 acres of developable land in the City's center around the commuter station[5].

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[5] https://www.cityofmanassaspark.us/city-services/economic-development.html

Transit Supportive Land Uses

Prince William County, Manassas, and Manassas Park are some of the fastest growing areas in the region. Prince William County alone is the fourth fastest growing county in the state of Virginia and experienced a population increase of 43% between 2000 and 2010[6]. Based on the future land use documented in these comprehensive plans, the project team developed a map of transit-supportive land use areas within PRTC's bus-sponsoring jurisdictions. These areas included centers of commerce, regional employment centers, centers of community, mass transit nodes, and Potomac communities. These areas were identified due to their proximity to different multimodal transportation options, high employment densities, and/or mixed-use characteristics. As shown in Figure 15 most of the transit-supportive land use is currently concentrated in Woodbridge, Dale City, Manassas, and Gainesville.

Prince William County recently received a planning assistance grant from the Metropolitan Washington Council of Governments Transportation/Land Use Connections Program to study mixed-use and multi-modal connectivity opportunities in the Innovation Park and Gainesville study areas. The report, which was completed in November 2017, identifies opportunities to improve the multi-modal transportation network and acts as the foundation for the Innovation Park small area plan. The Innovation Park small area plan is expected to highlight the potential for mixed-used developments and improved transportation infrastructure. Along with Innovation Park, the County is also working on completing small area plans for Dale City, North Woodbridge, Parkway Employment Center, and Route 29, all of which are expected to see an increase in mixed-use development.

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[6] http://www.pwcecondev.org/demographics

![OmniRide logo]

Figure 15: Local Transit Supportive Land Uses
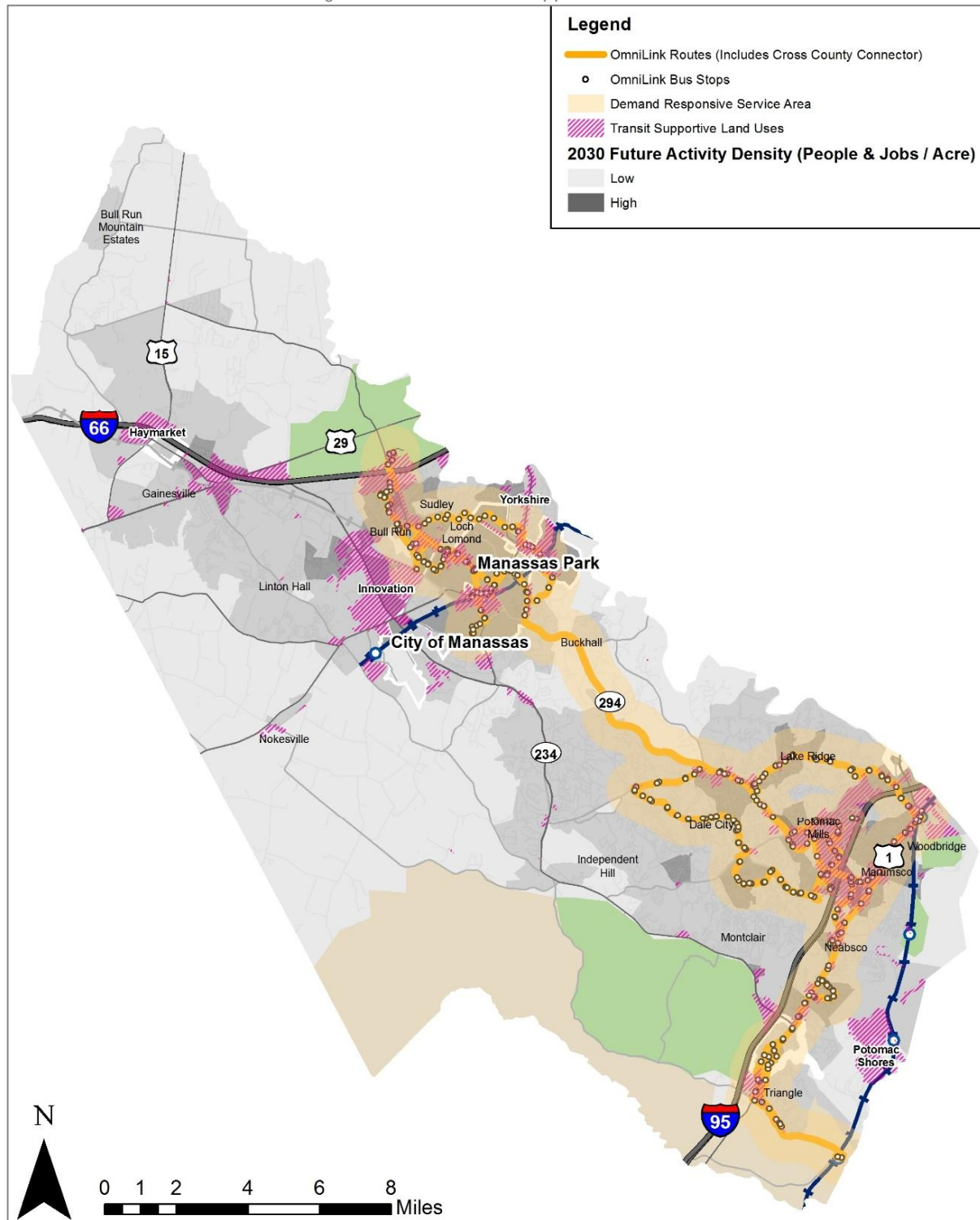
Planned Commuter Lot Expansions

As the area continues to grow, there has been an increased need to accommodate additional commuters and transit riders. Prince William County is currently completing a feasibility study for the planning and construction of a new parking facility and garage along the I-95 corridor near the existing transit center, but closer to commercial developments. The facility would not only increase the amount of available commuter parking, but it would also act as a new transfer point for local riders. OmniRide has been actively involved in the planning process.

Emphasis has also been placed on the I-66 corridor, especially with the completion of Transform 66 Inside/Outside the Beltway. Several new commuter lots are being constructed along I-66 in areas such as Haymarket and Gainesville that will not only support additional transit service, but carpooling and vanpooling as well. Table 4 summarizes the planned expansion of proposed lots in the I-66 corridor.

Table 4: Planned Commuter Lot Expansions (I-66 Corridor)

Lot Location	Type of Lot	Access to I-66 (at Express Lanes expected opening in 2022)	Short/Mid-Term Changes (Funded)	Long-Term Changes (Planned)
Haymarket (I-66/Route 15)	New Lot	Via general purpose lanes at I-66/Route 15	230 spaces by early 2019	Expansion to 600 spaces
Cushing Road	Expansion	Existing direct access ramp to general purpose lanes	None	Expansion to over 1,400 spaces
Gainesville (University Boulevard/I-66)	New Lot	Direct access ramp to/from Express Lanes at University Boulevard	Approximately 960 spaces by fall 2019; Expansion to over 2,000 spaces by project opening in 2022	Expansion to over 2,400 spaces
Manassas (Balls Ford Road, west of Sudley Road)	New Lot	Direct access ramp from lot to/from Express Lanes	Approximately 1,100 spaces by project opening in 2022	None

Note: Represents latest available plans as of April 2019.

TDM Program Peer Reviews

Three TDM program peer reviews, one examining a commuter assistance program outside of Virginia, are required as part of OmniRide's TDMP. A review of three peer agencies' operations was conducted from February 14th through February 23nd to gain an understanding of the OmniRide Rideshare program's relative performance and to explore new ideas for OmniRide's future programs, services, organizational structure, regional role, budgets, and funding. Peers were selected based on service area, population and employment density, proximity to large regional job centers, and existing transit service similar to Prince William County. Each of the three TDM programs recommended for peer reviews were approved by OmniRide prior to initiating any outreach to the candidate programs.

The TDM program peer reviews included hour-long interviews with each programs' leadership. To facilitate rich discussion, the project team provided each TDM program leader with a brief overview of our planning efforts to date and an advance copy of the interview questions to help them prepare for the telephone interview.

To position the peer reviews to also inform OmniRide's strategic and transit plans, the project team explored how the TDM programs interact with the transit services in their respective areas and examined program funding synergies. For example, we inquired about funding that must be split between transit and TDM, and how these organizations go about allocating these funds for maximum benefit.

Table 5 provides a summary of the interviews conducted. The peer interview questionnaire, along with a more detailed summary of each additional interview, is included in the appendix.

Table 5: Peer Review Participants

Peer TDM Program and Metropolitan Area(s) Served	Interviewee(s) and Title(s)	Interview Date
Loudoun County Commuter Services (LCCS) Loudoun County	Sharon Affinito, Transportation Planner/TDM Program Manager	February 16, 2018
Regional Planning Commission of Greater Birmingham's (RPCGB) CommuteSmart Birmingham, Huntsville, Montgomery, Mobile	Scott Tillman, Director of Planning & Operations; Lisa Smith, CommuteSmart Program Manager	February 22, 2018
RideFinders, a division of GRTC Transit System Central Virginia (City of Richmond, City of Hopewell, City of Petersburg, Charles City County, Town of Ashland, City of Colonial Heights, Chesterfield County, Goochland County, Hanover County, Henrico County, New Kent County, and Powhatan County)	Von Tisdale, Executive Director	February 23, 2018

Basic Commute Profiles

Table 6 summarizes the basic commute profile for each of the peer programs. For comparison, information regarding OmniRide's service area is included in the table's last row. While LCCS covers a single jurisdiction, RPCGB's CommuteSmart and RideFinders serve multiple counties and/or cities. Totals in Table 6 were calculated based on total regions served, rather than on enrollees in any agency programs.

Table 6: Peer Program Service Area Profiles

Peer Program	Service Area	Service Area Population	Median Household Income
LCCS	517 square miles	326,477	$122,238
CommuteSmart	5,280 square miles	1,147,417	$34,883
RideFinders	5,181 square miles	1,000,000	$61,124
OmniRide Rideshare	360 square miles	457,000	$98,000

Sources: FY 2019 OmniRide TDM Operating Assistance Grant Annual Work Plan, 2012 - 2016 U.S. Census American Community Survey, 2015 DRPT Statewide Travel Study

Regional mode splits from peer programs are shown in Figure 16, below.

Figure 16: Peer Program Regional Mode Splits
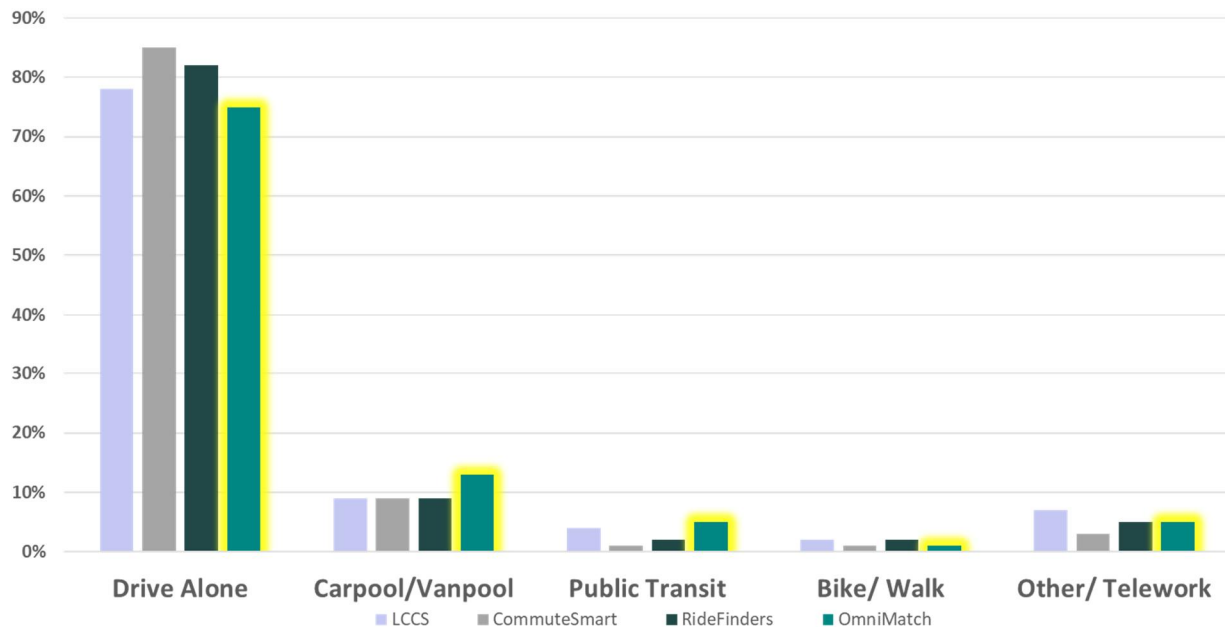
Organizational Structure and Staffing

Table 7 summarizes the organizational structure and staffing for each of the peer programs. For comparison, information regarding OmniRide's service area is included in the table's last row.

Table 7: Peer Program Organizational Structure and Staffing

Peer Program	Organizational Structure	Staffing (FTEs)
LCCS	A program of the Transportation Planning and Operations division within the Department of Transportation and Capital Infrastructure (TCI)	3 FTEs: • Transportation Planner • Commuter Services Specialist • Employer Outreach Specialist
CommuteSmart	An initiative of the Regional Planning Commission of Greater Birmingham (RPCGB)	5 FTEs: • Program Manager • Business Outreach Manager • Outreach Coordinator • Outreach Coordinator • Special Projects Coordinator
RideFinders	A division of the GRTC Transit System	6 FTEs: • Executive Director • Program Manager • Account Executive • Account Executive • Client Services Coordinator • Customer Relationship Specialist
OmniRide Rideshare	A program of the Potomac and Rappahannock Transportation Commission (PRTC) Commission and a member of MWCOG's Commuter Connections network	2.5FTEs: • TDM Program Manager • Rideshare Program Assistant • Customer Service Agent

Program Services Offered

Table 8: Peer Program ServicesTable 8 summarizes the program services offered from each of the peer programs. For comparison, information regarding OmniRide's program services are included in the table's last row. All peer programs interviewed provide foundational services including: ridematching, carpool and vanpool formation assistance, and directly provide or support emergency ride home programs. Particularly innovative services include:

- LCCS conducts vanpool formation events at park-and-ride lots throughout the region, especially at locations where commuter buses are overcrowded, or service will soon be curtailed or eliminated. They have also partnered with Loudoun County and NeoNiche Strategies, LLC, to conduct targeted marketing to Loudoun County residents at Farmer's Markets.

- CommuteSmart uses incentive programs to entice new commuters to enroll in their "GetGreen" program and encourages existing program participants to continue their use of sustainable transportation solutions and log their travel data through "CommuterClub." Commuters who are new to CommuteSmart start out in the GetGreen program. In the GetGreen program, new participants earn $1 per day in the first 90 days, up to $70. In FY 2017, CommuteSmart outreach events, social media, advertising, and employer engagement yielded 866 GetGreen enrollees. These participants logged approximately 646,867 vehicle miles reduced last year, or an average of 747 miles reduced per participant. The GetGreen program cost $29,403 or 5 cents per vehicle mile reduced.

  Once commuters complete their first 90-days, they are moved to the CommuterClub program to encourage the continued use of alternative commutes. Commuters who continue to log at least 20 alternative commutes receive a $25 gift card quarterly. CommuterClub participants choose from one of seven gift card options including Chevron/Texaco, Publix, BJCTA Transit Pass, Cahaba Cycles, CVS, The Summit, and Express Oil Change. There were 762 new commuters registered in CommuterClub in 2017. The CommuterClub program cost $161,870 in fiscal year 2017 and resulted in the elimination of 8,693,403 vehicle miles from the region's roadways. As such, the program cost approximately 2 cents per vehicle mile reduced.

- In 2001, RideFinders launched a new ground-level ozone awareness campaign. The "Get Aware of Your Air" initiative helped teach about the dangers of ground-level ozone to the region. Today, RideFinders continues this successful campaign through a partnership with GRTC and the Virginia Department of Environmental Quality (DEQ). Through DEQ, the RideFinders website and mobile apps provide daily "Ozone Alerts" summarizing the region's air quality and promoting services such as carpooling, public transportation, biking, and walking—particularly during the ozone season (May through September)—to help the region combat ground-level ozone. RideFinders also partners annually with DEQ to update their air quality brochure and collateral materials with the latest information from the EPA. In 2013, RideFinders produced their first region-wide public service announcement in partnership with DEQ and continue promoting ozone awareness to this day.

  RideFinders also partners with GRTC's marketing department for the Clean Air Campaign. The Clean Air Campaign builds awareness and educates the public through a variety of venues, including direct mailers to households and employers; radio, television, website, newspaper, social media, and phone book advertisements and banner ads; keyword search engine sponsorships; bus advertisements; and special event advertising.

Table 8: Peer Program Services

Peer Program	Programs and Services Offered	Available (and planned) Transit Services	Most Important/Successful Commuter Services
LCCS	• Ridematching (Commuter Connections) • NuRide rewards and incentives (ends in June 2018) • Carpool and vanpool formation assistance • Vanpool incentive programs • Emergency Ride Home • Travel information and assistance • Promotion of alternative travel options (Telework, etc.) • Cycling promotion (including to park-and-ride lots) • Employer outreach • Residential outreach • Developing TDM-related proffers • Social media promotions (Facebook)	• Loudoun County Transit (LC Transit): local, paratransit and premium commuter bus services • Metrorail Silver Line - Phase 2 extension	• Personalized trip planning • Transit and rideshare rewards • LC Transit services (commuter bus) • Vanpool formation events at area park-and-ride lots
CommuteSmart	• Ridematching (Base, now only supported by Media Beef) • GetGreen and CommuterClub incentives programs • Carpool and vanpool formation assistance • Vanpool incentives programs • Emergency Ride Home • Promotion of alternative travel options (Telework, etc.) • Cycling promotion (including	• BJCTA's Max Transit • Future BRT service	• CommuteSmart's GetGreen and CommuterClub incentives programs which drive program participation
RideFinders	• Ridematching (NuRide) • NuRide rewards and incentives • Carpool and vanpool formation assistance • Vanpool incentive programs • Emergency Ride Home • Travel information and assistance • GRTC transit information and sale of fare media • Promotion of alternative travel options (Telework, etc.) • Bike and pedestrian commuter services • Employer-based marketing (and development of an ETC network) • Residential outreach • Employer relocation and site analysis services • Commuter Choice promotion • Regional park-and-ride infrastructure promotion • Clean Air Campaign	• GRTC • GRTC's Pulse BRT service (Summer '18) • CARE On-Demand (partners UZURV and RoundTrip) • Petersburg Area Transit	• Robust commuter vanpooling program with RideFinders-branded fleet graphics • Cultivating and nurturing a substantial network of Employee Transportation Coordinators (ETCs) among area employers
OmniRide Rideshare	• Ridematching (Commuter Connections) • Carpool and vanpool formation assistance • Vanpool incentive programs • Vanpool Alliance • Emergency Ride Home • NTD reporting • Travel information and assistance • Promotion of alternative travel options • Employer outreach	• OmniRide local and commuter bus (OmniRide Express, OmniRide Local, Metro Express) • Commuter rail (VRE) • Demand responsive • Connections to Amtrak	• Personalized trip planning

Employer Services Offered

Table 9 summarizes the employer services offered from each of the peer programs. While each of the peer programs interviewed had varying staff sizes, organizational structures, budgets, and external resources, they all provide employer services. Specific examples of employer services programs include:

- LCCS employer services helps businesses develop successful workplace commuting programs. LCCS employer services include:
    - Assessing employees commuting patterns to the workplace
    - Confidential employee commute surveys
    - Information on qualified transportation fringe benefits
    - Carpool and vanpool formation services
    - Information on park-and-ride locations
    - Route and schedule information for local and regional transit
    - Formation and expansion of telework programs
    - Onsite transportation displays
    - Work site events

    Since 2005, a full-time staff member has provided outreach and assistance to employers to promote transit and high-occupancy commute modes and encourage and assist employers with employee commute benefits and incentives. The employer outreach specialist gives presentations at employer sites and participates in special on-site events to disseminate information about transportation alternatives within the county. LCCS staff coordinates with the Dulles Area Transportation Association (DATA) and actively participates in employer council meetings. LCCS also works closely with the Chamber of Commerce and the Leesburg-Greater Loudoun chapter of the Society for Human Resources Management (SHRM).

- CommuteSmart recognizes employers with whom they collaborate through their "Partners Program." Gold, Silver, Bronze, and Community Partners are recognized each year in the CommuteSmart annual report. In 2017, CommuteSmart recognized 119 partners ranging from Gold Partners such as the University of Alabama Birmingham, Alabama Power and HealthSouth to Community Partners including the Alabama Partners for Clean Air, the Hoover Area Chamber of Commerce and Zyp Bikeshare. The partner levels are determined by a variety of considerations including how many events they do per year, how willing they are to promote the CommuteSmart program with employees, and if they have any other smart commute offerings (i.e. bike racks, bus stops, bus tokens available, CommuteSmart parking spaces, CommuteSmart vanpool spaces).

- RideFinders has helped establish a substantial network of Employee Transportation Coordinators (ETCs) throughout the region. ETCs are dedicated transportation champions in the workplace, serving as liaison between the employer and RideFinders. RideFinders offers free training and recognition opportunities for the volunteer ETC. ETCs assist their fellow employees by:
    - Distributing RideFinders brochures and posting flyers.
    - Emailing Ozone Action Days alerts provided by RideFinders. ETCs are at the heart of RideFinders' efforts to help Richmond stay out of the red during Air Quality Action Days.
    - Encouraging ridesharing and commuter programs.

Table 9: Peer Program Employer Services

Peer Program	Employer Services Offered	Most Popular Employer Programs
LCCS	• Employer based marketing	• Collaboration with the Leesburg-Greater Loudoun chapter of SHRM and sponsored Chamber of Commerce networking events.
CommuteSmart	• Employer based marketing	• Employer Partners Program
RideFinders	• Employer based marketing • Established and supports a regional network of approximately 300 Employee Transportation Coordinators (ETCs) • Establishing and helping implement tax-free transportation benefits programs (Commuter Choice) • Employer Relocation and Site Analysis Services	• ETC network
OmniRide Rideshare	• Employer based marketing (brought "in-house" in 2016)	• OmniRide Employer Services Program Services • Special/Events and Challenges

Program Marketing Efforts

summarizes the program marketing conducted by each of the peer programs. While each of the peer programs interviewed had varying marketing budgets and external resources, they all conduct some form of program marketing. Not surprisingly, many of the programs now focus on marketing using social media campaigns where the return on investment is more easily measured. Specific examples of program marketing efforts conducted by each of the peer programs include:

- LCCS promotes and markets their theme of providing county residents with "transportation options." LCCS staff use a combination of outreach methods including newspaper advertisements, posters in government facilities, website advertisements, brochures and promotional souvenirs. LCCS also uses electronic information dissemination, working directly with the county's Public Affairs and Communication Office staff. LCCS also maintains a very active Facebook page with over 700 followers. Constant Contact emails to residents and businesses, as well as further development of the LCCS website are also being explored. LCCS spends advertising dollars as follows: 5% on Facebook; 25% on Google Ad words and web advertising; and the remaining on newspapers. LCCS just embarked on a partnership with Loudoun County Public Libraries to sponsor their Summer Reading Program in exchange for exposure in print, website, and social media throughout the duration of the program.

- In 2017, CommuteSmart's media strategies included creating a new advertisement for radio and television, along with ads on print, digital media, and use of on-site events. Various promotional items, information pamphlets, and social media reinforced the program brand and provided additional education for interested parties. Additionally, CommuteSmart provided air quality alert day notifications using media notifications, Alabama Department of Transportation (ALDOT) message boards, special advertisements on AL.com, and multiple radio websites. CommuteSmart spent a total of $75,698 for TV, radio, print, and digital advertising in 2017.

- RideFinders' employer outreach services are also critical to the program's success. Each month 150 introductory letters are sent to employers across the region followed by post card reminders and follow-up telephone calls. The RideFinders ETC Network provides training for new ETCs and best practice sharing opportunities for existing ETCs. New ETC's receive certificates of appreciation from RideFinders as well as an ETC handbook. Quarterly telephone conference calls among the ETC advisory group keep these stakeholders current on new RideFinders and/or GRTC services. A recognition event for the ETC Network is being planned for Try Transit Week in September. Finally, RideFinders will soon be recognizing an "ETC of the Month" on their website to acknowledge the contributions from these important partners.

Table 10: Program Marketing Efforts

Peer Program	Annual Program Marketing Budget	Program Marketing Efforts
LCCS	$114,080	Facebook advertising, Google Ad Words, advertising in area theaters, and customized LCCS program information and branded tent for their Farmers' Market program (part of their $31,360 budget for printing and reproduction).
CommuteSmart	$75,698	TV, radio, print and digital advertising
RideFinders	Not available	TV, radio, print and digital advertising. Partnered with Allegheny Image Factory and Frequency Pictures, LLC to produce a series of video shorts found on Vimeo, RideFinders' Facebook page, as well as repurposed for TV and social media advertising. Media budget split 75/25 between social media/digital platforms and traditional TV.
OmniRide Rideshare	$65,800	Seasonal marketing campaign and new resident pack mailings, print, in-theater, and digital advertising.

Future Initiatives

Table 11 summarizes some of the initiatives that the peer review program is considering in the short- to mid-term timeframes.

Table 11: Future Outlook for TDM Program

Peer Program	Program Marketing Efforts
LCCS	• Raising program awareness and visibility through Facebook and allocating more of their advertising budget to pay-per-click and other measurable social media marketing programs to better quantify advertising ROI. • Community outreach and marketing to Loudoun County residents at the county Farmers Markets. • Coordination with the Leesburg-Greater Loudoun chapter of SHRM, DATA, and the local chamber of commerce. • Videos that can be used to both educate and persuade people and can be repurposed for social media advertising.
CommuteSmart	• Recognizing employers and other key stakeholders (BBA) with whom they collaborate through the CommuteSmart Partners Program. • Promoting CommuteSmart with fleet markings on vanpools • GetGreen incentives program to entice commuters to enroll in their program. • Updated, responsively-designed program website.
RideFinders	• Promoting RideFinders with fleet markings on vanpools (literally rolling billboards) and on GRTC buses. • Integrating RideFinders community impact data into GRTC's and promoting their collective impacts as part of an ongoing reputation management campaign. • Nurturing the existing RideFinders ETC Network and offering training, etc. to expand it. • Promoting their Allegheny Image Factory/Frequency Pictures-produced videos through social media and television. • Engaging key stakeholders through the RideFinders Advisory Board.

Key Takeaways

The items below in Table 12 represent the project team's analysis on some of the initiatives that seem most relevant and could have the greatest impact on OmniRide Rideshare. It is recommended that OmniRide Rideshare consider implementing these specific strategies.

Table 12: Key Peer Review Takeaways

Key Takeaways	Peer Agency
• Boosting their presence on social media, especially Facebook, and allocating more of their advertising budget to pay-per-click and other measurable social media marketing campaigns to better quantify advertising ROI. • Continuing active community outreach and marketing to Loudoun County residents at the county Farmers Markets. • Coordination with the Leesburg-Greater Loudoun chapter of SHRM, DATA, and the local chamber of commerce.	• LCCS
• Increasing collaboration with all CommuteSmart Partners • Partnering closely with the new UAB TDM Program Manager (a former CommuteSmart employee) to expand the CommuteSmart program at the urban campus. • Migrating to a new, state-of-the-art ridematching system.	• CommuteSmart
• Expanding employer and community outreach efforts including the use of the RideFinders mobile commuter store. • Nurturing the existing RideFinders ETC Network and offering training, etc. to expand it. • Promoting their Allegheny Image Factory/Frequency Pictures-produced videos through social media (75%) and television (25%).	• RideFinders

Existing and Emerging Technologies

Regional Ridesharing Focus Areas

To stay abreast of technological innovations impacting transportation demand management and ridematching systems, the Commuter Connections Ridematching Committee meets to discuss technical issues and make improvements to the regional TDM software system once a quarter. There are several recently implemented and/or planned innovations to the Commuter Connections ridematching system, including:

- CarpoolNow Mobile App Enhancements:

  - By the end of March 2018, a total of 1,821 iOS and 740 Android users had downloaded the new on-demand ridematching app.
  - A new incentive program is in place to encourage commuters to use the CarpoolNow mobile app. Certain commuters whose trips pass through Howard County, MD are eligible to receive incentive payments. Drivers who give rides to instant carpool partners can earn dollar rewards for each trip they drive.
  - Push notifications including "idle notification," "new rider notification."
  - Transit and traditional carpool match suggestions for riders not paired with a driver within 3 minutes.
  - Howard County, MD Driver Incentive—to be region wide in FY 2019 (after July 1, 2018).

- Commuter Connections Mobile App Enhancements

- Enhancements to incenTRIP, the University of Maryland's new multimodal trip planning app

  - Flextime Rewards Program (including congestion notifications).
  - GRH trip request function.
  - Bike routing overhaul.
  - New routing algorithm and newly digitized trail and street networks.

- Unified GIS Stream to power the online Park-and-Ride lot map, TDM System landmarks and lots, and printed edition of the Park-and-Ride lot map.

Flexible Vanpooling

Flexible vanpooling uses technology to give riders, registered with a vanpool or not, flexibility in modifying their commutes. Participating vanpools would use rostering and fare payment software, which would include smartphone and desktop applications, to allow riders registered in one vanpool to ride with another and unregistered riders to catch a one-time ride. OmniRide plans on implementing flexible vanpooling in May 2019.

Mobile Applications and Ticketing

Increasingly, people are using their phones to get real-time information, service updates, and to purchase tickets if possible. At the focus group, mobile notifications received this highest number of votes by far as the preferred communication method. Findings were echoed in the public survey where real-time information was voted the most favorably. Mobile ticketing allows passengers to order, pay for, and display tickets on their cellphones. Not only does this save time and improve customer convenience, but it also reduces the costs associated with traditional paper-based ticketing production and distribution. In addition, mobile ticketing provides greater flexibility in the type and number of fare products that an agency can offer and allows for greater integration with real-time information and trip planning applications. Many transit providers across the country, such as Alabama Department of Transportation, are currently releasing mobile ticketing applications as a way to increase ticket

accessibility and, therefore, ridership. Despite the many advantages of mobile ticketing, there are drawbacks as well. Not all people own a cellphone, and mobile ticketing applications have struggled to serve unbanked and underbanked populations, which means that other payment methods must be available. Mobile ticketing can also be seen as unreliable due to limited battery life of smart phones. OmniRide is developing a mobile application and is currently in discussions with regional providers regarding the potential for mobile ticketing and plans to implement mobile ticketing within the next year.

Collaboration with TNCs

Many transit providers are examining partnerships with TNCs such as Uber and Lyft, to fill the gaps in transit service. TNCs allow users to arrange a pick-up in real time, select the type of service at several different price points, and calculate a fare quote and travel time estimate. Using real-time tracking, TNC users are also given information on the location of nearby drivers, a description of the assigned vehicle for pick-up, arrival time updates, and a GPS-based route map. Additional detail about potential partnerships OmniRide is exploring with TNCs can be found in the TDP. Some specific areas OmniRide is looking to partner with TNCs are:

- Enhancements to Wheels-to-Wellness Program – OmniRide recently completed a study looking at options to expand and modernize the Wheels to Wellness program, which provides subsidized service to healthcare related appointments. The recommended alternative was to use a platform that acts as a reservation company and can book trips using TNCs or taxis as needs allow.
- Commuter Lot On-Demand Shuttle Programs – TNCs (or their routing algorithms) may be used as a potential service model for the program OmniRide has funded through the Commuter Choice program for on-demand shuttles to commuter lots.

CHAPTER 5 – SERVICE CHANGES AND EXPANSION PLAN

This chapter describes the proposed changes to OmniRide's TDM program. Each recommendation is broken down to provide a description of the recommendation, rationale of why it is needed, anticipated costs and staffing considerations, and the expected benefits of implementation. These recommendations were developed based on analysis of the existing system, feedback received during the public survey process, stakeholder feedback, and the strategic recommendations developed as part of Phase II of the Strategic Plan.

Three themes or "buckets" have been identified to organize these TDM recommendations—Leveraging Technology, Increasing Awareness, and Building Community Partnerships. Each plan or program comes together across these three areas to form a holistic structure that will address the goals and objectives of the TDM program, as well as the needs of Prince William County residents.

In addition, marketing communications and community outreach initiatives are included as an integral part of the recommendations below. Those initiatives are essential to the overall success of TDM program areas and represent the recommendation that OmniRide adopt a stronger marketing communications role.

Together, these recommendations will help attract and educate riders for existing and new service initiatives, address ongoing challenges of attracting additional riders for core services—especially newcomers to the PWC area, and build greater government and community support for public transit from OmniRide. Without question, the most effective public transit organizations across the nation are those with a visible brand presence and positive reputation in the community.

Summary of Recommendations

Table 13 below represents a summary of the TDM recommendations. Further details are presented in the narrative sections that follow. The following is an explanation of the terms used in the summary table. While costs and staffing are referenced in this chapter, a more detailed breakdown will be presented in Chapter 6, the financial plan.

- Expansion or New – Whether this program expands on existing efforts or it is a new initiative
- Priority – Importance and urgency of implementing the TDM program
- Assumed Start Year – Fiscal Year in which the program is anticipated to begin
- Base Year Cost – One-time start-up costs associated with the program (see narrative for explanation of what is covered by the costs)
- Annual Cost – Ongoing annual costs (not including staff labor) for operations of the TDM program. Annual costs are assumed to begin the year of the base year, unless otherwise noted. More detailed year-by-year costs will be presented in Chapter 6.
- Assumed Staffing – Level and type of staffing required to implement the incentive. More detailed staffing needs will be presented in Chapter 6.
- DRPT Category – This column notes which category or categories the recommendation falls under according to the DRPT TDM requirements

Table 13: Summary of Recommendations

OmniRide Theme	Recommendation	Initiative	Expansion or New	Priority	Assumed Start Year	Base Year Cost	Ongoing Cost	Assumed Staffing	DRPT Category
Leveraging Technology	A	Establish Flexible Vanpool Program	New	High	FY 2019	$180,000	$68,800	Staff + Vendor	Vanpool Programs
	B1	Develop mobile application (Real-Time Information)	New	High	FY 2019	$67,187	$37,500	Staff + Vendor	Marketing and Promotion
	B2	Develop mobile application (Mobile Ticketing)	New	High	FY 2020	$243,000	$168,000	Staff + Vendor	Marketing and Promotion
	B3	Develop mobile application (Mobility as a Service Platform)	New	Medium	FY2024	$100,000	$0	Staff + Vendor	Marketing and Promotion
	C	Modernize and update website	Expansion	High	FY 2019	$74,000	$1,300	Staff + Consultant	Marketing and Promotion
	D	Flexible commuter lot shuttle program	New	High	FY 2019	$505,000	$290,600	Staff + Vendor	Other Services
	E	Implement Wheels to Wellness program enhancements	Expansion	High	FY 2020	$8,375	$137,940	Staff + Consultant	Other Services
Increasing Awareness	F	Develop a compelling narrative of program benefits	New	High	FY 2020	$15,000	$0	Staff + Consultant	Marketing and Promotion
	G	Launch targeted social media campaigns	New	Medium	FY 2021	$37,500	$40,000	Staff + Consultant	Marketing and Promotion
	H	Increase Spanish language outreach	Expansion	Medium	FY 2021	$15,000	$6,000	Staff + Consultant	Marketing and Promotion
	I	Encourage Casual Carpooling on the I-66 Corridor	New	Medium	FY 2022	$0	$0	Staff	Ridematching
Building Community Partnerships	J	Expanded outreach to community events	Expansion	High	FY 2020	$5,000	$30,000	Staff + Consultant	Marketing and Promotion
	K	Establish Mobility Councils with private and public stakeholders	New	High	FY 2019	$0	$0	Staff	Marketing and Promotion
	L	Establish an employer's partners program	New	Low	FY 2022	$20,000	$25,000	Staff + Consultant	Employer Outreach

Notes

B1. Real-time Information Base year costs represents a pro-rated annual rate for a three-year contract. This cost is applied to FY 2019 through FY 2021.

D. Annual operations cost begin one year after program startup (2020)

Leveraging Technology

A. Establish Flexible Vanpool Program

Description

This formal program would use technology to give riders, registered with a vanpool or not, flexibility in modifying their commutes. Participating vanpools would use rostering and fare payment software, which would include smartphone and desktop applications, to allow riders registered in one vanpool to ride with another and unregistered riders to catch a one-time ride. It will also provide a stipend for monthly participation to the vanpools. The program would organize existing vanpools between Western Prince William County and the Rosslyn/Ballston corridor, and promote the creation of new vanpools in the corridor.

Rationale

Commuting patterns are changing, and there is a decline in the number of people who are commuting the same way five days a week. As such, it can be difficult to establish a permanent pattern with a standard group, and, often, seats in vanpools are left empty. In addition to the peak-period, peak-direction tolls on I-66 inside the Beltway already open, the I-66 Express Lanes outside the Beltway will be opening in 2022, implementing a toll for users with fewer than three travelers.

Costs and Staffing

The cost for the program over two years is $317,600, and it will be funded by the NVTC Commuter Choice Program (application approved during FY 2018). It includes $180,000 of initial start-up funds, including the software application and the on-board hardware, and $68,800 of annual costs for two years. Program setup and operations are expected to begin in FY 2019 and PRTC staff will lead this effort. Coordination will be required with the technology vendor for the application or platform. For the program to continue for longer than two years, additional funding would be required.

Benefits

- Allows riders to switch between vanpools of varying schedule but common origin-destination patterns
- Increases flexibility for commuters with changing schedules
- Provides additional HOV travel choices for those interested in trying vanpooling

B. Develop Mobile Applications

Recommendations B1 through B3 relate to mobile application developments OmniRide is working on currently or plans to work on in the future. There may be opportunities to integrate the app functions as the complexity of the app grows.

B1. Real-Time Information Application

Description

OmniRide is currently working with an application developer after issuing a Request for Proposals (RFP) to develop an OmniRide app. It is expected that this application will be used to disseminate static schedule and real-time vehicle location and expected arrival location.

Rationale

Life today is lived on-the-go, and people use their mobile phones for all aspects of communication. It is the most efficient way to reach the most people; riders and nonriders on the TDM survey indicated that real-time information was the highest rated of potential improvements to the system. Stakeholders also indicated that mobile application notification was the most effective way to communicate information about OmniRide services.

Costs & Staffing

A cost proposal was submitted with the responses to the RFP. The application developer is responsible for set-up and maintenance of the application so OmniRide staff involvement in maintenance is likely limited. The contract is approximately $201,000 over three years with annual costs of $37,500 to maintain the application.

Benefits

- Riders can receive real-time information and notifications, so they know when their bus is arriving
- Real-time service alerts can be sent out over the application to notify riders quickly
- Has the potential to be expanded to include mobile ticketing or on-demand mobility options in the future

B2. Mobile Ticketing Application

Description

OmniRide aims to expand the real-time information mobile application to allow for the purchasing of tickets. Passengers would be able to ride the bus without needing to have a fare card or exact change. Multiple technology companies currently have platforms that allow this. OmniRide and Alexandria's DASH system plan to work together on exploring options to advance the process and select a potential platform. The infrastructure and processes on the buses would need to be adapted as well to allow for this system.

Rationale

Mobile ticketing has become a regional priority, in discussions led by NVTC known as "next generation fare payment" to look at future replacements or supplements to SmarTrip. In Winter 2019, the Northern Virginia transit agencies gathered for a workshop on mobile ticketing at which multiple vendors were present. Having to reload a fare card or having cash can be a barrier for some riders to ride the bus. Mobile ticketing can also allow for more last-minute rides. It is currently very difficult and time consuming to reload a fare card on a mobile phone. Mobile ticketing will also give OmniRide more local flexibility in implementing fare products and promotions.

Costs & Staffing

Mobile ticketing application costs consist of upfront development and hardware validator costs, annual licensing and maintenance costs, and annual transaction fees. The costs for initial implementation can vary depending on

the vendor and approach taken, but is assumed to be $243,000, which incorporates the upfront cost for the product development. The validators (physical hardware) to place on buses will be accounted for in the transit capital plan. Annual operations and maintenance costs are $168,000, which include licensing, transactions fees, and maintenance[7].

Benefits

- Increases available payment options for users; does not require user to have cash or a SmarTrip card
- Allows flexibility for last-minute trips, without requiring a pre-conceived SmarTrip reload
- Mobile ticketing also provides origin-destination data for passengers, including alighting data using Bluetooth
- The application has the potential to be more fully expanded to include on-demand mobility options in the future

B3. Full Mobility as a Service Platform

Description

OmniRide aims to expand the real-time information and mobile ticketing application to develop full mobility as a service (MaaS) platform. A full Maas platform allows for multimodal trip planning, trip payment, subscription bases, and customer service. OmniRide would use the platform as a mobility manager to aggregate transportation service options and allow customers to look, book, and pay for trips through the application. The application could integrate with other modes such as on-demand services, ride hailing, car sharing, bike sharing, and parking. This concept is rapidly evolving and OmniRide will continue to monitor different platforms and options in the years ahead of implementation.

Rationale

This recommendation aligns strongly with the desire of OmniRide to become more of a mobility agency than just a bus provider. Individuals are focused on the best way to get from point A to B, and trends are leading towards all mobility options being aggregated. OmniRide desires to serve as a facilitator in this role and needs a platform.

Costs & Staffing

The cost for the platform consists of upfront development and integration costs, and annual licensing and maintenance costs. As this is a very dynamic concept, it is difficult to identify specific costs, especially for adopting in FY 2024. Due to this, an estimated $100,000 upfront investment is being used and will be updated in subsequent documents.

Benefits

- Users have all travel choices aggregated into one location and systems are integrated
- Cost efficiencies can be obtained by addressing mobility needs through more cost-effective services (i.e. lower-demand trips being served by microtransit rather than a large bus)

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[7] This assumes mobile ticketing on a fleet of 282 buses, a 10% transaction fee, and a mobile adoption rate of 5%.

C. Modernize and Update Website

Description

OmniRide is currently redesigning the website to have a newer look and feel, improve navigation, and ease accessibility of information to its users. The website reconstruction will be mobile-responsive and will also present the new branding of OmniRide across the organization's services. It also will boldly represent the new OmniRide brand identity as a modern, efficient transit organization serving the public interests of the Prince William County area.

Rationale

The PRTC website has not had significant updates for a long time. OmniRide is going through a rebranding and the mobile app and website will be two new ways to share the brand with the public. Users of the website have noted that it can be difficult to navigate on a mobile phone or different browsers.

Costs and Staffing

PRTC staff work to update and maintain content on the website, and PRTC also has a contract with a third-party firm for web maintenance and support. PRTC is working with another third-party consultant regarding the messaging and communication aspects of the website. The initial base-year cost for modernizing and updating the website is $74,000 with annual maintenance costs of $1,300. FY 2019 is the start year, as OmniRide is currently updating the website.

Benefits

- Website redesign provides a more user-friendly interface, with the most important needs of riders up-front and centered on the home page:
  - More robust trip planning solutions
  - Fully responsive design optimized for on-the-go mobile devices
  - Easier access to destination and time schedules, using a revised user interface
- Allows OmniRide to promote the organization's new brand and the integration of its services

D. Flexible Commuter Lot Shuttle Program

Description

This program would create on-demand shuttles between neighborhoods and area commuter lots in Prince William County. This technology-enabled service would allow riders to request a ride through a software interface which would then dynamically route vehicle drivers in real-time directly to those commuters' locations. The software interface could be created in a way that is similar in function to popular ridesharing services, and the service itself has the ability to be scaled up depending on the vehicle size being used.

Rationale

The first-mile/last-mile problem of getting riders to and from mass transit is often the most challenging part of transit planning. This provides another choice for riders to travel directly to regional transit without the need to use single-occupancy vehicles.

Costs and Staffing

The cost of the program for the initial startup is $505,000. This covers the purchase of a software application, on-board hardware, software maintenance and support, promotion, and purchase of vehicles. Beginning in FY 2020, operations would cost $290,600 and would include the cost for contracted operating costs, fuel, software maintenance/support, and program promotion. PRTC staff will lead this effort. Coordination will be required with the technology vendor for the application or platform. This strategy is assumed to end after FY 2022 to coincide with the additional parking capacity opening in the I-66 corridor.

Benefits

- Connects residents to regional point-to-point commuter bus
- Increases regional transit ridership without increasing parking demand on area commuter lots
- Reduces single-occupancy trips
- Provides opportunity for improved coordination between OmniRide and area developers

E. Implement Wheels to Wellness Program Enhancements

Description

OmniRide set out to develop a feasible solution for flexible transportation to and from non-emergency medical appointments for the residents of the Prince William area of Virginia. The solution is intended to be a modernization of the existing Wheels to Wellness Program, which provides taxi vouchers to eligible individuals for trips to non-emergency medical appointments. The preferred alternative, based on a 2018 study, is framed around a partnership between PRTC and a contracted reservation company. The reservation company receives and assigns rides to various service providers based on the needs of the user. This model has the potential to be expanded in the future to include the full suite of PRTC services in the mobility-on-demand service model.

Rationale

OmniRide had been experiencing low usage and funding shortages for the existing Wheels to Wellness Program and was looking for ways to modernize the program. One of the obvious challenges is to make the program accessible to those without mobile phones or with disabilities, which does limit the potential options. However, if those individuals are provided with a viable option to use the service, other booking and trip methods can be used. Other areas, like Boston and Pinellas, Florida, saw shifts in paratransit usage when introducing pilot programs involving TNCs like Uber and Lyft. Greater Richmond Transit Company (GRTC) currently operates a similar reservation system-based program.

Costs and Staffing

Staff resources would be required, predominately during the setup phase to coordinate getting the program up and running, and procuring the necessary third parties. Once the infrastructure of the program is up and running, marketing and communication of the program would be key. External parties could include consultants, partner organizations, technology platforms, or external stakeholders. Based on coordination with one potential vendor for the reservation system, costs have been assumed to be approximately $140,000 annually, which include the System and technology maintenance, and program operating subsidy. An initial cost of approximately $8,000 is needed to set up the technology platform.

Benefits

- Easier to use system for non-emergency healthcare transportation services
- Streamlines and secures financial tracking and trip reporting
- Flexible to incorporate multiple modes to service individual's needs (including volunteers)

Increasing Awareness and Accessibility

F. Develop a Compelling Narrative of Program Benefits

Description

The traditional measurements of the impact of public transit organizations (measures like passengers per revenue hour) do not effectively communicate rider or community benefits. A strategy should be developed with a compelling narrative that highlights and summarizes program benefits, demonstrating the value of the system to current and prospective riders, as well as a broader audience outside OmniRide. This would focus on rider satisfaction and employer and community benefits. Quantifiable statistics, or logic, and personal, emotional stories should be used to support this strategy, such as:

- How many people use OmniRide to get to their job?
- How many employers rely on OmniRide to get their employees to work, or examples of employers who rely on OmniRide for their workers or customers?
- What percentage of the County is within a given distance of bus service?
- Personal stories from a diverse group of individuals of the importance to OmniRide to the lives of residents, ranging from stress relief of not commuting (i.e. Get There Smarter.) to the one-car or no-car family that gets to work every day thanks to OmniRide.
- Cost savings from commuting vs. fuel, tools, and parking (as well as aggravation).
- Estimated reduction of SOVs traveling on I-95, and the reduction of fossil fuels and greenhouse gases due to the number of passengers traveling with OmniRide.

This program should be linked to the performance measures component of the TDP, as well as the TDM Plan, and should also have a link to local strategic plan goals. The new OmniRide narrative will be captured in a messaging platform with specific, accurate, and timely facts and benefits about public transit and OmniRide service. This will build off the strategic brand positioning "placemat" created in early 2018, which was created to support and advance OmniRide's strategic plan. In addition, a "placemat" will be created that brings together all the key messaging into a single, front-and-back document for consistent and easy use by OmniRide staff.

Rationale

To fully convey the benefits of a transit system and help build support in the community, OmniRide should develop a summary of program benefits that can be used in marketing communications and as message points when talking to decision makers. This will support OmniRide's marketing and community outreach to large employers or institutions in the area to build partnerships and to potentially be used in requests for additional funding for services. Additionally, OmniRide's role in helping solve regional challenges such as economic development, workforce attraction, congestion management, and access to medical care and education, can be included.

Costs and Staffing

Outside counsel will work closely with OmniRide staff to research and prepare the narrative and key benefit-oriented messaging/statements. The cost for this support is estimated at $15,000 for year one. This does not include any additional survey costs to collect information from commuters.

Benefits

- Helps convey the benefit of OmniRide's services to the greater Prince William County area and region
- Addresses "What's In It for Me" with personal cost savings and stress relief
- Provides benchmarks on which to measure success, and provides the opportunity to show improvement
- Provides new messaging for marketing communications to expand awareness of OmniRide

G. Launch Targeted Social Media Campaigns

Description

A highly targeted, engaging social media outreach campaign will enhance engagement with current riders and increase awareness and market penetration with potential riders in the Prince William County area. This strategy also will be used to educate and instruct potential riders on how to access and use OmniRide services and enhance OmniRide's brand presence and reputation as the area's leading public transit agency. Additionally, social media can be used to highlight staff accomplishments and how staff is serving the community, which supports internal morale and OmniRide culture.

Utilizing a series of compelling graphics and short, fifteen-to-thirty-second video montages with clear calls to action, this campaign will simultaneously increase broad awareness of the organization while also connecting individuals to OmniRide's webpage and digital assets. Additionally, social media marketing tactics can be used to promote public hearings or input sessions associated with any outreach process.

Considering the generational diversity of the Prince William area, utilizing Facebook and Instagram's advertising tools will help fill in the gaps left by other traditional outreach efforts. In addition, the associated comment sections with each ad will provide further anecdotal, qualitative sentiment regarding OmniRide and the outreach efforts themselves.

Specific demographic, geospatial, and temporal targeting allows the agency to reach specific types of users or riders, even in specific areas and windows of time. One example—announcing a route change to a bus line in a coordinated message across Facebook, Twitter, and Instagram, and boosting the message to target users within the zip codes of Prince William County during the agency's operating hours.

Rationale

The nature of media and digital communication is changing, with social media becoming an increasingly important method. Peer agencies have found that digital communication is the most effective way to inform organizations and communities about programs and services. In the survey conducted as part of the TDMP outreach, respondents to a survey indicated they were nearly twice as likely to consider social media as an effective tool for information dissemination over local newspapers.

Costs and Staffing

Costs would be associated with developing the messaging and graphics of the communication and for purchasing the advertisements on platforms such as Facebook. A consultant is assumed to be hired to assist with program startup and to develop initial collateral to be used for the advertisements. Estimated costs for outside consultant support include:

- $7,500 startup costs for planning
- $25,000 annual cost for monthly social media management, including creating posts in advance and graphics
- $7,500 for social media promotions, which are out-of-pocket costs to promote on Facebook, Instagram, or LinkedIn
- $37,500 to produce digital assets, including four videos and shooting B-roll for OmniRide library for additional use

In the meantime, outside counsel will advise OmniRide on exploring opportunities to use its existing advertising budget on additional digital platforms. OmniRide staff would also be involved to review and approve content and issue posts beyond what is being developed by the consultant.

Benefits

- Provides the ability to target specific types of users (e.g. ADA riders, youth, non-English speakers, geographic specific)
- Increases efficiency by reaching a larger and more market focused audience at a significantly lower cost than traditional media
- Allows the agency to combine elements of both traditional and digital media
- Boosts the new OmniRide brand identity

H. Increase Spanish Language Outreach

Description

This increased outreach effort can be incorporated into existing efforts by providing more Spanish-language versions of existing materials and resources, print and digital. Additional resources might include the introduction of travel trainings in Spanish. Targeted outreach can focus on Spanish-speaking community groups, and social media campaigns can be used to reach Spanish-language social media sites and radio stations.

Rationale

According to the Department of Economic Development, approximately one-fifth (22%) of Prince William County's population is Hispanic, and nearly one-third (30%) of the population speaks a language other than English. Moreover, the Hispanic population is the fastest growing population in the United States. It can be expected that a growing number of riders will want or need Spanish-language resources.

Costs and Staffing

Costs and staff time are related to developing and translating more promotional and instructional materials to Spanish. Outside counsel will work closely with OmniRide staff to research and prepare the narrative and key benefit-oriented messaging/statements. The cost for this support is estimated at $15,000 for year one. Additional printing expenses are included as well for a total of $6,000 annually.

Benefits

- Increases ridership, particularly among underserved populations
- Increases understanding of the service by a wider audience
- Provides a more welcoming experience for non-English-speaking riders
- Reduces communication issues between English-speaking drivers and non-English-speaking riders

I. Encourage Casual Carpooling on the I-66 Corridor

Description

The Transform 66 improvements on the I-66 corridor bring the infrastructure and time savings for vehicles which can travel in the Express lanes. OmniRide should look for opportunities to promote casual carpooling (slugging) options to potential corridor users, especially when the new Express Lanes are open on I-66. Rather than try to create an app or their own system, it is recommended to embrace what others are doing to help facilitate discussions with the slugging community and promote available options. The recommended venue for this effort would be the Mobility Councils (see recommendation K). Appropriate disclaimers will be needed that OmniRide is not liable for these services, nor is it subsidizing them.

Rationale

Individuals have already begun to develop communities for casual carpooling (or slugging) and are looking to build the commuter base. Current carpool methods of matching and filling out forms are experiencing low usage and the process has modernized. Companies like Waze are starting carpool options and mobile applications, so people can match in real-time. When the I-66 Express Lanes open, they will be free for vehicles with three or more passengers (HOV-3). Park-and-ride lots on I-66 are being designed to accommodate this type of carpooling.

Costs and Staffing

This strategy would not require additional costs unless a marketing advertising campaign was done. Staffing needs include communication staff and potentially coordination with external individuals and organizations.

Benefits

- OmniRide is helping more people move around Prince William County and the region without investing in new technology or operations
- Fewer single-occupant vehicles are on the road and HOV riders can use the Express Lanes for free
- Additional commute choices for people in Prince William County

Building Community Partnerships

J. Expanded Outreach to Community Events

Description

Community outreach is an opportunity to share the benefits of reducing single-occupancy vehicles (SOVs) on the road and to promote the use of public transportation. OmniRide has experience sponsoring and participating in community events over the years, and should build upon this success by creating a more robust community engagement program across the Prince William County area. A more intentional community outreach effort would provide an opportunity to demonstrate the new and updated OmniRide brand organization, and, most importantly, educate, inform, and engage the public on transit benefits and new services or changes. Peer agencies have successfully used this approach to increase awareness and attract new riders.

Potential community events that could be targeted for expanded outreach include: Chamber of Commerce meetings, concerts and events at Jiffy Lube Live, farmers markets, and charity events like 5K walk/runs. The agency itself may choose to engage directly with the community or use a contractor to assist with the process. OmniRide staff are already very engaged at community events, but their availability may be limited due to other commitments.

Additional opportunities to collaborate with the community, in addition to the "Mobility Councils," include:

- Create a digital "support group." A digital support group could include hundreds of individuals who sign up for email updates, connect with other supporters, and engage with OmniRide during community events and on social media.
- Plan and participate in regular community events or info sessions. Host and/or attend regular community events. These can be open houses where people can learn more about OmniRide, job fairs, festivals, or regular bi-monthly or quarterly meetings. This also includes attending regular civic meetings, local government meetings, and visiting churches and other faith-based organizations.

Rationale

OmniRide has years of experience with community events, and a more aggressive outreach effort will provide brand marketing awareness and personal interactions in the community to better inform residents and connect with the needs of the community. These are ideal opportunities to create awareness, educate, and advocate for positive changes in mobility.

Costs & Staffing

This strategy would be developed by OmniRide staff with the support of outside counsel. Working together, they would identify successful outreach efforts of the past and target additional events and organizations for important connections, sponsorships, and partnerships. The additional outreach is expected to begin in FY 2019-2020, with estimated costs as follows:

- $5,000 for startup strategy and planning with outside counsel
- $20,000 annually for new printed collateral materials and promotional items
- $10,000 for annual community sponsorships

Benefits

- Engages the community without the need to organize events by meeting people where they are
- Expands understanding with OmniRide as a mobility organization
- Highlights OmniRide's role as improving the quality of life in the Prince William County area
- Promotes the benefits of alternative modes of transportation
- Informs and reminds the community of its transportation choices beyond SOVs

K. Establish Mobility Councils with Private and Public Stakeholders

Description

This strategy was developed as part of earlier phases of the Strategic Plan and was progressed through stakeholder interviews and the stakeholder focus group meeting during this phase. The feedback OmniRide hears is that community stakeholders and other neighboring transit agencies and jurisdictions want to be involved in the conversation about how to improve mobility in the greater Prince William Area. Similar to the "Greenhouse" concept which OmniRide experimented with earlier in 2018 internally, this would bring together interested stakeholders for topic-specific quarterly meetings. Potential topics include vanpooling, slugging, employer's council, and human services transportation.

Rationale

OmniRide is looking for ways to expand awareness about its organization and change its perception to be more than just the bus provider. Additionally, in the past there have been challenges to support funding for OmniRide at the local level; these focus groups could help build support among decision-makers.

Costs and Staffing

This strategy would not require additional costs. Staffing needs include time to establish the councils, coordinate and prepare for events, and follow up on specific actions. These would begin in FY 2019.

Benefits

- Establish forum for continuing productive engagement
- Build partnerships around specific topics
- Formalize relationships
- Identify shared areas of concern and work towards solutions

L. Establish an Employer's Partners Program

Description

An employer partners program recognizes employers and their efforts in annual reports and other publicly-facing documents. A potential organizational structure might include a hierarchy of partners such as Gold, Silver, Bronze, and Community Partners employers. Other aspects of the program might include welcoming new partners in both monthly reports and on the TDM program's website, as well as showcasing a "Partner of the Month" on the website and relevant social media pages. An Employer Partner would also be appointed to the program's advisory board. Finally, employee transportation coordinators (ETCs) may be deputized to support employer outreach efforts. ETCs can support ongoing promotional efforts, facilitate commuter choice benefits for employees using qualifying transit and the implementation of no-cost commuter benefits such as preferential parking, disseminate ozone alerts and social media marketing, and serve on the advisory board, among other things.

Rationale

Many employers struggle with the same issues around transportation and mobility. Many people want jobs that have flexible options. By promoting collaboration and providing businesses and commuters with resources and incentives to utilize all transportation options, more economical and sustainable transportation may be pursued. This makes jobs more attractive to current and prospective employees and helps keep and attract new jobs in Prince William County.

Costs and Staffing

It is assumed that consultant support would be needed to help start up the program, including organization of the structure and process of the program and to recruit potential members. Once the program is set up, it is assumed that it would be operated and maintained through OmniRide staff. The program startup costs are assumed to be $20,000 and $25,000 is included annually for program promotion and an annual event.

Benefits

- Fosters good will between the agency and employers
- Provides additional resources for disseminating information and supporting active campaigns
- Encourages employer participation by providing community visibility

Consistency with Strategic Plan

These TDM recommendations strongly support OmniRide's new positioning statement which makes OmniRide an organization that delivers a multimodal transportation system and connects communities. Strategic Plan recommendations that are directly advanced by the improvements proposed in this chapter include:

- Expand PRTC's role to become the go-to advisor and partner for multimodal transportation in the greater Prince William County area
- Strengthen relations with Prince William County area businesses and private-sector stakeholders
- Increase ease of access to and supply of commuter information
- Expand efforts to promote and register vanpools
- Identify adaptations and resources that support the latest trends and technology in commuting

CHAPTER 6 – FINANCIAL PLAN

A crucial objective of this plan is to propose a progressive but financially-sustainable program for PRTC over the next six years. Operating budgets must account for a variety of considerations: expense forecasts; revenue projections from local, regional, state, and federal sources; labor and contractor agreements; and other sources of cost and revenue. With these considerations, regional priorities and policies must also continue to be supported.

Introduction

This financial plan includes an existing, "baseline" forecasted budget. This budget reflects the services currently available continued over the six-year horizon of this plan. This program represents the minimal program PRTC can implement based on known sources of funding and limited expansion of services within the constraints of guaranteed funding. Additionally, a full financial plan is shown that accounts for additional and expanded services that PRTC could provide to further the County's goals for improved mobility. The full financial plan includes implementation of the recommendations presented in Chapter 5. This plan, however, leaves major budget shortfalls for which additional revenue will need to be identified.

Sources of funding for the baseline and full financial plans consist of the DRPT rideshare grant and the corresponding Prince William County local match to this grant. Moreover, the full financial plan accounts for committed funds from NVTC Commuter Choice grants.

Although this financial plan considers efforts undertaken under the OmniRide Rideshare program brand, it's important to note that this does not capture all of PRTC's TDM programs and projects. The OmniRide Employer Services program and PRTC-administered Vanpool Alliance program have their own funding streams and are not directly supported by DRPT funding. They do, however, exist as complementary parts of a holistic suite of programs and services.

Existing Operating Plan

To develop baseline projections for PRTC's financial future, existing budgets and expenses were reviewed. Information from DRPT grant program applications and FY 2019-2024 budget projections were used to establish PRTC's financial status to the horizon year for this plan. PRTC is forecasted to receive $156,000 yearly from fiscal years 2019 through 2024 from DRPT's rideshare grant, which will be combined with Prince William County's yearly local match at 20% of DRPT funds. Table 14 below details annual revenue and cost items from fiscal year 2019 through 2024, showing a balanced budget based on existing sources of guaranteed funding.

Table 14: Baseline Forecasted Budget

Revenues/Funding & Expenses		Fiscal Year					
		2019	2020	2021	2022	2023	2024
Revenues/Funding							
Department of Rail and Public Transportation (DRPT) – Rideshare Grant		$156,000	$156,000	$156,000	$156,000	$156,000	$156,000
Prince William County Local Match – DRPT Rideshare Grant		$39,000	$39,000	$39,000	$39,000	$39,000	$39,000
Total Revenues – Base Budget		$195,000	$195,000	$195,000	$195,000	$195,000	$195,000
Program Costs							
Admin.	COG Fees	$1,700	$1,700	$1,700	$1,700	$1,700	$1,700
	Supplies – Office and Operating	$2,500	$2,500	$2,500	$2,500	$2,500	$2,000
	Training and Education	$400	$400	$400	$400	$400	$400
	ACT Membership	$600	$600	$600	$600	$600	$600
	Sub-Total	$5,200	$5,200	$5,200	$5,200	$5,200	$4,700
Marketing	Advertising	$56,600	$59,200	$56,800	$53,500	$50,500	$46,800
	Printing	$23,000	$20,600	$20,000	$20,000	$20,000	$20,000
	Professional Services – Web Support, promotional material	$10,300	$10,600	$10,900	$11,200	$11,500	$11,800
	Postage & Shipping	$100	$100	$100	$100	$100	$100
	Sub-Total	$90,000	$90,500	$87,800	$84,800	$82,100	$78,700
Misc.	Travel and Conference (includes ACT Leadership in 2016)	$2,900	$3,400	$3,400	$3,400	$3,400	$3,400
	Van Pool Assistance	$12,000	$10,000	$10,000	$10,000	$10,000	$10,000
	Bus operations support for youth outreach	$500	$500	$500	$500	$500	$500
	Sub-Total	$15,400	$13,900	$13,900	$13,900	$13,900	$13,900
Salaries and Fringe	TDM Program Manager	$40,780	$42,200	$43,700	$45,300	$46,800	$48,900
	Director of Strategic Planning	$7,000	$7,300	$7,600	$7,900	$8,200	$8,600
	Rideshare Program Assistant	$27,020	$25,900	$26,400	$27,200	$27,700	$28,500
	Customer Service Agent	$1,400	$1,400	$1,400	$1,400	$1,400	$1,500
	Public Relations Specialist	$8,200	$8,600	$9,000	$9,300	$9,700	$10,200
	Sub-Total	$84,400	$85,400	$88,100	$91,100	$93,800	$97,700
Total Expenses – Base Budget		$195,000	$195,000	$195,000	$195,000	$195,000	$195,000

Full Financial Plan

The full financial plan details a fully forecasted budget to address the expansion of PRTC services and programs. Table 15 below summarizes forecasted expenses and overall budget shortfalls through the six-year horizon if PRTC is to only maintain guaranteed and committed funding. The needs in additional funding range from $180,000 in FY 2019 to $712,400 by FY 2024. These account for costs associated with the startup of each program, as well as the ongoing operations. There are, however, a variety of potential sources of funding to allow for the implementation of the financial plan. These include:

- Transform 66 (Outside the Beltway) Grants and Toll revenues from VDOT and DRPT
- Additional I-66 Commuter Choice Project Applications
- 395 Express Lanes Project Toll Revenues from VDOT and Transurban – $15 million allotted annually for transit payment

- NVTA (70% Regional Funds) – For partnerships with other jurisdictions or transit agencies related to capital expenditures
- Increasing existing or levying new local taxes
- Federal Transit Administration (FTA) Mobility-on-Demand Sandbox Program and upcoming Integrated Mobility Initiative
- Other sources listed in Strategic Plan Phase 1 – Potential Funding Strategies – www.prtctransit.org/docs/Strategic-Plan-Potential-Funding-Strategies-List.pdf

In Table 15 below, total revenues and funding are shown first. These include revenues from the base budget (Table 14) and committed Commuter Choice grants from NVTC. Program costs are then detailed, totaled, and escalated on an annual basis at a rate of 2%. It should be noted that program costs include base year and annual costs (breakdown can be found in Chapter 5). Finally, annual budget shortfalls are shown at the bottom.

Table 15: Full Forecasted Budget

Revenues/Funding & Expenses	Fiscal Year					
	2019	2020	2021	2022	2023	2024
Revenues/Funding						
Total Revenues – Base Budget	$195,000	$195,000	$195,000	$195,000	$195,000	$195,000
NVTC Commuter Choice Grants (Committed)	$753,800	$359,403	$292,193			
Total Revenues – Full Plan (FY 2019 Dollars)	$948,800	$554,403	$487,193	$195,000	$195,000	$195,000
Total Revenues – Full Plan (YOE Dollars)	$948,800	$571,000	$516,900	$213,100	$219,500	$226,100
Program Costs						
Total Expenses – Base Budget	$195,000	$195,000	$195,000	$195,000	$195,000	$195,000
Establish Flexible Vanpool Program	$248,800	$68,800	$68,800	$68,800	$68,800	$68,800
Develop mobile application (Real-Time Information)	$104,687	$104,687	$104,687	$37,500	$37,500	$37,500
Develop mobile application (Mobile Ticketing)		$243,000	$168,000	$168,000	$168,000	$168,000
Develop mobile application (Mobility as a Service Platform)						$100,000
Complete Website updates	$75,300	$1,300	$1,300	$1,300	$1,300	$1,300
Flexible commuter lot shuttle program	$505,000	$290,600	$290,600	$290,600		
Implement Wheels to Wellness program enhancements		$146,315	$137,940	$137,940	$137,940	$137,940
Develop summary of program benefits		$15,000	$0	$0	$0	$0
Launch targeted social media campaigns			$77,500	$40,000	$40,000	$40,000
Increase Spanish language outreach			$21,000	$6,000	$6,000	$6,000
Encourage casual carpooling in the I-66 corridor				$0	$0	$0
Expanded outreach to community events		$35,000	$30,000	$30,000	$30,000	$30,000
Establish Mobility Councils with private and public stakeholders	$0	$0	$0	$0	$0	$0
Establish a partner's program, including a network of Employee Transportation Coordinators (ETCs) among county employers				$45,000	$25,000	$25,000
Total Expenses – Full Plan (FY 2019 Dollars)	$1,128,787	$1,099,702	$1,094,827	$1,020,140	$709,540	$809,540
Total Expenses – Full Plan (YOE Dollars)	$1,128,800	$1,663,100	$1,161,500	$1,114,700	$798,600	$938,500
Additional Need (YOE Dollars)	$180,000	$1,092,100	$644,600	$901,600	$579,100	$712,400

Figure 17: Funding Needs and Availability
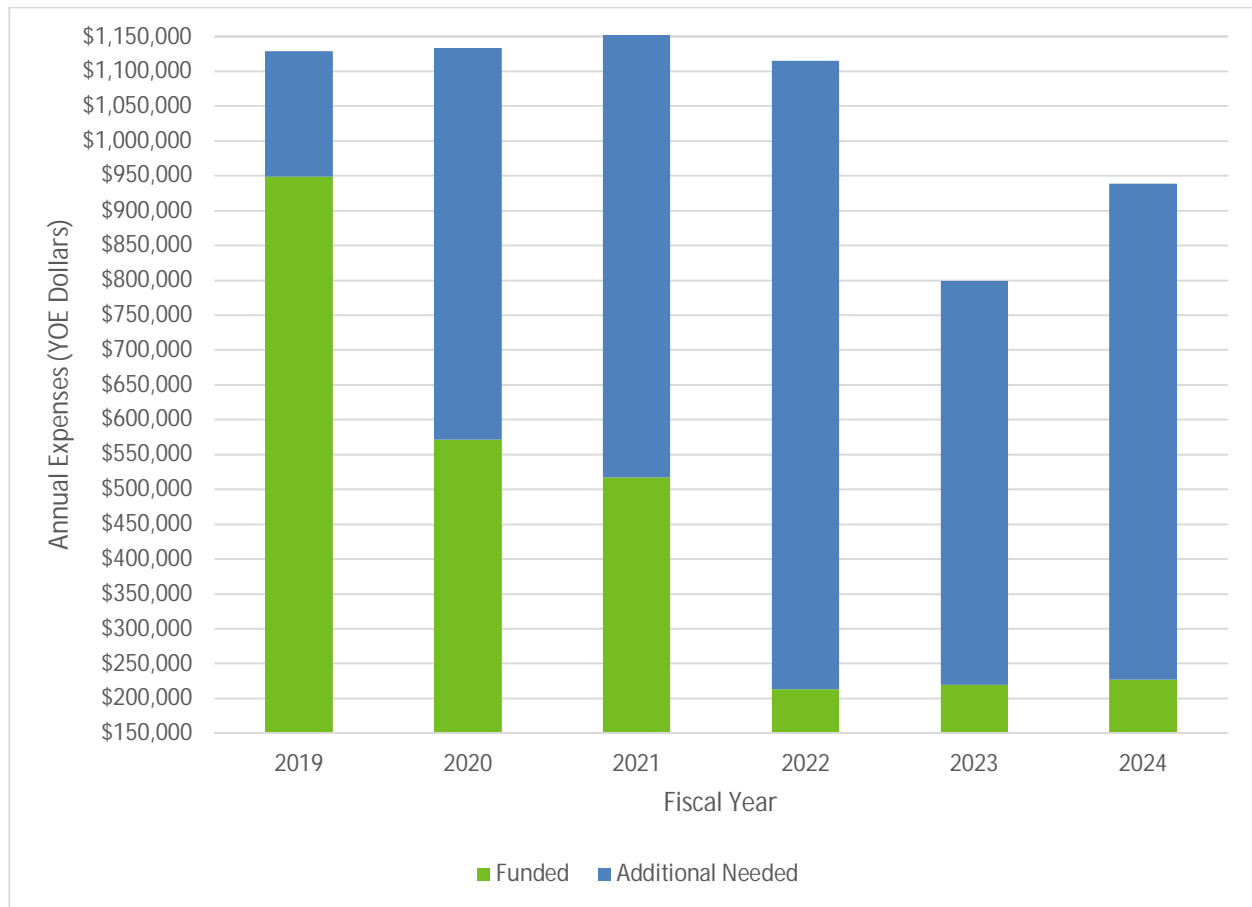
Staffing

As of December 2018, OmniRide has about 1.2 full time equivalent (FTE) staff that are devoted to the TDM program. These 1.2 FTE are made up of partial commitments from five staff members. In the short-term, OmniRide has reached an agreement with DRPT to increase this to two FTE by making one part-time staff member full time, and at the same time, removing TDM responsibilities from two others with current minor roles. The 2.0 FTE is in addition to the time of the Director of Strategic Planning, who also leads the TDM program.

The strategies described above would add additional staffing needs to the program. Considering both the initial year and ongoing efforts needed if all the programs are implemented, OmniRide's TDM staffing needs may reach more than 5 FTEs, at the maximum point in FY 2022 and FY 2024. OmniRide staff have noted that any needs over 3.0 FTE would reach the "tipping point" of when additional staff would need to be hired; this is the point where existing staff cannot adjust existing responsibilities to meet the program needs effectively.

Table 16 below describes the approximate total staff needs, assuming the programs above are implemented. Staffing is funded by DRPT and local match.

Table 16: Full Staffing Plan

Staffing Capabilities/Needs (FTE)	Fiscal Year					
	2019	2020	2021	2022	2023	2024
<u>Existing Staffing Needs</u>						
Total Staffing Capabilities	3.0	3.0	3.0	3.0	3.0	3.0
Total Staffing Needs	2.06	2.06	2.06	2.06	2.06	2.06
<u>Program Startup and Operation Staffing Needs</u>						
Establish Flexible Vanpool Program	0.6	0.2	0.2	0.2	0.2	0.2
Develop mobile application (Real-Time Information)	0.2	0.1	0.1	0.1	0.1	0.1
Develop mobile application (Mobile Ticketing)		0.2	0.1	0.1	0.1	0.1
Develop mobile application (Mobility as a Service Platform)						0.4
Complete Website updates	0.4	0.2	0.2	0.2	0.2	0.2
Flexible commuter lot shuttle program	0.6	0.2	0.2	0.2		
Implement Wheels to Wellness program enhancements		1.0	0.5	0.5	0.5	0.5
Develop summary of program benefits		0.2	0.2	0.2	0.2	0.2
Launch targeted social media campaigns			0.1	0.1	0.1	0.1
Increase Spanish language outreach			0.1	0.1	0.1	0.1
Encourage casual carpooling in the I-66 corridor				0.2	0.2	0.2
Expanded outreach to community events		0.4	0.4	0.4	0.4	0.4
Establish Mobility Councils with private and public stakeholders	0.2	0.2	0.2	0.2	0.2	0.2
Establish a partner's program, including a network of Employee Transportation Coordinators (ETCs) among county employers				0.6	0.4	0.4
Total Staffing Needs – Program Startup	2.0	2.7	2.3	3.1	2.7	3.1
Total Staffing Needs – Full Plan	4.06	4.76	4.36	5.16	4.76	5.16
Total Staffing Capabilities	3.0	3.0	3.0	3.0	3.0	3.0
Additional FTE Needed	1.06	1.76	1.36	2.16	1.76	2.16

Figure 18: Staffing Needs and Availability
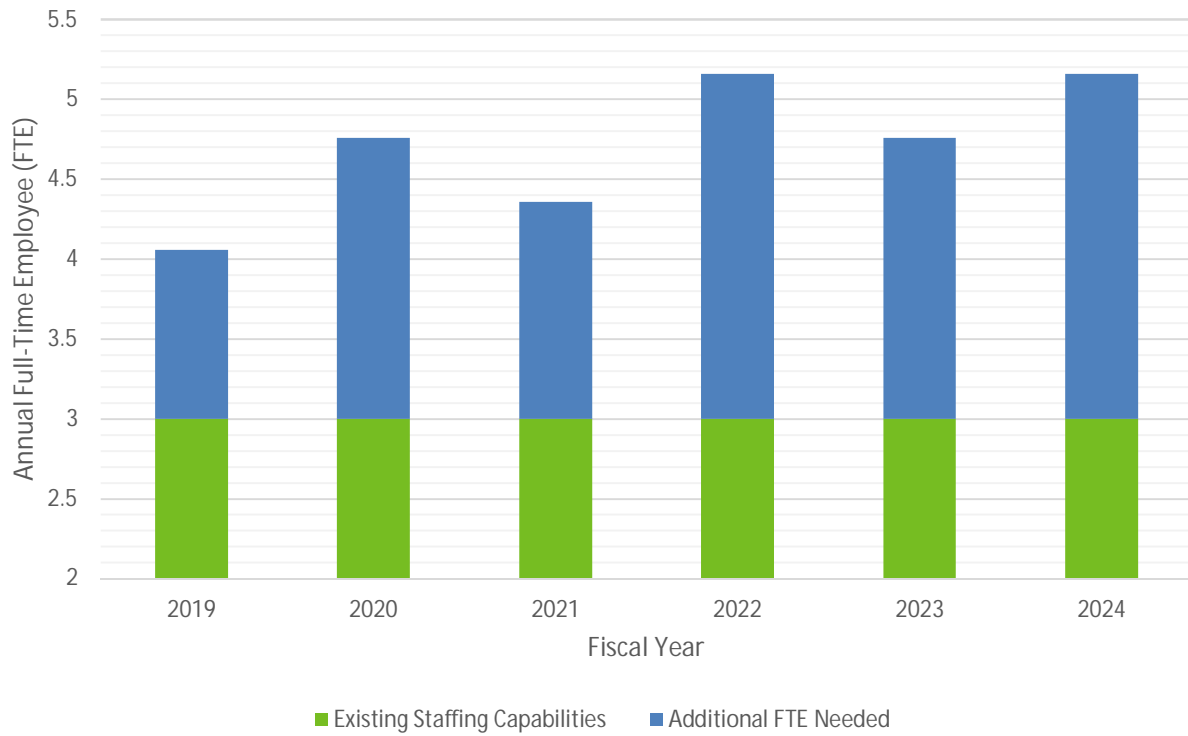
CHAPTERS 7 & 8 – TDM PROGRAM AND TDMP MONITORING AND EVALUATION

Note: Due to overlapping nature, the content that meets the requirements for Chapter 8 in the DRPT TDM Plan requirements is included in this chapter.

This chapter of OmniRide's TDM plan describes the types of data collected and methods used to monitor and measure the results of individual TDM services and the TDM program itself. Although DRPT's statewide data collection and performance measure standards are currently being refined, the recommendations included in this chapter are in line with the guidelines for what will be required to request grant funding. If the Commonwealth does go to performance-based TDM funding, this chapter helps OmniRide prepare by developing a system to quantitatively report on program performance.

The specific data and performance measures in this chapter illustrate ways to meet the TDM goals outlined in Chapter 3 of this document:

- Build strategic partnerships and develop effective organization practices
- Increase awareness of and customer satisfaction with TDM services
- Expand use of alternatives to single occupancy vehicle travel
- Expand travel options for underserved populations
- Support local economic vitality and strong economic growth
- Continue to engage the community and expand customer outreach

Additionally, these data and performance measures will be used to change and improve the TDM program moving forward into the six-year horizon. This will ensure that the TDM program is centered around these strategic goals and the objectives set to meet them.

Program Identification

An important first step to monitoring and evaluating OmniRide's TDM program is to identify the services offered by the agency. OmniRide currently offers all services in-house and does not have partner-implemented services beyond participation in the regional Commuter Connections program and coordination with Prince William County. All TDM services should be contributing data that can be used to track and measure the impact of the TDM program. Chapter 2 of this document contains descriptions of all the services and programs provided by OmniRide's TDM program and staff used for the implementation of the TDM services. Table 17 below summarizes that information and additionally shows future services OmniRide intends to offer.

Table 17: Existing and Future TDM Programs/Services

Existing Programs/Services
Ridematching
Vanpool assistance (Vanpool!VA, VanStart, VanSave, Vanpool Alliance Program)
Communications and marketing (resident outreach, advertising, website)
Employer outreach (OmniRide Employer Services)
Guaranteed/Emergency Ride Home Program (through Commuter Connections)
Wheels-to-Wellness (medical transportation assistance program)
Future Programs/Services
Flexible vanpooling
Flexible commuter lot shuttle
Mobile applications (real-time information, mobile ticketing, Mobility as a Service platform)
Expanded communications and marketing (program benefits narrative, targeted social media, Spanish-language outreach, community events)
Casual Carpooling Promotion
Mobility councils
Employer partners program

Performance Measures

Performance measures can be either output-based or outcome-based, depending on the purpose of a given metric. Output-based metrics measure the level of an activity or the use of a service, such as the number of applications received, meetings attended, or contacts made. Outcome-based metrics measure changes that occur as a result of specific activities such as shifts from single-occupancy vehicles to other forms of transportation or increases in pedestrian/bike mode share. Table 18 below shows OmniRide's TDM-related objectives set out as part of the larger Strategic Plan and detailed in Chapter 3 of this document.

Table 18: TDM-Related Objectives from the Strategic Plan

Objective Number	Description
1	Reduce drive alone market by investing in additional staff resources to promote transit, ridesharing, and other TDM strategies inside and outside of the OmniRide area
2	Strengthen relationships with Prince William County area businesses and private sector stakeholders
3	Increase ease of access to and supply of available commuter information
4	Expand efforts to promote and register vanpools
5	Proactively engage in the development and improvement of park-and-ride facilities
6	Identify applications that support the latest trends and technology in commuting through updating the Transportation Demand Management (TDM) Plan, (Phase III of the Strategic Plan)
7	Collaborate with local jurisdictions on the investigation and implementation of new mobility solutions such as bikesharing and carsharing
8	Ensure the goals and objectives for OmniRide's TDM program are consistent with DRPT's data collection and performance measurement standards
9	Continuously measure and monitor the OmniRide TDM program's performance and benefits to provide empirical evidence of the program's community impact and estimated return on investment (ROI)
10	Using data gathered in the performance measurement process, develop a program narrative that can be shared with key stakeholders and the general public

Table 19 shows the performance measures that may be used to quantify the impact of OmniRide's TDM program and the services there within, as well as specifying which TDM-related objective each performance measure targets. DRPT's data collection and performance measurement standards are used as guidance for measuring TDM services and programs; therefore, it can be assumed that all performance measures will meet Objective #8 and be consistent with these standards. It also should be noted that additional performance measures may be appropriate and may change as deemed necessary. Moreover, some performance measures will only be used in the future after relevant services are implemented.

Table 19: TDM Performance Measures

Type of Metric	Method/Measure	Objectives Targeted									
		1	2	3	4	5	6	7	8	9	10
Output-Based	Commuters requesting ridematching	X		X					X		
	Commuters matched to a ride	X							X		
	Total riders in program-supported vanpools				X				X		
	Total riders in flexible vanpool program				X		X	X	X		
	Total riders in flexible commuter lot shuttle program					X	X	X	X		
	Unique OmniRide website visitors	X		X					X		X
	Mobile application downloads	X		X			X		X		
	Tickets purchased with mobile application	X					X		X		
	Community events attended	X							X		X
	Commuters registering for challenges (Bike to Work, Try Transit, etc.)	X							X		X
	Commuters in program area who are targeted with messaging	X		X					X		X
	Total social media impressions (likes, shares, clicks etc.)	X		X					X		X
	Total weekday OmniRide boardings	X							X		
	Total weekday OmniRide express commuter boardings	X							X		
	Total weekday OmniRide local boardings	X							X		
	Total weekday vehicles parked in Park-and-Ride facilities	X				X			X		
	Total participants in Wheels to Wellness program	X							X		
	Total rides provided by Wheels to Wellness program	X							X		
	Total businesses contacted by OmniRide Employer Services	X	X	X					X		
	Total businesses participating in OmniRide Employer Services		X	X					X		
	Total employees at worksites with low/moderate level of commute support services (commute information, flextime, preferential parking, etc.)		X						X		
	Total employees at worksites with high level of commute support services (financial incentives, parking charges, shuttles to transit, etc.)		X						X		
	Total mobility council meetings/events		X					X	X		X
	Total participants in mobility councils		X					X	X		X
	Number of casual carpool promotional messages and events	X							X		X
Outcome-Based	Vehicle trips reduced								X	X	X
	Vehicle miles of travel (VMT) reduced								X	X	X
	Hours of peak period travel delay reduced								X	X	X
	Gallons of gasoline saved								X	X	X
	Lane miles of roadway not needed to be built								X	X	X
	Reductions in nitrogen oxides (NOx)								X	X	X
	Reductions in volatile organic compounds (VOC)								X	X	X
	Reductions in carbon dioxide (CO2)								X	X	X
*Bolded performance measures would only be used in the future, after the implementation of the relevant program.											

TDM Program Evaluation

When looking at the monitoring and evaluation process, it is important to distinguish between the individual TDM services and strategies offered by OmniRide and the overall TDM program itself. The proposed process for monitoring and evaluating OmniRide's overall TDM program is a more holistic look at how the Prince William County area can move away from single-occupancy vehicle ridership and provide a broader range of transportation choices. Figure 19 below illustrates the cyclical nature of that process that will enable OmniRide to continuously improve its TDM program and ensure the success of its individual services and programs.

Figure 19: TDM Program Continuous-Improvement Process
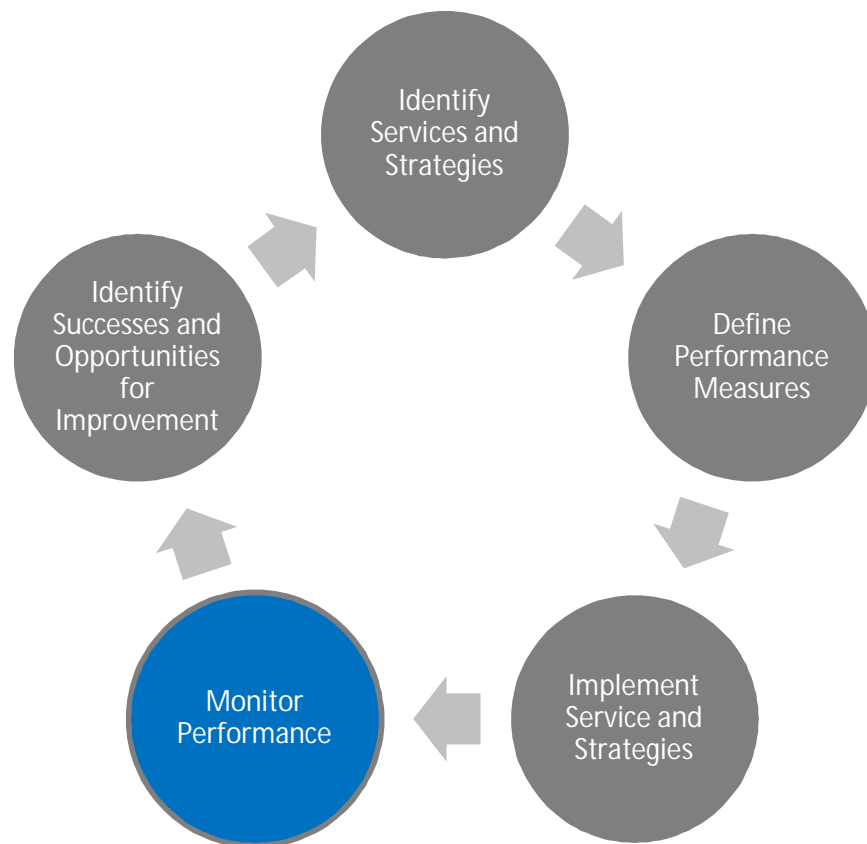
The continuous-improvement process generally follows this order, repeating itself in a cyclical nature through each iteration of the TDM program:

1. Identify Services and Strategies – All existing services and programs that make up OmniRide's TDM program should be identified, as well as any future expansions or additions. Chapter 2 of this document details existing TDM services and staffing, while Chapter 5 discusses service changes and the program expansion plan.
2. Define Performance Measures – Each TDM service or program should be collecting useful data to monitor its implementation and success, and it is important clearly define who is responsible for collecting such data when considering performance measures. Table 19 in this chapter lists potential performance measures that can quantify the ways in which services and programs are meeting the TDM-related objectives of the Strategic Plan shown in Table 18.

3. Implement Services and Strategies – Careful considerations should be made to ensure that DRPT's data collection and performance measurement standards are followed throughout the implementation of individual services and programs.
4. Monitor Performance – As the services are implemented, they should be continually assessed for performance. The performance monitoring process will have its own individualized structure that follows a modified social marketing model to address social behavioral changes that must be made to reduce dependency on single-occupancy vehicles. Figure 20 and the section below detail that process.
5. Identify Successes and Opportunities for Improvement – TDM program successes must be conveyed to the public in a clear and quantifiable manner to encourage its continued growth. This can include illustrating the output-based measures, as well as converting those measures into outcome-based information. Additionally, collected data should help identify opportunities for improvement to focus future efforts.

Monitoring Performance

The Federal Highway Administration (FHWA) has in the past provided grants to entities to create calculators for agencies to quantify the return on investment (ROI) for the services they provide through their TDM programs. One such partnership with Mobility Lab, a program of Arlington County, Virginia's Commuter Services Bureau, produced *The Transportation Demand Management Return on Investment Calculator*[8] and a helpful user manual to guide agencies through its implementation. In the current iteration of its TDM program, OmniRide is not ready to completely transform its performance monitoring process in a way that can rely solely on ROI calculators. It can, however, use the ROI tools available to establish the base conditions of its existing TDM program and begin to use the performance monitoring continuum in Figure 20 to guide its program toward these ROI calculators in a way that will sustain social behavioral change.

Figure 20: Performance Monitoring Continuum

Source: FHWA – The Transportation Demand Management Return on Investment Calculator User Manual

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[8] https://mobilitylab.org/calculators/

Step 2 of the TDM Program Continuous-Improvement Process defines the performance measures that may be used to quantify the implementation and success of services and programs, and Table 19 lists the many possible measures. Most of these measures focus on how many people are using a service or are being directly impacted by a message or program. However, not every service or program is at the same stage of implementation and may not be prepared for the collection of certain information. Participation measures are important and essential, but they are not the only measures available to track performance.

The process below is based on guidance found in the aforementioned FHWA ROI calculator user manual, and it details a suggested order for defining and implementing performance measures in a way that will most effectively influence social behavioral change. The first five steps of this process—awareness, attitudes, participation, satisfaction, and mode utilization—should be the primary focus of performance measures for OmniRide, as they are the steps that must first be taken to change behaviors. In general, OmniRide currently has information from previous surveys, or outreach conducted during the strategic plan through step three of this process.

1. Awareness – measures that assess commuters' knowledge of TDM services and alternatives to driving alone as well as their availability

    Examples – percentage of commuters aware of ridematching; percentage of commuters who have seen or heard an OmniRide advertisement

2. Attitudes – measures that assess commuters' willingness to consider TDM services and alternatives to driving alone

    Examples – percentage of commuters willing to use a vanpool; percentage of commuters who believe having access to different mobility choices is important to quality of life

3. Participation – measures that assess how many and which types of people are using TDM services

    Examples – total participants in Wheels to Wellness program; commuters requesting ridematching

4. Satisfaction – measures that assess commuters' satisfaction with TDM services and programs and how they are delivered

    Examples – percentage of riders who are satisfied with the usefulness of vanpool programs; percentage of commuters who are likely to recommend using park-and-ride facilities

5. Mode Utilization – measures that assess the use of alternative mobility choices encouraged by TDM services and programs

    Examples – percentage of users who decrease their time driving alone

The sixth step in this process – mode change influence – seeks to measure how the TDM program is influencing commuters' choice, recognizing that there may be factors outside of TDM services and programs that affect people's mobility decisions.

6. Mode Change Influence – measures that assess how TDM services and programs affect commuters' mobility decisions

    Examples – percentage of commuters who said TDM advertising influenced them to try a mode of transportation other than driving alone; percentage of commuters who are likely to drive alone if the ridematching program is not available

Finally, the impacts of TDM services and programs as well as the overall TDM program should be measured. These should be measures that are uniform and can be used to measure the impact of any TDM service.

7. Impacts – measures that assess contributions to local, regional, or state-wide mobility and environmental goals and objectives

    Examples – vehicle trips reduced, vehicle miles of travel reduced, emissions reduced

Some of these performance measures, particularly outcome-based measures shown in Figure 21 and those related to vehicle trip reductions, can use assumptions for certain services but should always use local data when available. Any previous survey data conducted for OmniRide should supplement performance measures when at all possible.

Figure 21: Example Infographic from Arlington County Demonstrating Program Impacts
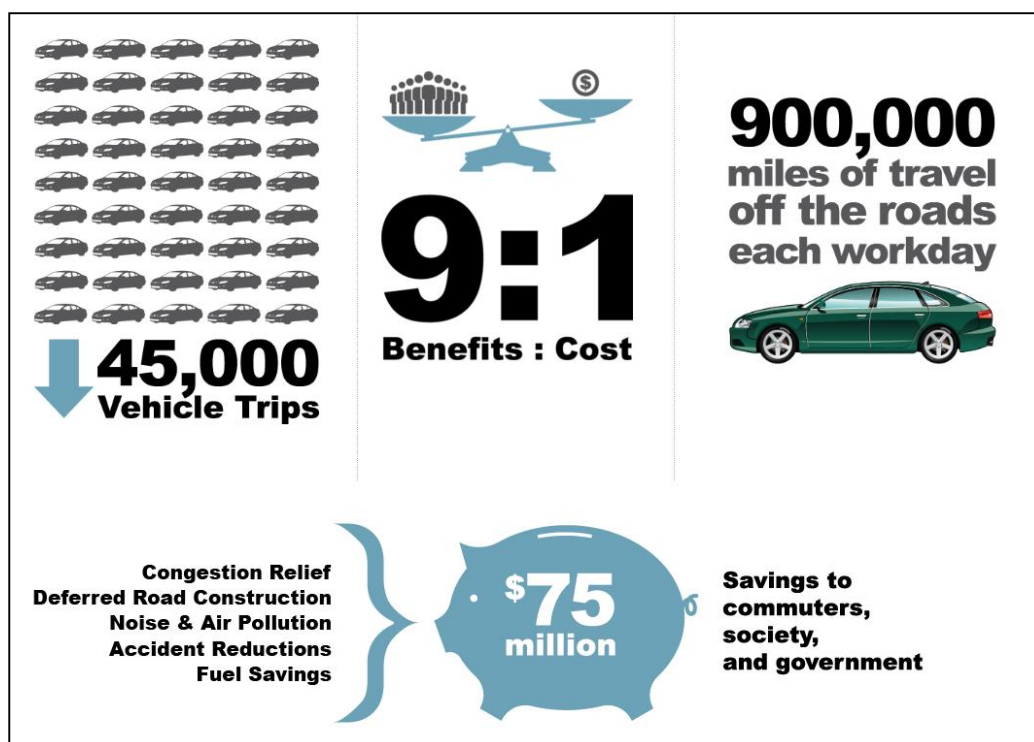
As part of the efforts to finalize OmniRide's Strategic Plan by completing the Transit Strategic Plan Requirements, consultant staff will assist OmniRide in using the ROI calculator to understand the current impact of OmniRide services, as well as understand the potential impact of the proposed transit and TDM recommendations.

Updating the TDM Plan

The continued growth in the Northern Virginia region requires Prince William County to prepare for significant changes in coming years. This TDMP identifies goals, objectives, and strategies that will guide services and programs through the six-year horizon it covers to prepare for the changes that come with growth.

OmniRide is committed to the successful implementation of this TDMP and will periodically monitor and evaluate its progress, a continual process that ensures it is a living document. A full TDMP will be completed every six (6) years per DRPT requirements with minor updates completed as needed in the years between.

Progress towards achieving the recommendations in this document and the overall Strategic Plan must be tracked thoroughly. Updates on the Strategic Plan progress and ongoing initiatives are made at every PRTC Commission meeting by OmniRide staff.

As part of OmniRide's continual evaluation, monitoring, and improvement efforts, TDM program staff will actively remain abreast of industry trends and developing services and technologies. This will be done through engagement with industry groups such as the Association for Commuter Transportation, the Shared-Use Mobility Center, and Center for Urban Transportation Research. OmniRide TDM staff will apply the evaluation and ROI tools

used to monitor existing services as well stakeholder engagement to determine which opportunities for new service concepts to pursue and how best to implement new services.

This document not only details the existing programs and services offered by PRTC but describes a multitude of expanded and additional services to be implemented. This plan shows needs beyond the level of funding that currently exists, and this plan must be adapted to the final level of funding that becomes available.