

Transportation Demand Management (TDM) Plan

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

Report

prepared by

Middle Peninsula Planning District Commission

September 2015

Transportation Demand Management (TDM) Plan FY2016-FY2021



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

Table of Contents

<u>Purpose of the Plan</u>	1-v
<u>1.0 Overview of Middle Peninsula Rideshare</u>	2
<u>1.1 History of TDM Program</u>	2
<u>1.2 Governance & Organizational Structure</u>	3
<u>1.2.1 Governance</u>	3
<u>1.2.2 Organizational Structure</u>	4
<u>1.3 TDM Service Area</u>	6
<u>1.3.1 Description of Service Area</u>	6
<u>1.3.2 Population, Employment and Demographics</u>	7
<u>1.3.3 Travel Patterns</u>	8
<u>1.3.4 Transportation System</u>	11
<u>1.4 Partnerships</u>	15
<u>1.5 Public Outreach/Participation</u>	17
<u>2.0 Existing TDM Services and Staffing</u>	18
<u>2.1 Customers</u>	18
<u>2.2 Programs and Services</u>	19
<u>2.2.1 Ridematching</u>	19
<u>2.2.2 Vanpool Matching/Leasing</u>	20
<u>2.2.3 Guaranteed Ride Home (GRH)</u>	20
<u>2.2.4 Employer Services</u>	21
<u>2.2.5 Telework</u>	21
<u>2.2.6 Bicycling/Walking</u>	23
<u>2.2.7 Public Transportation</u>	23
<u>2.2.8 Marketing</u>	24
<u>2.2.9 Related Mobility Programs</u>	26
<u>3.0 Mission Goals and Objectives</u>	27
<u>3.1 Strengths, Weaknesses, Opportunities, and Threats</u>	27
<u>3.1.1 Strengths</u>	27
<u>3.1.2 Weaknesses</u>	27
<u>3.1.3 Opportunities</u>	28
<u>3.1.4 Threats</u>	29
<u>3.2 Rideshare Mission & Vision</u>	29
<u>3.3 Goals & Objectives</u>	29

3.3.1	<u>Coordination with Other Plans & Programs</u>	29
3.3.2	<u>Agency Goals, Objectives, and Strategies</u>	30
4.0	<u>TDM Program Organization and Operations Review</u>	34
4.1	<u>Regional participation</u>	34
4.2	<u>Focus Groups</u>	34
4.3	<u>Recent changes and trends</u>	34
4.4	<u>Land Use Plans</u>	35
4.5	<u>Peer Review</u>	36
4.6	<u>Technology</u>	37
5.0	<u>Service Changes and TDM Plan Expansion</u>	38
6.0	<u>Financial Plan</u>	40
6.1	<u>Current Budget and Financial Resources</u>	40
6.2	<u>Future Financial Resources</u>	41
	<u>Constrained Program Description</u>	41
	<u>Unconstrained Program Description</u>	41
	<u>Potential Funding Sources</u>	43

List of Figures and Tables

Figure 1.1 MPPDC Organizational Chart.....	5
Figure 1.2 MPPDC Staff Positions.....	6
Figure 1.3 Map of Service Area.....	7
Figure 1.4 Top 10 Employers.....	8
Figure 1.5 Commuting Patterns.....	9
Figure 1.6 Percentage Outbound Commuters by Region	10
Figure 1.7 Top 5 Areas Commuted To and From.....	10
Figure 1.8 Drive Alone Rates in Virginia Regions.....	10
Figure 1.9 Percent Satisfied with Their Commute in Virginia Regions	11
Figure 1.10 Major Commuter Lots.....	14
Figure 1.11 Park and Ride Locations.....	15
Figure 2.1 Reasons Commuters Use Alternative Modes	19
Figure 2.2 Potential New Teleworkers.....	22
Figure 2.3 Teleworkers and Telework Programs	22
Figure 2.4 Awareness of Rideshare Program.....	25
Figure 2.5 Advertising Recall.....	25
Table 6.1 FY2011 - FY2015 Operating Budgets.....	40
Table 6.2 FY2011-FY2015 Operating Revenue Sources.....	41
Table 6.3 Unconstrained Program Plan FY16-21	42

Purpose of the Plan

Transportation Demand Management (TDM), according to the U.S. Department of Transportation, is any program “designed to reduce demand for transportation through various means, such as use of transit and of alternative work hours.” TDM agencies throughout Virginia promote ridesharing and other transportation alternatives to single-occupancy vehicles (SOV) in order to assist individuals seeking transportation options to their workplaces and other destinations, to mitigate congestion on Virginia’s roadways, and to reduce environmental impacts caused by vehicle emissions, roadway expansion, and other transportation-related factors. Relative to other transportation programs, most TDM agencies have negligible capital costs and operate using short-term funding horizons. Middle Peninsula Rideshare (Rideshare) is the designated TDM agency serving the Middle Peninsula region, including the Counties of Essex, Gloucester, King and Queen, King William, Mathews and Middlesex and the Towns of Tappahannock, Urbanna and West Point. Rideshare is tasked with advancing alternatives to the drive alone commute. As the region is working to preserve its high quality of life, conserve valuable natural resources, and provide needed services to a gradually changing and aging population, Rideshare has begun preparing for future needs today. This document presents Rideshare’s operational plan for 2016 through 2021. It builds upon the successes and unique challenges of the Middle Peninsula region and the transportation infrastructure that services the area today. This plan outlines a strategic framework for the agency, as well as program enhancements and financial resources that will be necessary to maintain the Rideshare program as a relevant, customer-focused resource for commuters and employers in the Middle Peninsula region in the future.

This document also fulfills the TDM plan requirement established by the Virginia Department of Rail and Public Transportation (DRPT). Beginning in 2009, DRPT required all agencies receiving TDM State grant funds to prepare, adopt, and submit a long-range TDM Plan for their agency. The purpose of this Plan is to: identify and detail the TDM programs currently provided in the service area, outline potential improvements to be carried out in the Plan’s timeframe, and illustrate the financial resources necessary to implement these programs and improvements.

More specifically, the Plan will:

- Serve as a management and policy document for the Middle Peninsula Planning District Commission’s TDM Program;
 - Provide DRPT with information necessary to fulfill related planning and programming requirements;
-

- Maximize the investment of public funds to achieve the greatest possible public benefit; and
- Provide the basis for inclusion of the Middle Peninsula Planning District Commission's TDM Program in planning and programming documents such as: the Six-Year Improvement Program (SYIP), Statewide Transportation Improvement Program (STIP), Transportation Improvement Program (TIP), and Constrained Long-Range Plan (CLRP).

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

1.0 Overview of Middle Peninsula Rideshare

1.1 HISTORY OF TDM PROGRAM

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



The Middle Peninsula Rideshare program was formed as a program of the MPPDC in 1985. A notable milestone that highlights the program’s early contributions occurred during the reconstruction and widening of the Coleman Bridge in 1995.



The Coleman Bridge is a swing bridge that spans the York River between Gloucester County and York County at Yorktown, carries US Highway 17 along its span, and provides access to several military installation job sites—including the US Navy’s Naval Weapons Station Yorktown. The bridge, which connects the Peninsula and Middle Peninsula regions of Tidewater, was reconstructed through an unusual floating process which reduced the time this important commuter artery was out of service. During the reconstruction period, the Rideshare program successfully worked hand-in-hand with the construction staff to move commuters across the river, thereby demonstrating its role as a capable team player in resolving significant commuter access and

bottleneck issues.

Today, the Rideshare program covers a service area of 1,387 square miles that includes a population of 91,000 residents with 22,858 people employed in the

region. In line with its original mission, the program continues to provide ridesharing services to assist persons who are seeking transportation from Rideshare’s service area to employment and other destinations in Northern Virginia, Richmond, and Hampton Roads. The program also links commuters to existing area vanpools. Rideshare’s Guaranteed Ride Home (GRH) Program offers a taxi or rental car reimbursement to existing carpoolers and vanpoolers to ensure that they have a reliable alternative to return home during personal or family emergencies, unexpected requirements to work late, or vehicle breakdowns. The program also helps a limited number of employers by providing information about transportation alternatives, including employee carpool formation, company vanpool formation, and employee transportation benefits information. As one of the region’s small employers, the MPPDC offers a teleworking arrangement to its employees. This option is utilized by a number of its planning staff who commute from outside the region. There are no existing “brick-and-mortar” telework centers in the region. The lack of broadband connectivity, the limited size and dispersed nature of the employer occupational base, and absence of congested conditions within the region have been key impediments to the potential of advancing telecommuting as a viable alternative to traditional work arrangements, however the region continues to work to increase broadband connectivity and encourage economic development to provide additional employment opportunities within the region. Success in these areas should increase the potential of advancing Telework in the near future.

1.2 GOVERNANCE & ORGANIZATIONAL STRUCTURE

1.2.1 Governance

The Middle Peninsula Planning District Commission (MPPDC), which sponsors the Rideshare Program as part of its annual work plan, is governed by a Board of Commissioners – a total of 25 locally elected officials and citizens are appointed by the local Boards of Supervisors/Town Councils of the six counties and three towns which comprise Planning District 18 – the Middle Peninsula. Each county has 2 elected members and 1 citizen member. Each town has one elected member. Commissioner terms are determined by their local body. In addition 3 county administrators and 1 town manager serve on the Commission on a rotating basis and the MPPDC Executive Director serves as Secretary of the Commission. Current Commission membership includes:

Hon. Edwin E. Smith, Jr. -Essex County – Chairman

Hon. Otto O. Williams – King William County – Vice-Chairman

Hon. O.J. Cole, Jr. – Mathews County – Treasurer

Lewis L. Lawrence, III – MPPDC Executive Director – Secretary

R. Gary Allen – Essex County

Hon. Margaret H. Davis – Essex County

A. Reese Peck – Essex County Administrator
G. Gayle Belfield, Jr. – Town of Tappahannock Manager
Hon. Roy M. Gladding – Town of Tappahannock
Hon. Ashley C. Chriscoe – Gloucester County
Sanford Wanner – Interim Gloucester County Administrator
Maurice P. Lynch – Gloucester County
Hon. Michael R. Wineberger – Gloucester County
Hon. Sherrin C. Alsop – King and Queen County
Hon. James M. Milby, Jr. – King and Queen County
Vacant – King and Queen County
Thomas J. Swartzwelder – King and Queen County Administrator
Hon. Travis J. Moskalski – King William County
Eugene J. Rivara – King William County
Hon. Paul T. Kelley – Town of West Point
Thornton Hill – Mathews County
Hon. Charles E. Ingram – Mathews County
Trudy V. Feigum – Middlesex County
Hon. Wayne H. Jessie, Sr. – Middlesex County
Hon. John D. Miller, Sr. – Middlesex County
Hon. Steve Hollberg – Town of Tappahannock

1.2.2 Organizational Structure

The Commission is supported by six staff positions, including: an Executive Director who oversees the entire Commission and its programs, a Finance Director who provides financial and grants administration services, several Regional Projects Planners, and a Secretary.

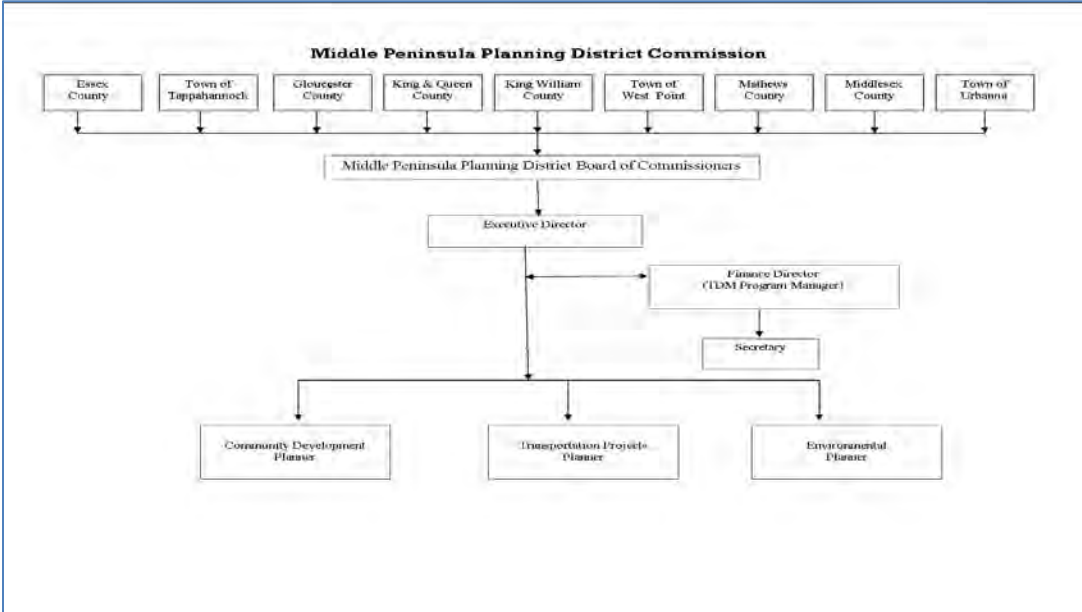
The Finance Director, a Regional Projects Planner, and the Secretary, who support the program on a part-time basis, report directly to the Commission's Executive Director. The Executive Director provides a regular written summary of activities for each program conducted by the staff – including activities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

TDM program. The design of the overall program of the MPPDC for Fiscal Year 2016 outlines 9 general program areas, including:

1. Administration;
2. Environmental Coastal Community Development;
3. Transportation Planning;
4. Local Projects/Staff Support;
5. Local/Regional Planning;
6. Direct Constituent Services;
7. Mandates;
8. Emergency & Hazard Management;
9. Economic Development;

TDM services operated under Rideshare are one of the activities that support the Transportation Planning program, which also includes other transportation activities of general interest to the region, special studies, data collection and analysis, and coordination and advocacy activities. The execution of the Transportation Planning program and its supporting activities falls under the responsibility of the Executive Director, Regional Projects Planners, and the Finance Director. Funding support for the Transportation Planning program comes from three main sources: the Virginia Department of Transportation (VDOT) Rural Transportation Planning Assistance, the Department of Rail and Public Transportation (DRPT), and local funds.

Figure 1.1 MPPDC Organizational Chart



The Rideshare program is supported part-time by three staff members, whose titles and major responsibilities are shown in Table 2.1. These employees have

other duties in addition to those which specifically relate to the Rideshare Program. For example, the Finance Director serves as the Rideshare Program Manager and also performs duties related to intergovernmental review of financial assistance applications; provides direct constituent services for several revolving loan programs, and provides general administration covering all program areas, including financial and grants management. The Regional Projects Planner also performs other grant-supported planning activities including Rural Transportation and Community Planning. The Secretary provides direct commuter assistance as well as staff support for all MPPDC programs.

Figure 1.2 Rideshare Staff Descriptions

FTE	Position	Job Description
0.25	Finance Director	Administers Rideshare program, advertises and promotes program, oversees employer outreach activities, commuter follow-up
0.1	Regional Projects Planner	Provides technical assistance, including assisting interested localities with applying for and developing Safe Routes to School Programs and Infrastructure Projects, updating the Middle Peninsula Regional Bicycle Plan, mapping, and liaison with VDOT for park and ride lot issues
0.1	Secretary	Provides ridematching and direct customer services.

Source: Rideshare

1.3 TDM SERVICE AREA

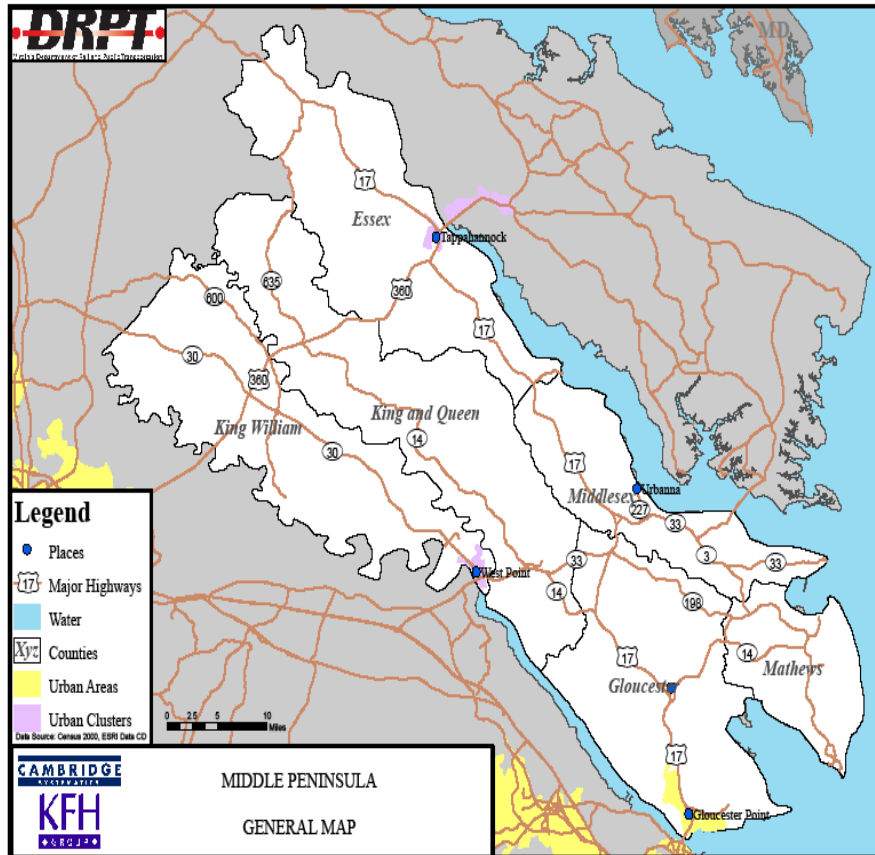
1.3.1 Description of Service Area

The Middle Peninsula region is located south and east of Fredericksburg, east of Richmond, and north of Hampton Roads – three areas within a long-distance commute. The region is bounded by the Chesapeake Bay to the east, the York River to the south, the Rappahannock River to the north and east, and Caroline County to the west. The service area comprises approximately 1,387 square miles and is home to about 91,000 residents. Rideshare’s service area, as shown by the map in Figure 1.3, is characterized by rural, low density residential and agricultural land uses. Population density in the Middle Peninsula is extremely low in comparison to other areas of the Commonwealth. The entire region contains less than 500 persons per square mile. The communities of Gloucester Point and Gloucester Courthouse in Gloucester County, the Town of West Point in King William County, and the Town of Tappahannock in Essex County are small urban clusters within the region that are home to employers and potential travel destinations.

Travel and recreation in the Middle Peninsula region is very much shaped by its access to the Chesapeake Bay and other bodies of water, including the two large

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

Figure 1.3 Map of Service Area



Source: Middle Peninsula Coordinated Human Services Mobility Plan, 2008

1.3.2 Population, Employment and Demographics

The Middle Peninsula has one of the lowest employment densities in Virginia. This low density creates a challenge for encouraging carpooling and successfully implementing traditional TDM strategies. 22,858 people are employed by businesses located in the Middle Peninsula – over half of whom (57%) work for small businesses (employers with less than 50 employees). There are fewer than 2300 employers in the region, less than 3% of which have 50 or more employees. The vast majority (61%) employ less than 5 workers. There are no employers with 1000 or more employees. The average wage for Middle Peninsula employees is \$631/week – one of the lowest in the Commonwealth.

As previously stated, there are very few large employers in the region. While the employers listed in Figure 1.4 each have well over 100 employees, the actual job sites may be dispersed over a wide geographic area (as in the case of the school systems and retail outlets), and employees may be housed in areas that are even more dispersed than the job sites (including in localities outside of the Middle Peninsula). The majority of the region’s very small and hard-to-target employers are difficult and costly to affect by TDM service offerings.

Figure 1.4 Top 10 Employers in Rideshare’s Service Area

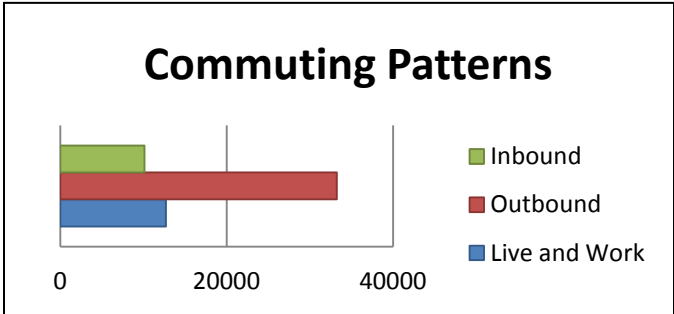
Middle Peninsula Planning District (MPPDC)	
1.	Riverside Regional Medical Center
2.	Gloucester County School
3.	Walmart
4.	Alliance Group Rock Tenn
5.	Middle Peninsula Northern Neck Mental Health Center
6.	Virginia Institute of Marine Science
7.	County of Gloucester
8.	King William County Schools
9.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

Source: Virginia Employment Commission. 50 Largest Employers during 1st Quarter (January, February, March) 2014.

1.3.3 Travel Patterns

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

Figure 1.5 Commuting Patterns (2011)



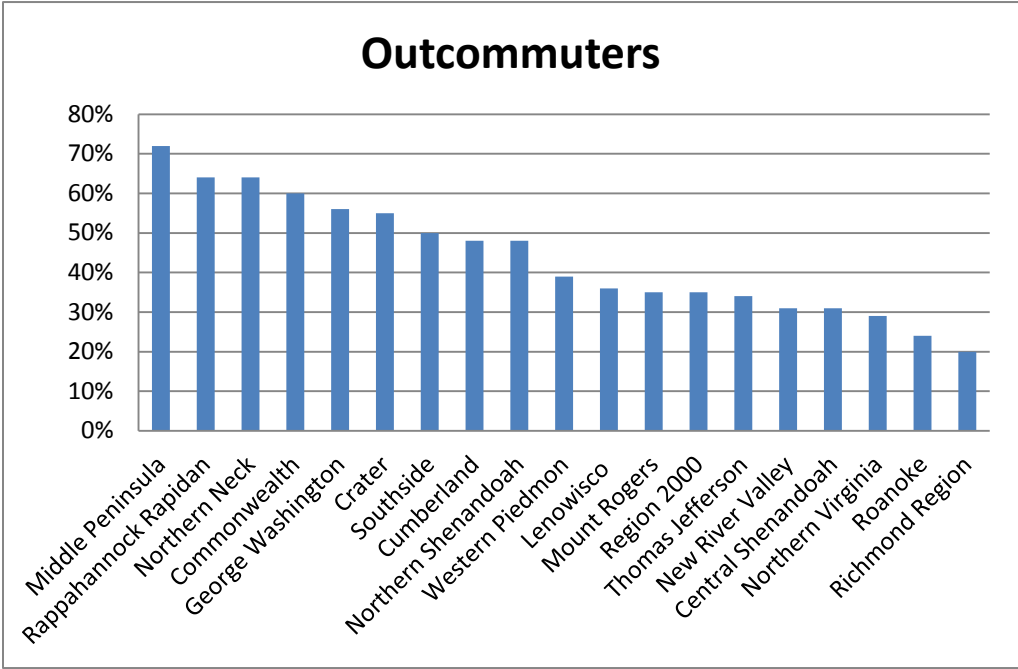
Source: Virginia Employment Commission

The region has the largest percentage of out-commuters in the state. Out of a workforce of 46,000 people, 33,244 (72%) commute out of the region to jobs in Hampton Roads, Richmond and elsewhere. 12,719 (28%) live and work in the region and 10,139 commute into the region for employment (Figure 1.5).

Commuting patterns are one of the largest influences on a TDM agency’s programs and customers. Areas with a large percentage of inbound commuters emphasize employer services, while areas with a large percentage of outbound commuters need to focus on programs that outreach directly to commuters. Figure 1.5 and Figure 1.7 detail current commuting patterns for the Rideshare service area.

As can be seen in Figure 1.6, the Middle Peninsula region has the highest percentage of outbound commuters of all regions in the Commonwealth - at 72 percent. These commuters are traveling primarily to the three major metro areas - Hampton Roads, Richmond and Northern Virginia/DC for employment. The large percentage of long distance commuters provides the basis of Middle Peninsula Rideshare’s service offerings.

Figure 1.6 Percentage of Outbound Commuters by Region



Source: Virginia Employment Commission

Figure 1.7 Top 5 Areas Residents Commute To & Workers Commute From

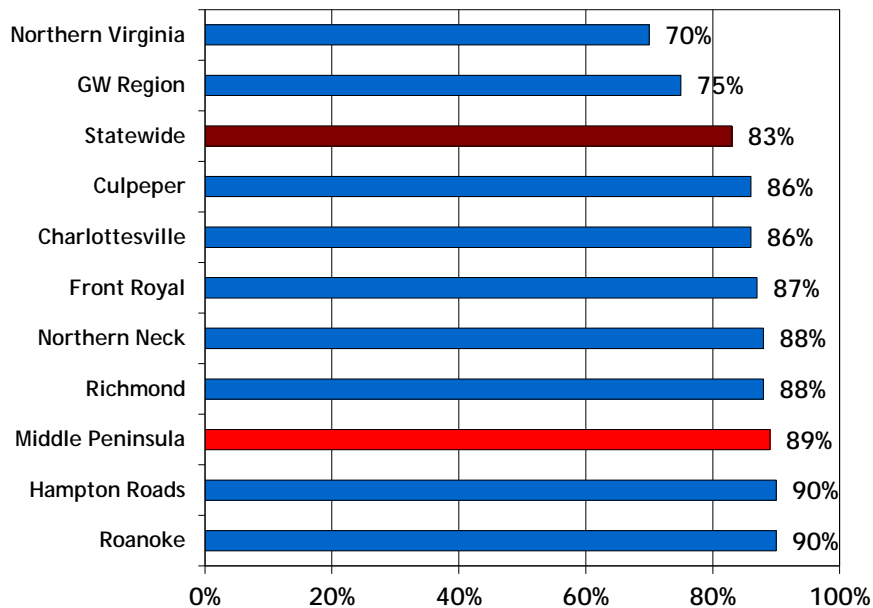
Residents Commuting to:	Residents (%)	Workers Commuting From:	Workers (%)
Newport News City	4,896 (15%)	Newport News City	865 (9%)
Henrico County	2,971 (9%)	James City County	579 (6%)
Hanover County	2,039 (6%)	York County	525(5%)
Richmond City	1,930 (6%)	Henrico County	477 (5%)
James City County	1,889 (6%)	Lancaster County	432 (4%)
Total Resident Commuters	33,244	Total Workers	10,139

Source: Virginia
Employment Commission

Mode Split

Mode split is commonly used as a performance measure for TDM agencies, as their efforts are directed at reducing the percentage of single occupancy vehicles (SOV) and shifting travel behavior to alternative modes. According to the 2007 State of the Commute results, approximately 83 percent of Virginia commuters drive alone, 11 percent carpool or vanpool, 4 percent take transit, 4 percent telework, and 4 percent walk or use other means. As shown in Figure 1.8, as of 2007, Middle Peninsula had a drive alone rate that was higher than the statewide rate of 83 percent. The region’s rate of 89 percent was comparable to other regions in the State, with the exception of the Northern Virginia and George Washington regions, which had rates of 70 percent and 75 percent, respectively.

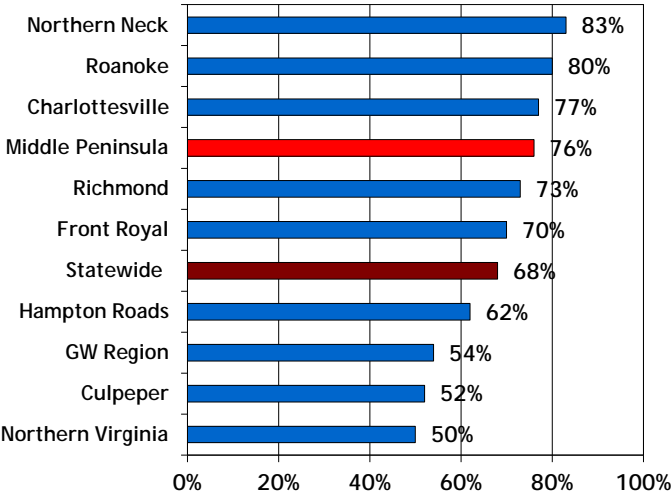
Figure 1.8 Drive Alone Rates in Virginia Regions



Source: Virginia State of the Commute Study, 2007

The Middle Peninsula region has a higher than average commute time and length compared to other regions in Virginia. The average commute length in Middle Peninsula is six miles longer than the state average, and the average commute time is five minutes longer. Given that the additional mileage does not significantly increase the commute time, it is not surprising that Middle Peninsula has a fairly high percentage of residents who report they are satisfied with their commute. As Figure 1.9 shows, 76 percent of residents in Rideshare’s service area report that they are satisfied with their commute.

Figure 1.9 Percent Satisfied with their Commute in Virginia Regions



Source: Virginia State of the Commute Study, 2007

1.3.4 Transportation System

The Middle Peninsula region is served by a transportation system consisting primarily of several US and State highway routes and multiple secondary roads that connect these primary roadways. Multimodal transportation facilities in the region, common in more urban areas -- including transit access, bicycle paths, and sidewalk facilities, are either very limited or non-existent. Availability of pedestrian infrastructure in moderately good condition is primarily limited to portions of the region’s towns. Sidewalks are rarely found outside the town borders in the rural outskirts of each county.

Roadways

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

bridges into the Town of West Point on State Route 33 connect the region to Interstate 64, providing access to the west.

Due to the Middle Peninsula's rural character and distance from major interstate commuter routes (e.g. I-95 and I-64), the region has not experienced much congestion issues on its roadways. Although many Middle Peninsula residents commute long distances to work, travel delays related to congestion *within* the region are not a major concern although they do play a factor at the destination end of the commutes to work in urban areas.

Public Transportation

Transit services in the region are provided by Bay Transit which provides primarily on-demand services to the Middle Peninsula and Northern Neck regions (available between the hours of 6:00am and 6:00pm with a 24-hour advanced notice requirement). Fixed route transit is provided by Bay Transit in the form of a circulator in the Gloucester Courthouse area and seasonally by a trolley in the Town of Urbanna. Bay Transit will be starting a new deviated fixed route service in the Town of Tappahannock in October, 2015 that will run 10:00am to 2:00pm. None of the fixed route service hours correspond to most commuter needs. Bay Transit reports providing over 85,000 trips in FY14. Inter-jurisdictional public transportation is extremely limited and public transportation to outside the region is virtually nonexistent. There is no rail service in the area. Limited human service transportation is provided by several human services agencies such as the Community Services Board and through the New Freedom Program of Bay Transit which provides transportation services to special needs residents. In FY14 the New Freedom Program provided 2,456 trips to resident of the region.

Commuter Bus Service

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

Bicycle and Pedestrian Facilities

Facilities for bicycling and pedestrian use are very limited in the region, even for recreational use. Hence, they are unlikely choices for commuting to work even for the limited number of people with shorter commutes. One notable exception is the Riverwalk Trail located in the Town of West Point in King William County, which was constructed as part of a VDOT Transportation Enhancement Grant. Currently, the path begins at the West Point Public Schools and extends down Chelsea Avenue and along the Mattaponi River, under the Lord Delaware Bridge and into the Downtown area. Future extensions to this trail are in the planning process.

The Middle Peninsula Regional Bicycle Facility Plan was created in 1998 with funding from VDOT and updated in 2002, but without funding for implementation, most of the identified infrastructure needs have not been implemented.

The MPPDC Rural Transportation Planning Program is in the process of creating a Gloucester County Bike and Pedestrian Plan. As part of the planning process in a survey of 177 respondents 27% indicated that they currently bike to work and an additional 13% indicated that they would like to bike to work. The biggest hindrance is safety, due to lack of infrastructure.

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

Park-and-Ride Lots

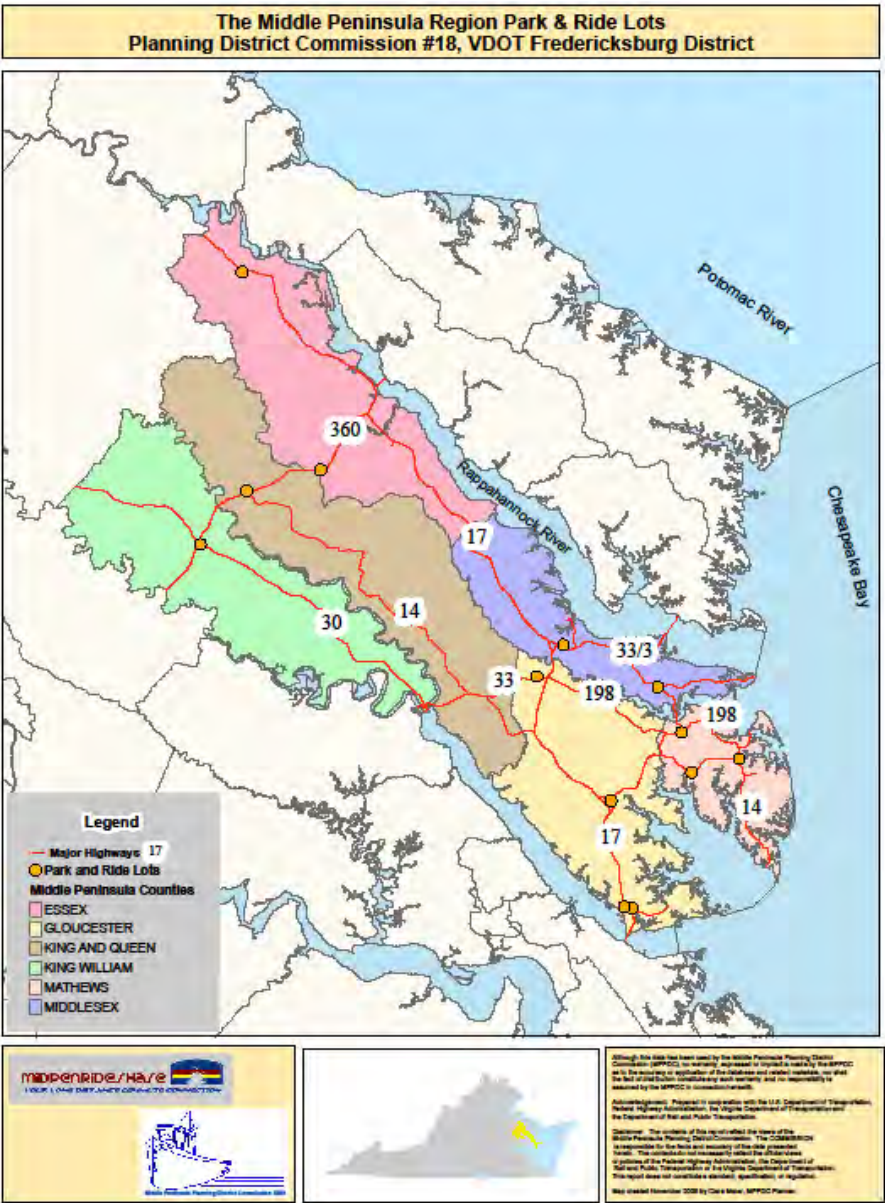
Figure 1.10 depicts the location of park and ride lots in the Middle Peninsula Region graphically, whereas Figure 1.11 lists each lot by jurisdiction, road/nearest intersection, and estimated number of available spaces. There are a total of 12 lots with approximately 785 available parking spaces for commuters:

- Essex County (2 lots);
- Gloucester County (3 lots);
- King and Queen County (1 lot);
- King William County (1 lot);
- Mathews County (3 lots); and
- Middlesex County (2 lots)

Middle Peninsula has a fairly substantial number of park and ride spaces available compared to other regions- 20 spaces for every 1,000 commuters. Only the GW Region has a higher ratio of spaces to commuters. Reported usage of some of these lots by Middle Peninsula residents appears to be low, as they are poorly located and/or perceived as unsafe. Due to requests by Middle Peninsula Rideshare and its localities VDOT is currently in the process of considering expansion to one of the Middlesex lots and the addition of new lots in the Town of West Point (a major gateway to the region) and outside the Town of Tappahannock as well as improvements to the King William County lot.

Less than one percent of Middle Peninsula residents surveyed for the 2007 Virginia State of the Commute study reported using a park and ride lot when commuting to work in the last year.

Figure 1.10 Major Commuter Lots in the Rideshare Service Area



Source: Rideshare

Figure 1.11 Park-and-Ride Locations in the Rideshare Service Area

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

Source: Rideshare

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

1.4 PARTNERSHIPS

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

- *MPPDC* - As Rideshare's governing agency, MPPDC is the key organizational stakeholder for the program. Rideshare benefits from the shared overhead, support services, and funding it receives as a program of MPPDC. In turn, the multi-county Middle Peninsula region served by MPPDC accrues benefits from the commuter services provided by Rideshare.
- *MPPDC member jurisdictions* - The Rideshare program depends on the MPPDC jurisdictions, comprised of nine separate government entities, to provide the 20 percent annual local match to maintain program operations. The ability to garner local support is crucial, and has influence on the funding amount requested from the State in the annual grant application process.
- *MPPDC Commuters and Employers* - Commuters, residents and local employers in the Counties of Essex, Gloucester, King and Queen, King William, Mathews, and Middlesex— as well as the Towns of Tappahannock, Urbanna, and West Point— are the key customers of Rideshare, which offers alternatives to single occupancy vehicle commuting.
- *DRPT* - DRPT is Rideshare's primary funding agency, providing the bulk share of funding—80 percent of the overall budget— to support the program. Rideshare looks to DRPT to support, guide, and promote TDM at the State level.
- *Bay Transit* - Bay Transit is the main on-demand transit service provider in the Middle Peninsula and one of the primary human service mobility providers in the region. Rideshare promotes Bay Transit's services to residents and partners with the agency to identify new service needs.
- *NeckRide* - Neck Ride is the neighboring TDM agency that services the Northern Neck region. The 2 agencies work closely together to provide services to commuters in both regions often partnering to promote and advertize their services on local radio stations.
- *TRAFFIX and RideFinders* - These two major service delivery partners comprise neighboring TDM agencies that service the Hampton Roads and Richmond areas, respectively. With the high volume of commuters traveling to these two regions, cooperation and coordination with services offered by these agencies is required in order to offer the best service to local residents.
- *VDOT* - While the Rideshare program does not directly interact with or draw funding support from the Virginia Department of Transportation (VDOT), the Rideshare program is highly dependent on infrastructure that is maintained and/or operated by the Department; notably, several park and ride lots to which the program directs commuters who take advantage of carpooling and/or vanpooling. Through its Rural Transportation Assistance Program, VDOT is more influential in the support of other program areas within the MPPDC, including Strategic Planning, Rural Transportation Planning activities, the Regional Information Center data program, and Regional Educational Workshops/Forums.

- *Economic Development Administration* - While the Rideshare program does not directly interact with or draw funding support from the EDA, MPPDC, with funding from EDA worked with the Middle Peninsula Broadband Authority to improve broadband access in the region. Increased access to broadband will directly affect Middle Peninsula residents' ability to take advantage of Telework opportunities provided by their employers. Increased connectivity will also lead to economic development in the region allowing more Middle Peninsula workers the opportunity to work closer to home. As broadband access increases, commuting patterns will change.

1.5 PUBLIC OUTREACH/PARTICIPATION

The Middle Peninsula Rideshare Program is housed at the Middle Peninsula Planning District Commission (MPPDC). As a program of the MPPDC the Commission is engaged in discussion of the program during its annual work plan development each year and is provided with monthly updates at each monthly Commission meeting. The 25 elected and citizen members of the Commission who represent the 9 localities of the Middle Peninsula wholeheartedly support the program. With the high percentage of out commuters, the Commissioners are aware of the need and importance of the program in offering TDM services their citizens TDM services to provide for reliable transportation and needed cost savings. Due to the long distance commutes involved, increases in transportation costs (i.e. gas price increases) disproportionately affect Middle Peninsula citizens who commute outside the region to work each day. Because there is such limited public transportation in the region, Middle Peninsula Rideshare often offers the only option for those who do not have access to a private vehicle.

MPPDC sends out press releases on an annual basis to local newspapers to advertize annual grant funding awards and describe the services offered by the program. Rideshare attempts to leverage advertising expenses whenever possible with pro bono press coverage of services offered by the rideshare program to increase awareness of the services available to commuters. Rideshare staff attend job fairs and other local events to promote the program and increase awareness among commuters of the services offered, cost savings and environmental impacts of alternative commute modes.

2.0 Existing TDM Services and Staffing

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

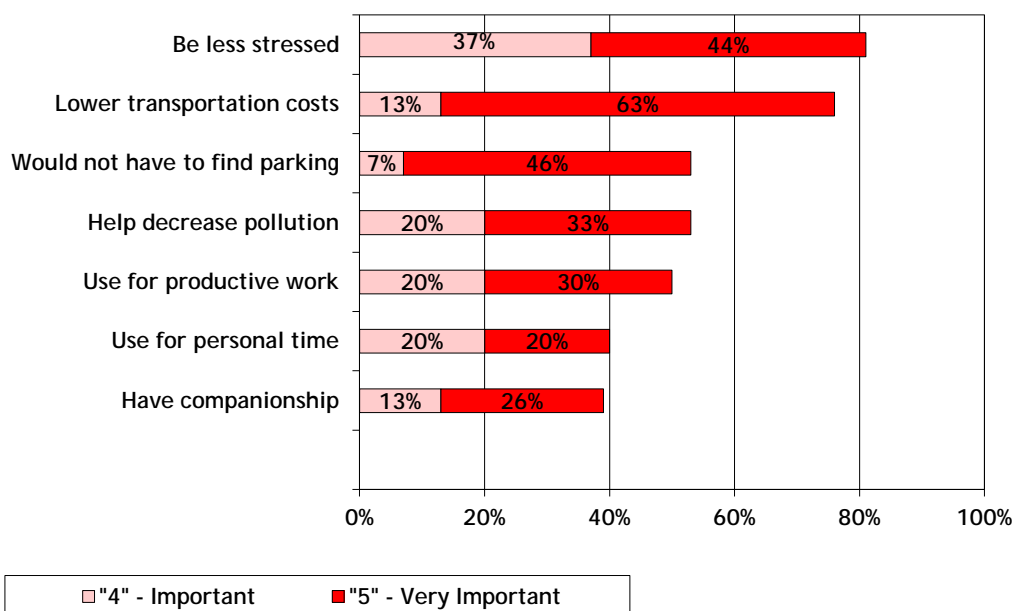
Due to severe public transit limitations within the largely rural Middle Peninsula region, the Rideshare Program places its focus on helping commuters and employers to establish carpools or vanpools— or, alternatively, use private commuter bus services— by providing ridematching services and promoting its Guaranteed Ride Home (GRH) program for existing carpools and vanpoolers. The steep, although temporary, increases in gas prices in 2008 resulted in unusual interest and enthusiasm for alternative modes of transportation, particularly from employers who were sensitive to the transportation needs and affordability faced by their lower income workers. Toward that end, the Rideshare program worked with those employers to establish vanpool programs and other alternatives for those employees. For other vanpool start-ups—including one to Langley Air Force Base in Hampton and another to downtown Richmond—the Rideshare program provided assistance in filling empty seats through advertising and promotion and registration of riders with the complementary GRH program.

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

2.1 Customers

Disseminating information on transportation options available to residents and employees to enable informed transportation decision-making is the core of Rideshare's program. Although congestion is not a major concern in the Middle Peninsula, many residents commute long distances outside of the region to reach employment centers in more congested areas such as Hampton, Richmond, Northern Virginia, or the District of Columbia. The primary motivations for Rideshare's customers to use alternative modes, as shown in Figure 2.1, include avoiding the stress of driving alone and decreasing the costs of transportation.

Figure 2.1 Reasons MPPDC Commuters Use Alternative Modes



Source: Virginia State of the Commute Study, 2007

2.2 Programs and Services

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

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

2.2.1 Ridematching

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

Ridematching services are promoted via radio spots, print ads and billboards directing commuters to the website – <http://www.midpenrideshare.org> or <http://freecarpool.info> for information and to register for services. Commuters can also call a local or toll-free number to register over the phone.

Once registered, MPPDC staff must enter the commuter's information into its outdated ridematching software to search for matches in the stand alone database. The program would greatly benefit from an online ridematching system able to match commuters to a statewide database of interested commuters, especially as most of the registered commuters are employed outside the region at one of the state's 3 major metropolitan regions - Hampton Roads, Richmond and NOVA/DC. Contact information for matches is emailed and/or mailed to the registrant along with a brochure for the Guaranteed Ride Home Program. There are 169 active ridematching applicants in the Rideshare database.

Rideshare also offers its ridematching services for purposes other than commuting. For example, Rideshare has assisted social service agencies with transportation needs and has assisted other local and regional agencies with special event transportation planning and services.

2.2.2 Vanpool Matching/Leasing

Rideshare provides vanpool ridematching services using their own database, and in coordination with NeckRide, RideFinders and TRAFFIX and their respective databases. Rideshare works with neighboring rideshare agencies to fill empty seats in current vanpools. In addition to ridematching, the program supports existing vanpools and promotes establishment of new vanpools by providing:

- Technical assistance - Rideshare provides informational resources and one-on-one assistance to assist commuters to lease and start their own vanpool service.
- VanStart/VanSave¹ - Rideshare manages a VanStart and Van Save program, which provides subsidies to help start a new vanpool or to temporarily cover vacant seats in an existing vanpool.¹

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

2.2.3 Guaranteed Ride Home (GRH)

Middle Peninsula Rideshare offers a Guaranteed Ride Home (GRH) Program to registered commuters to ensure that those who travel to work using alternate modes have transportation home. Personal or family emergencies, unexpected

¹ The Virginia Van Start Program temporarily subsidizes empty seats during the critical start-up phase of new vanpools. The program is open to all new vanpools that register for assistance with a local Rideshare Program. The Virginia Van Save Program for existing vanpools is designed to assist established vanpools experiencing emergency loss of passengers. An eligible vanpool owner/operator may apply for Van Save assistance a maximum of once every 12 months per van. Assistance for both programs is granted at the discretion of the local Rideshare Program based on eligibility of the applicant.

requirements to work late, and carpool or vanpool vehicle breakdowns are covered by this service. Commuters must register annually and are reimbursed for expenses incurred for taxi or rental car up to 4 times per year.

To date no one has taken advantage of the reimbursement although its value as an insurance program serves as an incentive to commuters concerned about being stranded.

2.2.4 Employer Services

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

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

Given the dispersed nature of the region (there are very few concentrated large employers) employer outreach is difficult and expensive. Due to very limited staff resources and the nature of employment in the region, the program has had limited success with recruiting employers. Heightened employer interest in the program was noted in 2008, as steep rises in gas prices caused employers to be concerned about affordable transportation options for their lower income employees. Middle Peninsula Rideshare worked successfully with several employers at that time to establish the feasibility of vanpool programs and other alternatives, but subsequent fuel price drops led the employers to not initiate the services. Later fuel price increases have not initiated the same response from local employers possibly as they were accompanied by higher unemployment and less concern by employers over potential losses of low paid workers.

2.2.5 Telework

Currently there are no telework centers located in the Middle Peninsula. Telework options are constrained for many area residents due to limited access to broadband internet service. MPPDC has worked to address needs in this area by partnering with the Middle Peninsula Broadband Authority with funding from the US Department of Commerce Economic Development Administration to expand broadband access in the region.

King and Queen County partnered with a private company to provide internet access to 75% of their population through wireless technology. The Middle Peninsula Broadband Authority members (King William, Gloucester, Mathews, Essex and Middlesex) have explored partnering with King and Queen County to provide expanded broadband access to unserved and underserved areas. Increased broadband access for both workers and businesses will spur economic development and provide enhanced opportunities for commuters interested in Telework.

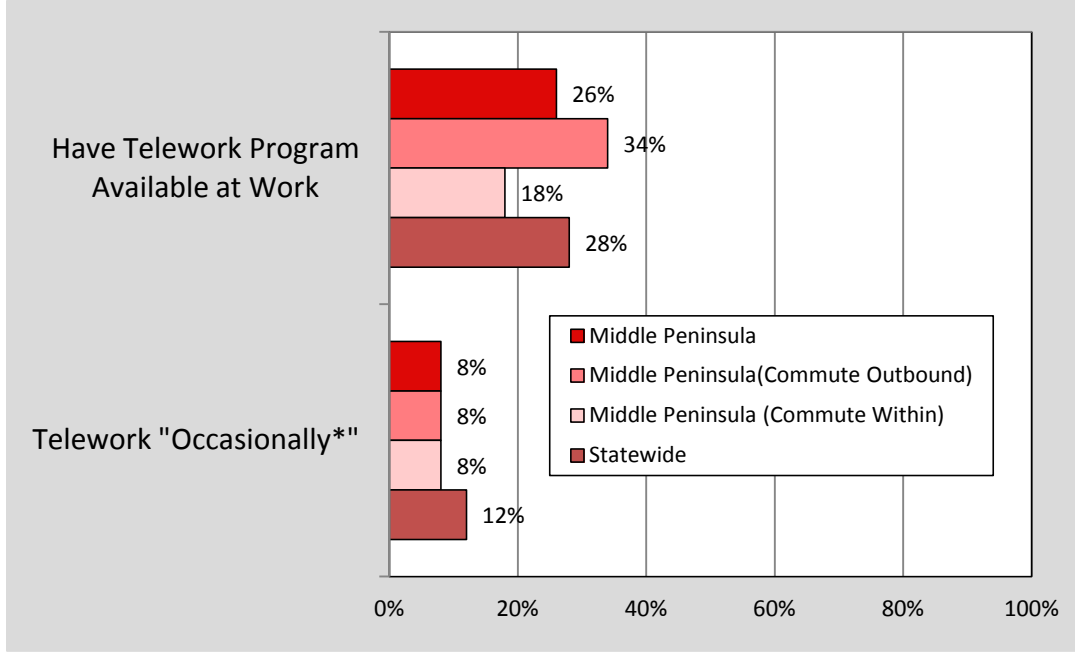
MPPDC will be submitting an application on behalf of King and Queen County for HB2 funding to build a Telework Center in its proposed Technology Corridor along State Route 33. The County will be promoting use of the planned facility to workers without home broadband access interested in teleworking and existing teleworkers interested in co-working, as well as very small businesses and small e-commerce companies. Rideshare will assist in the planning, marketing and promotion of this facility and its operation.

Figure 2.2 Potential New Teleworkers in Middle Peninsula

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

Source: Virginia State of the Commute Study, 2007

Figure 2.3 Teleworkers and Telework Programs in Middle Peninsula



Source: Virginia State of the Commute Study, 2007

Rideshare staff provide information about teleworking and alternative work schedules to eligible commuters and companies who contact them for other TDM services. As shown in Table 2.2, the share of Middle Peninsula residents who are

interested in telework, either on an occasional or regular basis, is less than statewide most likely due to the limited broadband access in much of the region.

2.2.6 Bicycling/Walking

These modes are extremely limited in the region due to the lack of safe pedestrian and bicycle infrastructure and because of the long distance commutes for many residents. One bicycling and walking path in the region is the Riverwalk Trail located in the Town of West Point in King William County. The path currently begins at the West Point Public Schools and extends down Chelsea Avenue and along the Mattaponi River, under the Lord Delaware Bridge and into the Downtown area. Future extensions of the Riverwalk Trail are planned.

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

The MPPDC Rural Transportation Planning Program is in the process of creating a Gloucester County Bike and Pedestrian Plan. While some residents have indicated their interest in biking to work, current infrastructure leads many to deem the endeavor too dangerous even when the commute is not too long.

2.2.7 Public Transportation

Rideshare provides its customers with information on Bay Transit and Newton Bus Service. Bay Transit operates primarily as an on-demand transportation service, providing limited service to local residents via handicapped-accessible vans. Due to the limited number of vehicles, constraints against crossing jurisdictional boundaries, and limited operating hours, the current effect of Bay Transit's operations on commuter options is marginal. In FY 14 Bay Transit reported providing 32,477 work-related trips in the Middle Peninsula.

Bay Transit has recently initiated a fixed route circulator in the Gloucester Courthouse region, but as it only runs from 10 AM to 2 PM, its usefulness for commuter transportation is extremely limited. The Gloucester Circulator provided 1197 trips in its first 6 months of operation. A similar Circulator in the Town of West Point operates 3 days a week and provided 824 trips in 2014. Bay Transit also operates a seasonal trolley in the Town of Urbanna which provides

transportation primarily for tourists and visitors. New deviated fixed route service will begin operating in the Town of Tappahannock in October 2015 with similar hours as the Gloucester Circulator.

Newton Bus Service is a private operator that offers several commuter buses from the Middle Peninsula to the shipyard in Newport News for the first shift.

2.2.8 Marketing

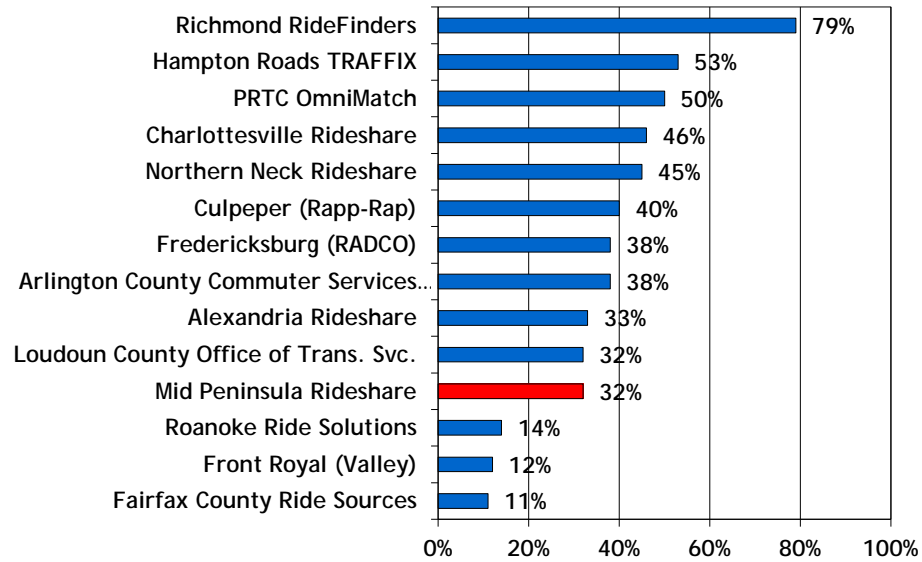
A key objective of all Rideshare marketing materials and efforts has been to expand commuters' awareness of non-SOV modes, primarily carpool and vanpool, and the cost savings that can be realized by changing commute mode. Rideshare uses a wide variety of methods to deliver this message and increase commuters' awareness of available services and the financial benefits of making a change. These include:

- Radio spots;
- Sponsorship of local radio commute drive-time weather reports;
- Sponsorship of radio remote broadcasts at local community events;
- Joint sponsorship with NeckRide of NASCAR race season on a local radio station;
- Email list serves;
- Direct mail;
- Billboard ads;
- Print ads in local newspapers;
- Community events; and
- Press releases.

There is no single media outlet that covers the entire region. Each locality has its own local weekly paper – five in all – and several free monthly papers exist as well. Four separate cable companies provide service to different areas of the region and numerous local radio stations are in operation. Due to Rideshare's small marketing budget, attempts are made to convince local media to offer additional free exposure whenever possible, such as print articles and radio interviews in conjunction with paid advertising. Because of the limited access to the region imposed by the bridges, billboards at all gateways into the region would be an optimal marketing choice, given a sufficiently large promotional budget. Figure 2.4 reflects the immense challenges of marketing TDM services with constrained budget resources and within such a dispersed geographic market. The State of the Commute data reported an average level of customer awareness and name recognition of the Rideshare Program in the region – much higher than Front Royal, Fairfax County and Roanoke, but considerably below that of agencies such as TRAFFIX in Hampton Roads and Richmond RideFinders. This is not surprising, given the latter agencies' sizeable marketing

resources, comprehensive media coverage, and area congestion, which makes demand for TDM services more acute.

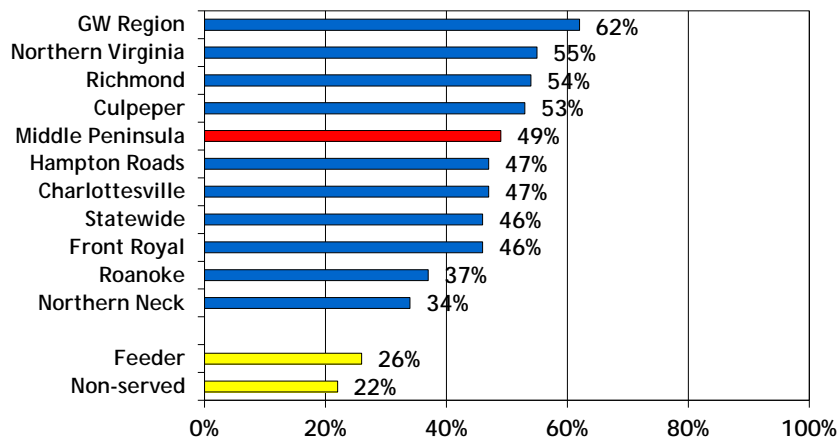
Figure 2.4 Awareness of Rideshare Program



Source: Virginia State of the Commute Study, 2007

The Middle Peninsula Rideshare program fared better in terms of recall of its advertising efforts, and was surpassed only by Richmond, Northern Virginia, Culpeper, and the GW Region in 2007, as shown in Figure 2.5.

Figure 2.5 Advertising Recall



Source: Virginia State of the Commute Study, 2007

2.2.9 Related Mobility Programs

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

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

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

3.0 MISSION GOALS AND OBJECTIVES

This section outlines the current goals and objectives, and the process for establishing, reviewing and updating these goals and objectives.

3.1 STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

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

Strengths

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

3.1.1 Weaknesses

- Lack of local congestion and abundance of free parking makes ridesharing a difficult sell to local employers and residents who are *not* long distance commuters.
- Limited staff resources and budget do not allow for extensive marketing or pro-active development and expansion of programs and services.

- Federal funding for the program is non-existent due to the rural nature of the region; hence, the program is highly dependent on a single source of funding—the DRPT grants.
- Low density land use patterns throughout the region are not feasible to serve with fixed-route transit. The very limited existing services are confined within town boundaries.
- Although there are several employers in the area large enough to provide TDM programs/incentives for their employees, dispersed housing and employment patterns make ridematching for residents who both live and work within the region difficult.
- Limited to nonexistent pedestrian and bicycle infrastructure and long commutes make promotion of these modes outside of the towns fruitless.
- Antiquated ridematching software that does not have route matching capabilities and does not allow access to or matches with neighboring rideshare agencies’ databases. Inability to access statewide database of commuters hampers ability to ridematch commuters with other commuters who have registered with TDM agencies at their work locations.
- No regional marketing media outlets – no regional cable television, newspaper, radio or television stations. Budget-constrained marketing efforts must be split among many outlets to reach commuters.
- Lack of broadband access in many areas makes telework an unviable alternative for many commuters.
- Lack of public transportation options.

3.1.2 Opportunities

- Growing senior/retired population in the region will have increasing transportation needs that cannot be served by driving alone. Developing services to fulfill these needs presents an opportunity for Rideshare to strengthen partnerships with local human mobility agencies and expand its own programs and customer base.
- Bay Transit’s ridership numbers over the last several years indicate that there is increasing demand for transit services in the Middle Peninsula.
- Expanding access to broadband will increase possibilities for expanding telework opportunities and opportunities to use internet-based marketing, ridematching, and other services.
- Residents’ desires to preserve the rural nature of the Middle Peninsula, combined with current ridesharers’ statements that they use alternative modes to reduce pollution, present an opportunity to use “green” messages to market ridesharing in the region.

- Increased funding would allow for increased outdoor advertising on the major corridors which are ideally suited to reach the target audience of long-distance commuters.

3.1.3 Threats

- Low rate of projected population growth and lack of projected future congestion, and development policies that encourage ample parking limit incentives for residents to rideshare.
- Continued rural low density development in the area cannot be economically served by traditional transit services.
- Local intra-regional travel will continue to be difficult to serve due to dispersed employment centers.
- Climate change and sea level rise threaten infrastructure including transportation systems and are leading to slower growth in the region.
- Trend for Millennials to move to more urban areas to live and work leaving an older, less mobile population behind.

3.2 RIDESHARE MISSION & VISION

The Mission of the Middle Peninsula Rideshare program is to:

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

Rideshare's motto is "*Your Long Distance Commute Connection to Richmond, Hampton and Beyond*".

3.3 GOALS & OBJECTIVES

3.3.1 Coordination with Other Plans & Programs

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

- Middle Peninsula Coordinated Human Service Mobility Plan
- MPPDC Annual Work Program
- Middle Peninsula Rural Regional Long-Range Transportation Plan
- Middle Peninsula Long-range Transportation Demand Management Plan
- Middle Peninsula Comprehensive Economic Development Strategy
- Middle Peninsula Sea Grant University Partnership

The visions, goals, objectives, and strategies contained in these plans informed and shaped the content of this Plan. The goals and objectives adopted in this Plan are designed to support these plans in order to assist Middle Peninsula Rideshare, its stakeholders, local jurisdictions, and the Commonwealth of Virginia achieve their collective goals.

3.3.2 Agency Goals, Objectives, and Strategies

Middle Peninsula Rideshare has identified the following goals, objectives, and strategies for the program.

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

Middle Peninsula Rideshare will continue to direct staff and financial resources towards supporting residents who commute outside of the region for work. Few people can benefit from rideshare within the region, since the population is spread out and there are relatively few large employers or employment centers in Middle Peninsula. Compared to all other regions across the State, the Middle Peninsula region has the highest percentage of commuters who commute out of region - 72%. In other words, nearly three quarters of the region's working residents (people who work outside of their homes) derive their income from employment outside of the region, predominately from jobs in Hampton Roads, Richmond, and other major urban centers thirty or more miles away.

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

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

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

In many localities with high out-of-market commuters, residents presume that the local rideshare service is focused on local, short-distance ridesharing, a service that is not helpful to the long-distance commuter. This misperception is avoided in the Middle Peninsula market by purposely advancing Middle Peninsula Rideshare as a service for long-distance

commuters. To this end, a tag line was created for the agency's name that clarifies its service focus, as shown below.

Middle Peninsula Rideshare

*Your Long Distance Commute Connection to
Richmond, Hampton and Beyond*

This tagline will continue to be used on the Website, signage, and other marketing materials.

3. Concentrate on key benefit- saving money

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

Weekly expenditures for gas alone for commutes of 70 to 150 mile round trip commutes can range from \$35 to \$150 per week (or \$140 to \$600 per month). With the addition of parking (\$100 to \$150/month) and related car maintenance and insurance costs, the numbers rise exponentially. Ridesharing can cut this cost in half or more, depending on the number of ridesharers in a van or car. Given the high cost of SOV commuting, Middle Peninsula's Rideshare's marketing communications will focus on the core consumer benefit it can deliver – help long distance commuters save annually on their commute. This message will appear in all communication materials.

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

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

Ridematching software and database

Given that the region's population of potential ridesharers and work destinations are so spread out, the rideshare ridematching software must be state-of-the art and the service must allow matching with commuters in the Richmond and Hampton Roads databases. To this end, Middle Peninsula Rideshare will continue to work with DRPT to encourage the adoption of a statewide ridematching database for the Commonwealth's TDM agencies not associated with Commuter Connections.

Park-and-ride lots

The region has over 750 park-and-ride lot spaces. This plan calls for the study of the projected long-term need for both formal and informal lots, particularly near the underserved Towns of West Point and Tappahannock. The need for these lots and expansion of an overused lot in Middlesex have been communicated to VDOT which is currently in the process of determining which park and ride lot needs will be funded in the current cycle.

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

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

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

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

The current lack of available financial resources severely limits Middle Peninsula Rideshare's deployment of traditional mass media to build awareness and attract customers. The only option is low-cost, highly creative guerilla-marketing efforts. This includes expanding Middle Peninsula Rideshare's own "free media channels" through community bulletin boards, and alliance with Bay Transit.

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

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

8. Continue to build TDM advocacy support

Successfully advancing TDM and multimodal solutions as a vital and viable part of the region's long-term transportation system will require appreciation by all of the jurisdictions in the MPPDC region. To this end, Middle Peninsula Rideshare's Six Year TDM Plan includes outreach and advocacy that advances the work and impact of TDM, in general, and Middle Peninsula Rideshare, in particular. Once a few of the aforementioned strategies have been successfully implemented, staff from Middle Peninsula Rideshare will systematically brief the Board of Commissioners of the MPPDC. This briefing will include showcasing the current rideshare statistics, future trends affecting the area, and the 6-year plan to serve this important market.

9. Study alternative long-term funding

Middle Peninsula Rideshare's reliance on DRPT grants and required local match as a dominant source of funding could present a problem in the future if that funding stream were reduced or eliminated. Middle Peninsula

Rideshare's Six year TDM Plan calls for the agency to work with the MPPDC and other stakeholder groups to research opportunities for new sources of funding that could be used for operating purposes and/or for special projects. This includes working with MPPDC staff to develop a funding contingency plan to explore over time the potential for contributions from non-governmental grant sources.

10. Expansion of Telework Assistance offered by the program.

Telework requires access to broadband which has been lacking in large parts of the region. MPPDC has assisted its localities through the Middle Peninsula Broadband Authority with funding from the US Department of Commerce Economic Development Administration with provision of greater access to broadband to its residents. As access to broadband in the region increases, businesses will expand in turn offering opportunities for more workers to be employed inside the region and the options for teleworking by workers both within and outside the region should also increase. A Telework Center is envisioned for a potential Route 33 Technology Corridor in King and Queen County. MPPDC will assist with marketing and promotion of the facility. MPPDC anticipates expansion of Telework Services provided to residents and employers in the next 6 years. MPPDC will include marketing of those services and any needed surveys or other data collection activities to be included in the annual Rideshare Program. Once these services are in place, the program will revamp its Telework services to respond to increased demand.

4.0 TDM Program Organization and Operations Review

This section describes the evaluation process to review and assess program services and organizational structure.

4.1 REGIONAL PARTICIPATION

The Middle Peninsula Rideshare Program is housed at the Middle Peninsula Planning District Commission (MPPDC). As a program of the MPPDC the Commission is engaged in discussion of the program during its annual workplan development each year and provided monthly updates at each monthly Commission meeting. The 25 elected and citizen members of the Commission represent the 9 localities of the Middle Peninsula and wholeheartedly support the program. With the high percentage of outcommuters, the Commissioners are aware of the need and importance of the program in offering their constituents TDM services to provide for reliable transportation and cost savings. Due to the long distance commutes involved, increases in transportation costs (i.e. gas price increases) disproportionately affect Middle Peninsula citizens who commute long distance outside the region to work each day. The Commissioners are aware that these costs limit the amount of disposable income available for other purchases in the region and are supportive of services available to help save their constituents money.

4.2 FOCUS GROUPS

Due to the high percentage of commuters who work outside the region, it was not feasible to have multiple face to face meetings with TDM program users. One public meeting was advertised to be held at the Middle Peninsula Planning District office in Saluda, Virginia, but no one from the community attended. An online survey was advertised on the website and in several of the local papers. All commuters with email addresses in the Rideshare database were provided a link to the online survey. 2 responses were received.

4.3 RECENT CHANGES AND TRENDS

Recent high gasoline prices did not elicit the response seen in 2008 possibly due to the fact that the rise was not as precipitous as before. Although the region has a very high out commute rate, the program continues to struggle with underutilization of its services by commuters. Many recent registrants have difficult commutes to ridematch - commuting to nonurban areas and/or working unusual shifts. Given a small database, these commutes are harder to

provide a match for. Guaranteed Ride Home registrations have also declined recently. Historically commuters have not re-registered for GRH after the initial year. With fewer ridesharing matches, there are therefore fewer GRH registrations.

4.4 LAND USE PLANS

Middle Peninsula localities understand the need for alternative modes of transportation and are amending planning, zoning and development tools to encourage and/or require alternative transportation infrastructure in new and redevelopment areas. The localities have also expressed a need for more bicycle and pedestrian friendly infrastructure locally and regionally, however, the rural spatial characteristics of the region and economic restraints continue to limit transportation options.

While there is currently no fixed route public transit that serves the region, Bay Transit does provide limited fixed route service in Gloucester County around the Courthouse area, seasonally in the Town of Urbanna, and on demand service to all localities in the region. Several Middle Peninsula localities, such as the Town of West Point, the Town of Tappahannock, the Town of Urbanna, and the Gloucester courthouse and commercial corridor, and Mathews Courthouse areas have commercial centers that could be easily improved to accommodate transit service. However, none have current or future planning projects that provide for transit service infrastructure.

Official and unofficial Park and Ride lots play a significant role in Transportation Demand Management in the region and many are heavily utilized throughout the counties in the Middle Peninsula. Local transportation plans included in the comprehensive plans of most Middle Peninsula localities identify a need for maintenance, improvement, and/or expansion to park and ride lots. Improvement needs range from signage and lighting to official designation and paving. In 2014, MPPDC coordinated with its localities to provide a list of Park & Ride lot improvement and expansion recommendations to the Virginia Department of Transportation. The recommendations included:

- Creation of a new park and ride location in Essex County near the intersection of Routes 17 and 360
- Creation of a new park and ride lot in the Town of West Point near the intersection of Chelsea Road and Route 33
- Expansion and improvements to an existing park and ride lot at Route 360 and Sharon Road in King William County
- Expansion and/or alterations to an existing park and ride lot at Route 33 and Twiggs Ferry Road in Middlesex County which is currently over capacity

King William and Gloucester are the only two localities in the Middle Peninsula that are required to create Urban Development Areas within their region. Both Gloucester and King William UDA plans call for alternative transportation modes such as sidewalks, and increased pedestrian and bicycle access.

Sidewalk and bicycle infrastructure is planned and encouraged inside Gloucester's commercial corridor. Some segments of Route 17 through Gloucester County are improved to allow for cycling however signage and pavement markings have not been provided and are desperately needed for safety.

Essex County and the Town of Tappahannock recognize the need for alternative modes of transportation and encourage alternative transportation infrastructure development in their respective comprehensive plans. The Town of Tappahannock has residential and commercial developments centered along the Commercial Corridor and downtown areas which are sporadically equipped with sidewalks. Maintenance and connectivity are issues that need to be addressed. The Middle Peninsula Planning District Commission is currently working with the localities to identify sidewalk gap and maintenance issues to be addressed.

King and Queen County is exploring the concept of a Technology Corridor along Route 33 from the Rappahannock Community College Glens Campus to the intersection of Route 14. Included in these plans is a proposed Telework Center as well as a Small Business Incubator. These facilities will include planned park and ride spaces for vanpools as well as stops for Bay Transit buses.

4.5 PEER REVIEW

Rideshare staff were unable to identify a corresponding rural, high out commute multijurisdictional TDM agency outside the Commonwealth. In many states, rural programs, if they exist, are part of a larger state-wide TDM program, provided by public/private Transportation Management Associations (TMAs), or operated as part of rural transit agencies.

NeckRide

NeckRide is operated as a program of the Northern Neck Planning District Commission (NNPDC) which consists of 4 rural Virginia counties - Lancaster, Northumberland, Richmond, and Westmoreland. The Northern Neck has a population of 50,429 (approximately 55% that of the Middle Peninsula) with a workforce of 22,319 (~49% that of the Middle Peninsula) and an out commute rate of 63%. The majority of workers commute to the Northern Virginia/D.C./Maryland area with another less significant number commuting to the Richmond region. As with Middle Peninsula Rideshare and for the same reasons, NeckRide primarily provides assistance directly to commuters for carpool and vanpool formation as other forms of alternative transportation are lacking especially for long distance commuters.

The NeckRide program is staffed by 2 part-time PDC staff and has an annual budget of \$60,000 with \$32,000 of the budget for program administration and \$26,700 for marketing and promotion.

Commuter Services

Commuter Services is operated as a program of the Rappahannock Rapidan Regional Commission (RRRC) which consists of 5 rural Virginia counties – Culpeper, Fauquier, Madison, Orange and Rappahannock. The Rappahannock Rapidan region has a population of 166,054 (approximately 1.8 times larger than the Middle Peninsula) and a workforce of 72,715 (~1 ½ times that of the Middle Peninsula). The region has an out commute rate of 66%. The majority of workers commute to the NOVA/D.C. region. Commuter Services offers ridematching services through Commuter Connections, a VanStart/VanSave program and a Guaranteed Ride Home Program.

The Commuter Services program is staffed by 2 part-time PDC staff and has an annual budget of \$177,600 with \$97,000 of the budget for program administration and \$37,000 for marketing and promotion.

4.6 TECHNOLOGY

Due to the paucity of public and private transportation options in the region, Middle Peninsula Rideshare concentrates primarily on carpool and vanpool formation, the success of which relies on robust ridematching software and an accurate and up to date database. Currently, Middle Peninsula Rideshare relies on an outdated ridematching program that is in desperate need of replacement. Since the majority of Middle Peninsula residents commute outside of the region for work, this program is severely hampered by its inability to match commuters to databases maintained by TDM programs in the regions to which residents are commuting for work, most especially those in the Richmond and Hampton Roads regions. Middle Peninsula Rideshare continues to encourage the Department of Rail and Public Transportation to provide an online ridematching software program to the TDM agencies outside the Northern Virginia area that will allow access to a single database of commuters for ridematching services.

The region continues to struggle with access to broadband which limits technology use by residents and employers. Some parts of the region still do not have cell phone coverage although that continues to improve, albeit slowly in some of the more rural areas.

Many of the technologies employed by businesses, services and residents in more urban settings are not available or useful in the region – i.e. online transit passes, transportation network services such as Uber and Lyft, etc.

As access to broadband and cell phone coverage continues to be more available and more technology driven services become available in the region, technology will play a larger role in the services provided by Middle Peninsula Rideshare.

5.0 Service Changes and TDM Plan Expansion

SERVICE CHANGES

Ridematching and Vanpool Assistance

Success in increasing ridematching hinges on obtaining new online ridematching software with access to a statewide database. Once this has been provided, the number of commuters who are able to be assisted to form new carpools and vanpools should increase dramatically. Access to this database will allow Middle Peninsula Rideshare to benefit from advertising and promotion efforts of the larger, better funded programs in the urban areas allowing for a higher success rate in ridematching and improving the ROI on DRPT's investment in TDM promotion across the state. Success breeds success. Efforts to promote the program will improve with better outcomes that can be shared in promotion efforts. Having access to a statewide database should also lead to more vanpool formations with a larger pool of potential vanpoolers with which to work.

Employer Outreach

The Middle Peninsula Planning District Commission is working diligently to improve the regional economy. A Middle Peninsula Economic Development Organization is being formed to represent the region in its economic development endeavors. Success of these efforts to increase the number and size of businesses operating in the region will provide increased opportunities for employer outreach.

Telework

King and Queen County is planning a Technology Corridor along Route 33 from the Rappahannock Community College Glens Campus to the intersection of Route 14. Included in these plans is a proposed Telework Center and a Small Business Incubator. Middle Peninsula Rideshare will partner with the County and the region to promote and market the Telework Center which is expected to allow residents, currently unable (due to lack of broadband access) to take advantage of employers' offers to telework one or more days a week, the ability to consider telework as an option to their long distance commutes. The Telework Center will also offer Co-working facilities which will be promoted to current teleworkers to give them more remote work options. Rideshare will also offer its services to businesses in the Small Business Incubator for telework policy formation and other commuter services.

Marketing and Promotion

The key objective of all Rideshare marketing materials and efforts will continue to be to expand commuters' awareness of non-SOV modes, primarily carpool and vanpool, and the cost savings that can be realized by changing commute mode. Promotion of telework will increase with the construction of the new telework center in King and Queen. Rideshare will continue to use a wide variety of methods to deliver this message and increase commuters' awareness of available services and the financial benefits of making a change to include: radio spots, sponsorship of local radio commute drive-time weather reports; sponsorship of radio remote broadcasts at local community events, email list serves; direct mail; billboard ads, Bay Transit Bus Wrappers in all 6 counties - ie rolling billboards, print ads in local newspapers, community events, and press releases. Additionally, given sufficient funding, the program would benefit from billboards at all gateways into the region - i.e. US 17 at Gloucester Point and upper Essex Counties, US 360 near Town of Tappahannock and State Route 33 near the Town of West Point. Barring sufficient funds for the billboards, the program could utilize bus wrappers on additional Bay Transit buses in each of the 6 counties as a form of mobile billboards.

6.0 Financial Plan

6.1 CURRENT BUDGET AND FINANCIAL RESOURCES

This section presents the current and historic budget and funding sources for the Rideshare program. In FY 2015, Rideshare’s annual budget was \$74,000, an amount that comprised slightly more than 9.4 percent of MPPDC’s \$768,722 total operating budget. Because the program is housed within the MPPDC structure, Rideshare derives certain benefits from shared overhead costs and staff. Since its initial formation, Rideshare’s primary funding source has been the annual State TDM grant awarded by DRPT, supplemented by a required 20% local match. Rideshare staff coordinate with MPPDC staff to incorporate these funds into the larger MPPDC budgeting process.

Table 6.1 shows the breakdown of Rideshare’s operating budgets over the last five fiscal years. The majority of funds are currently dedicated to program administration and marketing of non-SOV transportation options. Although the approved budget amounts have remained flat over this time period, the MPPDC has covered a very small portion of total expenditures beyond the required 20 percent local match.

Table 6.1 Rideshare FY 2011 – 2015 Operating Budgets

Expenses	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Salaries	\$20,067	\$18,508	\$21,075	\$23,673	\$22,917
Fringe Benefits	\$6,964	\$6,973	\$7,371	\$7,975	\$7,379
Marketing/Promotion	\$24,805	\$24,454	\$30,594	\$25,646	\$26,252
Phone	\$890	\$899	\$243	\$0	\$0
Services/Supplies	\$1,184	\$1,184	\$710	\$0	\$35
Dues & Memberships	\$575	\$575	\$575	\$575	\$1,475
Travel	\$3,633	\$3,462	\$444	\$557	\$942
Subsidies	\$0	\$0	\$0	\$0	\$0
Indirect Costs	\$16,398	\$18,095	\$14,223	\$16,084	\$15,111
<i>Approved Budget</i>	<i>\$74,000</i>	<i>\$74,000</i>	<i>\$74,000</i>	<i>\$74,000</i>	<i>\$74,000</i>
<i>Total Expenditures</i>	<i>\$74,516</i>	<i>\$74,150</i>	<i>\$74,526</i>	<i>\$74,509</i>	<i>\$74,111</i>

Source: Rideshare

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

dependent on this source in the future absent being able to secure more diverse sources. Local match funding for the grant is provided by MPPDC general funds and ultimately by member jurisdictions of MPPDC. The amounts Rideshare has received from each of these funding sources over the past five fiscal years are shown in Table 6.2.

Table 6.2 Rideshare FY 2011 – 2015 Operating Revenue Sources

Income	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
State TDM Grant	\$59,200	\$59,200	\$59,200	\$59,200	\$59,200
Local Funds	\$15,316	\$14,950	\$15,326	\$15,309	\$14,911
<i>Total</i>	<i>\$74,516</i>	<i>\$74,150</i>	<i>\$74,526</i>	<i>\$74,509</i>	<i>\$74,111</i>

Source: Rideshare

6.2 FUTURE FINANCIAL RESOURCES

The following section discusses potential funding sources for the financial needs of this program. For the purpose of this plan, constrained and unconstrained funding scenarios are considered. The *constrained* scenario assumes that DRPT funding for the program will remain constant over the six-year period covered by this plan. This funding scenario will allow Rideshare to basically continue its current programs, but will not enable Rideshare to increase staff salary and benefits or to expand the program. Either promotion efforts or staff time will be curtailed as inflation will reduce the buying power of the program’s resources. In contrast, the *unconstrained* scenario considers funding requirements to enhance existing services and initiate the programs outlined in the implementation plan if grants and additional funding are identified.

Constrained Program Description

In the constrained scenario, Rideshare’s annual budget will remain constant at \$74,000 per year. No expansion of existing programs or implementation of new programs will occur unless additional local funds are made available or new state and Federal funding sources are identified. Due to staff salary increases and increases in the cost of marketing, fewer resources will be available to operate the program under this scenario.

Unconstrained Program Description

Table 6.3 below shows the estimated annual budget for services and programs that would be added to the baseline program over the six year timeframe if additional funding becomes available. Programs are distributed over the six-year time period based upon priority and readiness for implementation. Improvements also are distributed to maintain a relatively stable increase in funding requirements.

Table 6.3. Unconstrained Program Plan FY16-21

Expenses	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Admin	\$42,872	\$43,944	\$45,043	\$46,394	\$47,554	\$48,743
Marketing	\$29,500	\$40,435	\$49,318	\$58,698	\$68,359	\$78,310
Travel	\$1,628	\$1,668	\$1,710	\$1,753	\$1,797	\$1,842
Subsidies	0	\$1,500	\$2,000	\$2,000	\$3,000	\$3,000
<i>Total</i>	\$74,000	\$87,547	\$98,071	\$108,845	\$120,710	\$131,895

The unconstrained program includes a 2.5 percent annual increase in administration and travel to account for inflation and increases in staff wages and benefits. An increase of \$10,935 in marketing in the second year will allow for the use of outdoor marketing in the form of bus wrappers on the tail of one bus in each county, and continuation of the drive-time radio weather sponsorship and existing billboards. Specific program components and their estimated costs are described in more detail below:

- Program Staff and Administration.** This program element includes the cost of wages and benefits for Rideshare employees to administer and operate TDM programs, including ridematching, employer outreach, planning activities, and other commuter assistance programs as well as the costs of membership dues to the Association for Commuter Transportation and the Virginia Transit Association. Budget estimates included in Table 6.3 assume a 2.5 percent annual increase in this category to account for cost of living adjustments, and increases in wages and benefits, to maintain the current program level of services.
- Marketing and Promotion.** Rideshare will test the impacts of mobile outdoor marketing on the program by purchasing bus wrappers for the tail of one bus in each of the 6 Middle Peninsula counties at a cost of approximately \$10,050; continue to sponsor the local radio commute-time weather reports; continue outdoor billboards and add billboards on Route 17 north and south gateways as funds allow at a cost of approximately \$7,700 - \$8,200 per billboard; and run limited print media ads in the local newspapers. As the database increases more reliance on social media can be used. Direct mail advertising to targeted residents and region-wide outdoor marketing will be utilized if funding allows. It is assumed that advertising rates will continue to increase by 3% per year in addition to the cost of added marketing elements.
- Travel and Training.** In order to encourage professional development among Rideshare staff so that they may continue to provide a high-quality service, budget estimates include funding for the annual Association for Commuter Transportation and Virginia Transit Association conferences, trainings conducted through CUTR, DRPT sponsored workshops, etc. It is assumed that the Rideshare travel and training program component budgets will increase at a 2.5 percent annual rate.

- **Subsidies.** Rideshare will continue to administer the GRH program and reinstate the VanStart/VanSave subsidy as the database increases, especially if a new statewide ridematching database is developed. These programs include:
 - **VanStart/VanSave subsidy.** Through these programs, Rideshare can help to create a new vanpool or maintain an existing vanpool in need of a new passenger.
 - **GRH.** Rideshare will continue to offer GRH insurance to ridesharing commuters through a reimbursement program for taxi or rental car use. As the number of participating commuters increases, the use for this service is anticipated to also increase.
- **Other program elements:**
 - **Park-and-ride lots.** Rideshare has demonstrated a need (through the West Point Route 14 Corridor Study) for a new lot in or near the Town of West Point, a major gateway into the region, which is currently unserved. Rideshare will continue to work with the Town and VDOT to provide this facility. Rideshare has also submitted requests to VDOT for a new lot near or in the Town of Tappahannock in Essex County, expansion of the overcrowded lot in Hartfield in Middlesex County and improvements to a lot in King William County. Rideshare staff will continue to advocate for these needed infrastructure enhancements.

Potential Funding Sources

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

Several potential funding sources that Rideshare could pursue include:

- **DRPT Administered State Aid Grant Programs:**
 - **TDM/Commuter Assistance.** These grants support administration of Rideshare and other regional TDM programs. TDM grants require a 20 percent local match. If additional funding is made available through this program, Rideshare could request funds for additional staff, marketing, or administration of any of the programs listed in the unconstrained program description above. Local matching funds should be available for increased state funding requirements.
 - **Transportation Efficiency Improvement Fund (TEIF).** These grants support a variety of TDM projects and programs and could be used to support any of the programs listed in the unconstrained program

description above. TEIF grants require a 20 percent local match. The total amount of funding available statewide through the TEIF program is projected to remain flat over the next six years, so competition for these funds will likely increase over time.

- **Technical Assistance.** These grants support planning or technical assistance to help improve or initiate public transportation or commuter assistance services. However, other DRPT administered state aid grants may be preferable due to the fact that Technical Assistance grants require a 50 percent local match.
- **Senior Transportation Program.** These grants support projects and programs that improve mobility for senior citizens. Grants cover up to 95 percent of eligible expenses. Rideshare could partner with Bay Aging/Bay Transit to pursue funding for human mobility services through this program.
- DRPT Administered Federal Aid Grant Programs:
 - **Enhanced Mobility of Seniors and Individuals with Disabilities (FTA Section 5310).** The goal of the Section 5310 Program is to provide assistance in meeting the special transportation needs of elderly persons and persons with disabilities. The New Freedom program provided grants for services for individuals with disabilities that went above and beyond the requirements of the Americans with Disabilities Act (ADA). Activities eligible under New Freedom are now eligible under the FTA Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities program. The program is designed to supplement other FTA or assistance programs by funding transportation projects for elderly person and persons with disabilities. Competition for scarce funding available to support Section 5310 capital projects and projects eligible under the former New Freedom grant program is intense. Noncapital projects require a 50% match.
 - **Public/Private Partnerships.** Public/private partnerships offer another potential source of funding to implement select projects outlined in the unconstrained program description. Rideshare will again explore opportunities to partner with Newton's bus to offer commuter services to the Hampton Roads area.

As previously mentioned, prediction of future revenues is difficult given the uncertainty of Federal, State, and local funds that will be made available. The lack of congestion and air quality concerns coupled with ample parking in the region will continue to keep TDM services from being a major local or regional high priority issue.