Northern Shenandoah Valley Regional Commission (NSVRC)

RideSmart Commuter Assistance Program Strategic Plan (CAPSP)

November 2024

Table of Contents

CHAPTER 1
Commuter Assistance Program Overview

Program History

The first transportation demand management (TDM) program in the Northern Shenandoah Valley Region was established in 1982 through a TDM /Commuter Services grant provided by VDOT.

Originally known as "The Rideshare Project," the program was created as a service of the Northern Shenandoah Valley Regional Commission (NSVRC), the Planning District Commission serving the localities within the Northern Shenandoah Valley (NSV). The need for the program had been defined in the Commission's 1978 District Comprehensive Plan. At the time, commuting was identified as a transportation issue. Most people living in the NSV were accessing the Interstate 66 (I-66) Corridor for work because of the higher paying jobs. Single automotive ownership by household in the 1970s and 1980s led to a continued emphasis on this approach for targeting commuters in this area. In 1989, the program began promoting ridesharing in the region through a combination of a mail-out coupon, a dashboard sticker, and a magnet.

The Rideshare Project was renamed to the Valley Commuter Assistance Program (VCAP) in 2000. VCAP established the Northern Shenandoah Valley Urban Commuter Bus Project in September of 2006, providing round trip commuter bus service from the urbanized areas of the NSV, with stops in the City of Winchester, Frederick County, and Clarke County, and connecting to the greater Northern Virginia/Washington D.C. metro area. In 2010, the program was rebranded to RideSmart. In June 2018, RideSmart began offering a commuter bus service from Front Royal to Arlington and Washington D.C. This program was halted by the COVID-19 pandemic in March 2020, at which point RideSmart was only able to promote telework. As workers began returning to in-person job markets in 2022, RideSmart once again began promoting public transportation options to commuters.

Today, RideSmart serves primarily as a ridematching and commuter information service for long-distance commuters. Chapter 2 provides an in-depth analysis of the commuting patterns of both residents inside the NSVRC service area and those living outside the service area who commute in for employment opportunities.

RideSmart's services have grown and evolved over the years and the program has become an active partner in planning and marketing public transportation services and other alternatives to single-occupancy vehicle travel. RideSmart partners with Commuter Connections, the regional TDM program serving the Washington Metropolitan Area, to provide instant on-line ridematching and other TDM services. RideSmart has also partnered with the Virginia Department of Rail and Public Transportation (DRPT) and their Virginia-wide ConnectingVA program to provide free ridematching to find carpools, vanpools, and all forms of public transportation, trip planning, and information on park-and-ride lots, bike share services, electric vehicle charging stations, and rewards.

Governance

RideSmart operates as a program within NSVRC, the regional Planning District Commission established in 1968 to encourage and facilitate local government cooperation in addressing regional problems and issues. NSVRC serves the City of Winchester; the counties of Clarke, Frederick, Page, Shenandoah, and Warren; and the towns of Berryville, Boyce, Edinburg, Front Royal, Luray, Middletown, Mount Jackson, New Market, Shenandoah, Stanley, Stephens City, Strasburg, Toms Brook, and Woodstock. A map of the NSVRC Service Area is shown in Figure 1.2 below.

NSVRC is governed by a Board of Commissioners, comprised of 17 elected officials and 13 non-elected officials, all of whom are appointed by their Board of Supervisors or Town/City council. Non-elected officials are made up of planners, town/city managers, and citizen representatives. All board members, both elected and non-elected, and their terms are shown below. All RideSmart activities that have budgetary implications or require local match funds must be presented to and approved by the Board of Commissioners. Program staff periodically reports to the Board on program performance and activities. The members of the Board of Commissioners are listed below with the localities they represent. The Board of Commissioners also has a selected executive committee, which meets ahead of regular NSVRC meetings to discuss budgets and resolutions. Term dates are listed, as applicable, and members of the Executive Committee are marked with an asterisk.

ELECTED OFFICIALS ON NSVRC BOARD OF COMMISSIONERS

- Harry Lee Arnold, Jr. – Berryville (6/30/2024)
- Bev McKay – Clarke County (12/31/2024)
- Josh Ludwig – Frederick County (12/31/2027)
- Robert T. Liero – Frederick County (11/05/2024)
- Wayne Sealock – Front Royal (12/31/2024)
- Ron Vickers – Luray (12/31/2024)
- Carolyn Aliff – Middletown (12/31/2024)
- Keith Weakley – Page County (12/31/2025)
- Steve Baker – Shenandoah County (12/31/2027)
- Dennis Morris – Shenandoah County (12/31/2025) *
- Liden Fravel – Stephens County (12/31/2025)
- Ashleigh Kimmons – Strasburg (12/31/2024)
- Victoria Cook – Warren County (12/31/2027)
- Cheryl Cullers (alt.) – Warren County (12/31/2027)
- Kim Herbstritt – Winchester (no term limit)
- Richard Bell – Winchester (12/31/2026)

NON-ELECTED OFFICIALS ON NSVRC BOARD OF COMMISSIONERS

- Jacqueline Lambert – Woodstock (6/30/2024)
- Christy Dunkle – Berryville
- Brandon Stidham – Clarke County (12/31/2025) *
- Jay Tibbs – Frederick County (9/30/2024)
- Eric Lawrence – Frederick County (9/30/2024) *
- Wyatt Pearson (alt.) – Frederick County (9/30/2024)
- Lauren Kopischke (alt.) – Front Royal
- Morgan Phenix – Page County (12/31/2025)
- Joe Lehnen – Shenandoah County (12/31/2025)
- Conrad Helsley – Shenandoah County (12/31/2024)
- Mike Majher (alt.) – Stephens County
- John E. Vance – Warren County (12/31/2024) *
- Timothy A Youmans – Winchester *
- Aaron Grisdale (alt.) – Woodstock

Ridesmart is advised by the Transportation Planning Technical Committee (TPTC) within NSVRC. TPTC describes its purpose as "to provide technical review, comment, and recommendations on transportation plans, programs, studies and other appropriate documents, and on regional transportation issues." This committee includes one planning director or other staff representing each locality and representatives from Virginia Department of Transportation (VDOT) and DRPT.

The Rural Transportation Planning Committee (RTP) is comprised of locality planners, city managers, and representatives from VDOT and DRPT. Committee members participate in the completion of VDOT and DRPT studies within the NSV region and recommend transportation improvements. Funds from the Rural Transportation Planning Program support the creation of plans like the Commuter Assistance Program Strategic Plan (CAPSP).

Organizational Structure

The purpose of NSVRC is to bring local governments together to pursue common goals, work together on regional issues and find efficiencies through collaboration. NSVRC provides services in five main program areas: transportation, community development, natural resources, hazard mitigation, and economic development. These services can include grant application assistance, program management, and planning assistance. RideSmart operates primarily as an NSVRC transportation program. The program aims to direct commuters to an array of alternative transportation options, connecting them with jobs both within and outside of the region while reducing impacts of pollution and congestion. RideSmart's services include:

Operation of commuter bus services to employers both within the NSVRC Service Area and surrounding employment centers	Promotion of alternative commuting options, including public transit and hybrid work to commuters	Partnership with Commuter Connections and Connecting VA to connect commuters with carpooling, vanpooling, and the Guaranteed Ride Home program	Promotion of resources to employers to incorporate telework or incentivize transit use by employees

NSVRC employs a Commuter Assistance Program Coordinator who administers the RideSmart program, provides direct customer services to clients, works with contractors, and markets RideSmart's services via the program website and social media.

In addition to NSVRC's other programs, RideSmart also receives some staff support and resources from the NSVRC's Senior Project and Operations Manager, Director of Finance and Administration, and Fiscal and Administrative Assistant. All positions report to NSVRC's Executive Director. The NSVRC organizational chart is shown in Figure 1.1.

Figure 1.1: NSVRC Organizational Chart
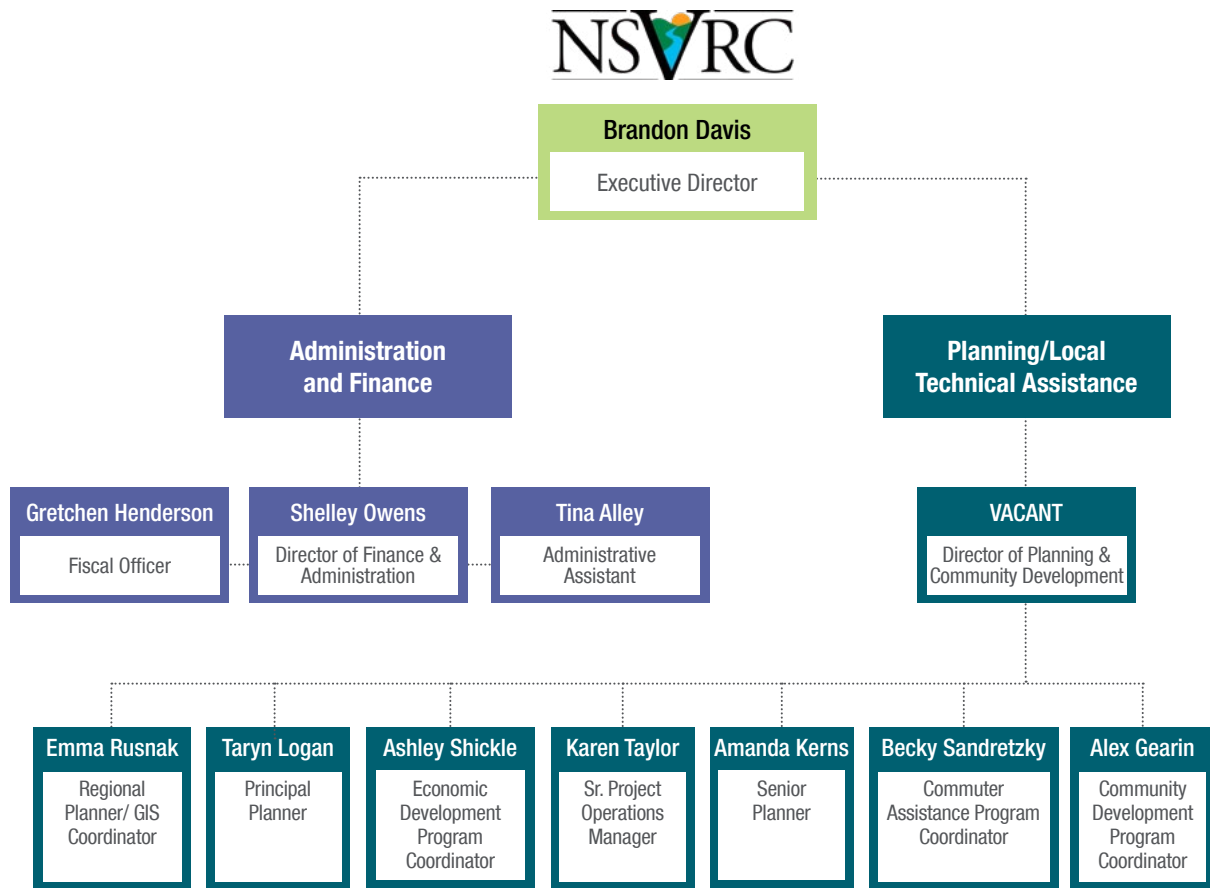
In addition to NSVRC staff, RideSmart utilizes annual contracts with various industry partners for services such as advertising, signage, events and marketing. The companies with which RideSmart has active annual contracts include:

iHeart Media

RideSmart uses iHeartMedia's audio and digital capabilities to direct commuters living in the Shenandoah Valley to ridesmartva.org. The following streams are used to advertise to key demographics:

Broadcast Radio
on WUSQ-FM Q102

Total Traffic & Weather Network
on WUSQ-FM Q102, WFQX-FM 99.3 The Fox, WKSI-FM KISS 98.3 MRE-AM FoxSports

iHeart Audience Network Streaming

iHeart Market Podcast MSA

Audience Display Advertising

McClain Signs

RideSmart contraced with McClain Signs to install the highway signs that are located throughout our region. These signs include the RideSmart logo and the RideSmartva.org website.

Neoniche

Beginning in FY 2025, RideSmart will contract with Neoniche Strategies, LLC to provide event procurement, management, and trained brand ambassador staff for outreach support and promotion in the Northern Shenandoah Valley Region.

Sagetopia

RideSmart contracts Sagetopia to enhance our advertising and promotional campaigns. RideSmart staff and Sagetopia work together to create Facebook and Instagram post monthly, create Spotify recordings to promote the rideshare program and create keywords for Google AdWords.
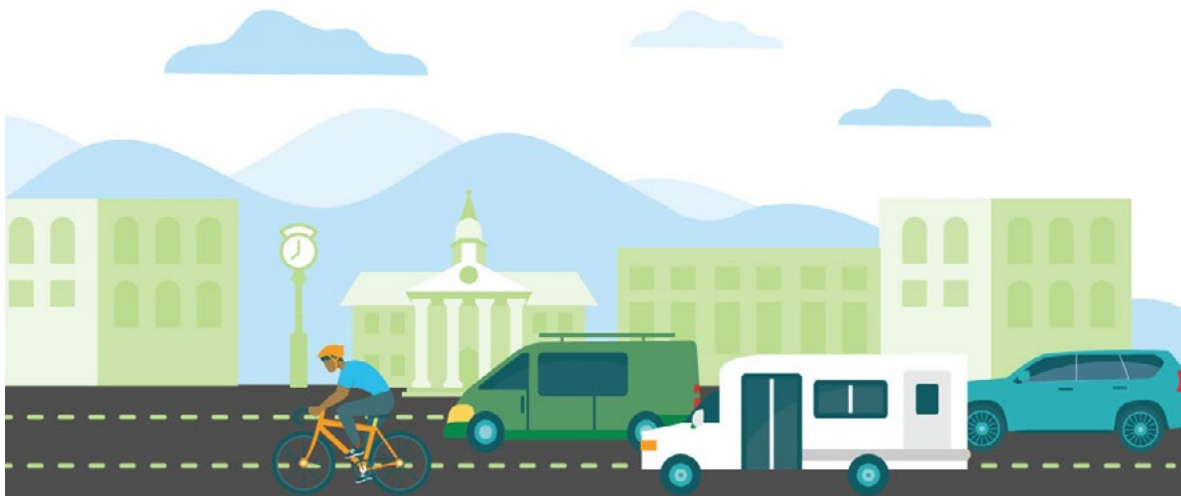
Program Service Area

RideSmart provides a range of TDM services to residents, employers, and employees in the City of Winchester and the Counties of Clarke, Frederick, Page, Shenandoah and Warren. RideSmart also partners with Commuter Connections, the regional TDM program serving the Washington Metropolitan Area, and ConnectingVA, DRPT's Virginia-wide free ride-matching program, to provide instant on-line ridematching and other TDM services. RideSmart's service area, shown in Figure 1.2, covers 1,630 square miles bordered to the west by the Shenandoah Mountain Range and West Virginia and to the east by the Shenandoah National Park and Skyline Drive. The George Washington National Forest also occupies a large portion of the Valley east of I-81 and south of I-66. The region is characterized primarily by rural and agricultural land uses, punctuated by multiple towns containing low – to medium – density residential neighborhoods and clusters of commercial development. The City of Winchester is the largest urban center in the region, followed by the Town of Front Royal. Development is concentrated in Frederick and Warren Counties near I-81 and I-66 corridors.

Figure 1.2: NSVRC Service Area
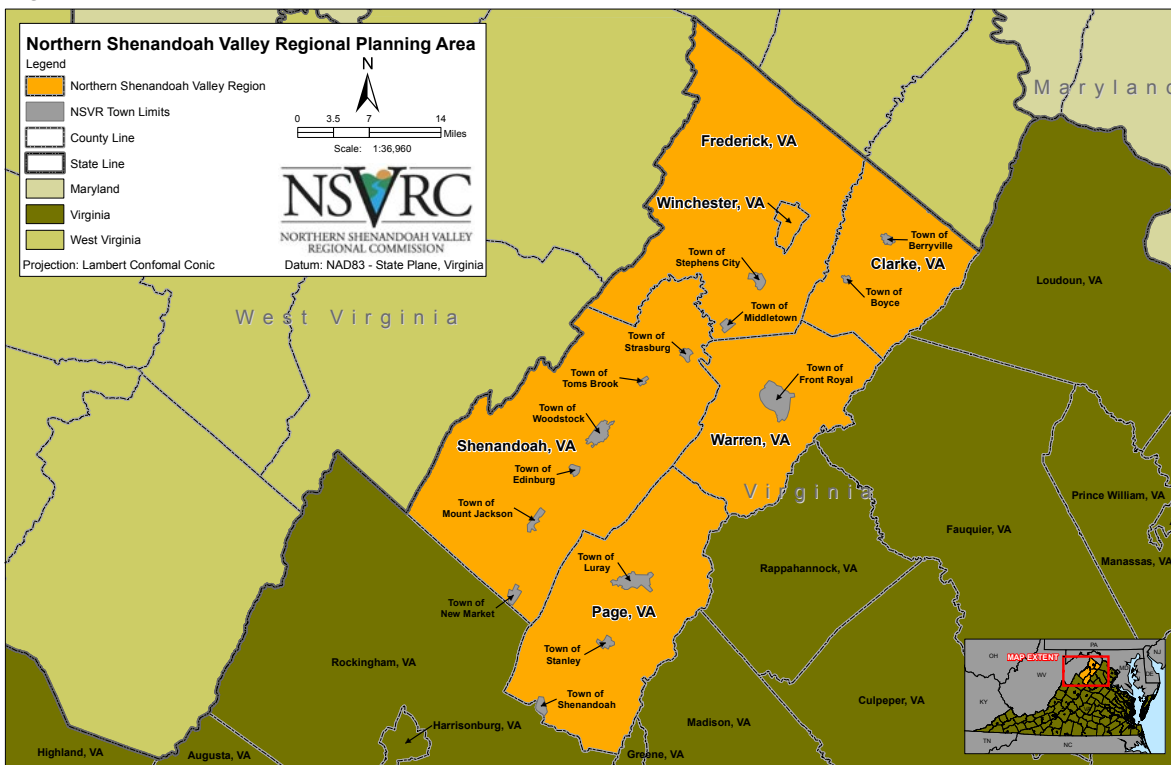
CHAPTER 2
Service Area Demographics
& Characteristics

Demographics and Travel Patterns

Chapter 2 includes a snapshot of NSVRC service area demographic and employment information, primarily from the 2022 American Community Survey (ACS) 5-Year Estimates. Data were also gathered from the 2020 Census; the Census Local Employment Dynamics Program (LEDP); the Virginia Employment Commission Quarterly Census of Employment and Wages; 2030, 2040, 2050 Population Projections Weldon Cooper Center for Public Service; Replica HQ; Virginia Regional Transit (VRT); the Virginia Park and Ride Inventory (2021); and the DRPT. These sources provided valuable insights into commuting patterns, transportation preferences, and perceived transportation needs of the community.

POPULATION PROFILE

Based on the ACS 5-Year Estimates from 2022, the population in the Northern Shenandoah Valley Region is 246,926 and is expected to grow by 5.3% by 2030. The population grew by 0.5% annually from 2010-2021 and can be expected to increase at a faster rate, 0.8% annually, until 2030. Frederick County is projected to experience the largest average annual growth. Frederick, Shenandoah, and Warren Counties, as well as the whole region, will see higher average annual growth than the state between 2020 and 2050. Page County's population is expected to decline minimally.

Table 2.1: NSVRC Population Projections

	2020 Census	2030 Census	2040 Census	2050 Census	% Change 2020-2050	Avg Annual % Change 2020-2050
Clarke County	14,783	15,309	16,133	17,199	16.3%	0.5%
Frederick County	91,419	103,035	117,383	133,488	46.0%	1.5%
Page County	23,709	23,041	22,963	23,229	-2.0%	-0.1%
Shenandoah County	44,186	45,714	49,528	54,084	22.4%	0.8%
Warren County	40,727	43,250	47,116	51,688	26.9%	0.9%
Winchester	28,120	29,606	31,404	33,671	19.7%	0.7%
NSVRC Regional Total	242,944	259,955	284,527	313,359	29.0%	1.0%
Virginia	8,631,393	9,129,002	9,759,371	10,535,810	22.1%	0.7%

Source 2.1: 2020 Census; 2030, 2040, 2050 Population Projections Weldon Cooper Center for Public Service

Table 2.2: NSVRC Population and Projections

	2022	2030	2040	2050
Clarke	14,882	15,309	16,133	17,199
Frederick	95,051	103,035	117,383	133,488
Page	23,753	23,041	22,963	23,229
Shenandoah	44,337	45,714	49,528	54,084
Warren	40,800	43,250	47,116	51,688
Winchester	28,103	29,606	31,404	33,671
NSVRC	246,926	259,955	284,527	313,359

Source 2.2: ACS 5-Year Estimates (2022)

DEMOGRAPHIC PROFILE

Table 2.3 displays the racial and ethnic composition across the NSVRC service area, showing the percentage distribution of persons who are White, Black/African American, American Indian/Alaskan Native, Asian, Native Hawaiian/Pacific Islander, some other race, and two or more races. Clarke County has the highest percentage of white residents at 88.2%, while Winchester City has the highest percentage of Black or African American residents at 9.9%. Overall, NSV has a predominantly White population, followed by a notable percentage of individuals identifying as multi-racial.

RACE AND ETHNICITY

Table 2.3: Race and Ethnicity Demographics

	White	Black/ African American	American Indian/ Alaska Native	Asian	Native Hawaiian/ Pacific Islander	Some Other Race	Two or More Races
Clarke County	88.2%	4.6%	0.30%	1.2%	0.0%	2.4%	3.3%
Frederick County	79.8%	3.8%	0.8%	2.6%	0.1%	6.8%	6.1%
Page County	92.9%	1.8%	0.1%	0.3%	0.0%	1.1%	3.7%
Shenandoah County	88.6%	2.7%	0.1%	1.2%	0.0%	1.6%	5.6%
Warren County	84.7%	5.4%	0.2%	1.3%	0.0%	3.4%	5.0%
Winchester City	72.9%	9.9%	0.3%	2.1%	0.0%	6.2%	8.6%
NSVRC	83.2%	4.4%	0.4%	1.8%	0.1%	4.4%	5.7%

Source 2.3: ACS 5-Year Estimates (2022)

AGES OF RESIDENTS

Table 2.4 presents the population distribution by age groups (0-19 years, 20-44 years, 45-64 years, 65+ years) and median age for the NSVRC service area. The data showcase the varying age demographics across the different regions, with Winchester having the lowest median age of 36.6 years and Clarke County having the highest median age of 48.4 years.

The population's median age in the NSVRC service area is 42.5 years. All the NSVRC localities have a median age above that of the state (39 years), except for Winchester where the median age is 36.6 years. Shenandoah County (21.9%) has the largest percentage of population over 65, around 5% greater than the state (16.8%).

Table 2.4: Population by Age

	0-19 years	20-44 years	45-64 years	65+ years	Median Age	Two or More Races
Clarke County	21.7%	24.1%	32.7%	21.5%	48.4	3.3%
Frederick County	25.3%	29.6%	26.5%	18.6%	41.3	6.1%
Page County	21.9%	27.7%	29.1%	21.3%	45.3	3.7%
Shenandoah County	23.6%	27.5%	27.0%	21.9%	43.6	5.6%
Warren County	24.0%	30.7%	28.7%	16.6%	40.9	5.0%
Winchester City	27.3%	32.5%	23.8%	16.4%	36.6	8.6%
NSVRC	24.5%	29.2%	27.3%	19.0%	42.5	5.7%

Source 2.4: ACS 5-Year Estimates (2022)

PERSONS WITH DISABILITIES

Table 2.5 presents data on the total number of persons with disabilities and their respective percentages in the service area. This information highlights the varying prevalence of disabilities across the regions, with Page County having the highest percentage of persons with disabilities at 20%, while Frederick County has the lowest regional percentage at 11.5%.

Table 2.5: Persons with Disabilities

	Total	Percentage
Clarke County	1989	13.6%
Frederick County	10,790	11.5%
Page County	4,699	20%
Shenandoah County	7,384	16.8%
Warren County	5,839	14.4%
Winchester City	4,060	14.6%
NSVRC	34,761	14.1%

Source 2.5: ACS 5-Year Estimates (2022)

EDUCATIONAL ATTAINMENT

Table 2.6 displays data on individuals over the age of 25 who have a high school degree (or equivalency). This table approximates educational attainment using this measure, with Clarke County having the highest educational attainment (93.7%) and Page County having the lowest educational attainment (82.4%).

Table 2.6: Persons with High School Education (or Equivalency)

	Total	Percentage
Clarke County	10,218	93.7%
Frederick County	61,160	91.6%
Page County	14,311	82.4%
Shenandoah County	28,006	88.6%
Warren County	25,446	88.8%
Winchester City	16,355	87.0%
NSVRC	155,496	83.2%

Source 2.6: ACS 5-Year Estimates (2022)

ACCESS TO INTERNET

Table 2.7 presents data on households without internet subscriptions. Page County exhibits the highest percentage of households without internet at 22.5%, highlighting potential challenges in digital connectivity within the area. In contrast, Frederick County has a lower percentage at 7.5%, suggesting better internet accessibility.

Table 2.7: Households without an Internet Subscription

	Total	Percentage
Clarke County	774	13.8%
Frederick County	2,699	7.5%
Page County	2,104	22.5%
Shenandoah County	3,074	17.5%
Warren County	1,445	9.5%
Winchester City	1,959	17.5%
NSVRC	12,055	12.7%

Source 2.7: ACS 5-Year Estimates (2022)

LIMITED ENGLISH PROFICIENCY

Table 2.8 is based on US citizens above the age of 18 who reported speaking English less than "very well." It shows the prevalence of limited English proficiency among populations in the service area, detailing the total number of individuals and the corresponding percentage in each jurisdiction. Winchester stands out with the highest percentage of individuals with limited English proficiency at 3.7%, indicating a potential need for language support services within the community. Conversely, Page County has the lowest percentage at 0.5%.

Table 2.8: Citizens with Limited English Proficiency

	Total	Percentage
Clarke County	213	1.8%
Frederick County	187	1.0%
Page County	101	0.5%
Shenandoah County	697	2.1%
Warren County	215	0.7%
Winchester City	738	3.7%
NSVRC	2,151	1.2%

Source 2.8: ACS 5-Year Estimates (2022)

MEDIAN HOUSEHOLD INCOME

Table 2.9 provides a detailed overview of household income distribution. It includes data on total households, income brackets, median household income, mean household income, and per capita income for each locality within the region. The information highlights varying income levels and the distribution across the region, offering insights into the economic demographics of the NSVRC service area. When examining the income brackets, Shenandoah County has the highest percentage of household earnings less than $50,000 at 40.1%, whereas Frederick County has the lowest at 22.0%. Clarke County has the highest median household income at $107,475 and the highest mean household income at $125,848, as well as the highest per capita income at $50,751. Conversely, Page County has the lowest median household income at $56,760, the lowest mean household income at $70,963, and the lowest per capita income at $30,146. The data shows significant variations in household income levels across the region, with Clarke County consistently leading in higher income brackets and Page County frequently ranking at the lower end.

Table 2.9: Median Household Income Distribution

	Clarke	Frederick	Page	Shenandoah	Warren	Winchester	NSVRC
Total Households	5,617	35,947	9,351	17,542	15,235	11,217	94,909
< $50,000	23.1%	22.0%	29.2%	40.1%	29.5%	36.2%	30.0%
$50,000 to $74,999	15.1%	16.4%	23.7%	17.4%	19.1%	22.4%	19.0%
$75,000 to $99,999	10.3%	12.9%	17.0%	15.1%	12.5%	13.1%	13.5%
$100,000 to $149,999	21.1%	23.7%	20.0%	15.2%	17.4%	15.6%	18.8%
$150,000 to $199,999	14.8%	12.2%	7.1%	6.3%	10.7%	4.5%	9.3%
$200,000 or more	15.6%	12.9%	3.1%	5.9%	10.8%	8.2%	9.4%
Median Household Income	107,475	$98,870	$56,760	$62,149	$79,313	$62,495	$70,904
Mean Household Income	$125,848	$112,632	$70,963	$83,715	$98,262	$85,752	$96,195
Per Capita Income	$50,751	$42,366	$30,146	$34,170	$37,706	$36,012	$38,525

Source 2.9: ACS 5-Year Estimates (2022)

VEHICLE OWNERSHIP

Table 2.10 below represents vehicle ownership per household of workers aged 16 and older. It includes the percentage of households in each jurisdiction that have no vehicle available, 1 vehicle, 2 vehicles, and 3 or more vehicles. The data showcases variations in vehicle ownership patterns among the different areas, with Warren County having the highest percentage of households with 3+ vehicles at 54.5%, while Winchester has the highest percentage of households with no vehicle available at 5.9%. Almost half of households in the NSVRC service area (46.2%) own three or more vehicles. This is higher than ownership in the state of Virginia, where 37.6% of households own three or more vehicles.

Table 2.10: Household Vehicle Ownership

	Clarke	Frederick	Page	Shenandoah	Warren	Winchester	NSVRC	Virginia
No Vehicle Available	0.7%	2.3%	3.4%	1.1%	1.1%	5.9%	2.4%	3.1%
1 Vehicle	12.1%	10.5%	13.0%	15.8%	12.5%	27.0%	15.2%	20.0%
2 Vehicles	35.0%	41.4%	30.9%	35.9%	31.9%	42.2%	36.2%	39.2%
3+ Vehicles	52.2%	45.7%	52.7%	47.2%	54.5%	24.9%	46.2%	37.6%

Source 2.10: ACS 5-Year Estimates (2022)

▌DEMOGRAPHICS SUMMARY

Table 2.11 includes a summary of demographic variables comparing the service area to the state of Virginia.

Table 2.11: Demographic Summary Comparison

Variable	NSVRC Study Area	Virginia
Population Total	246,926	8,631,393
Annual Population Growth 2020-2050	1.0%	0.7%
People of Color (non-white)	16.8%	41.3%
Population 65+	19.0%	30.0%
Household income under $50,000	30.0%	29.3%
No Vehicle Access	2.4%	3.1%
Limited English Proficiency	1.2%	3.6%
Households Without Internet	12.7%	9.0%
Population with Disability	14.1%	12.0%
Unemployment Rate	4.3%	3.6%

Source 2.11: ACS 5-Year Estimates (2022); 2020 Census; 2030, 2040, 2050
Population Projections Weldon Cooper Center for Public Service

Employment and Workforce

LABOR TURNOVER

Table 2.12 shows the turnover by industry in Virginia, represented as a percentage of the total turnover. Due to the unavailability of specific labor turnover data from the Virginia Employment Commission for the study area under consideration, this report relies on statewide data for Virginia to analyze turnover by industry.

Labor turnover refers to the percentage of workers who leave an industry and are replaced by new employees. This includes both voluntary and involuntary turnover. With a turnover rate of 16.4%, the Accommodation and Food Services experiences the highest turnover in Virginia. The hospitality industry often faces high turnover due to seasonal employment, part-time work, and demanding work conditions. On the other hand, the Utilities sector stands out with a turnover rate of 4.1%, indicating the lowest turnover among the industries listed.

Table 2.12: Virginia Turnover by Industry

Industry	Percent Turnover
Accommodation and Food Services	16.4%
Administrative, Support, Waste Management	15.1%
Arts, Entertainment, Recreation	11.9%
Retail Trade	11.8%
Transportation and Warehousing	10.8%
Health Care and Social Assistance	9.6%
Other Services (except Public Admin)	9.5%
Construction	9.2%
Real Estate, Rental, Leasing	9.0%
Agriculture, Forestry, Fishing, Hunting	8.4%
Professional, Scientific, Technical Services	8.3%
Information	7.4%
Educational Services	7.1%
Manufacturing	7.0%
Mining, Quarrying, and Oil	7.0%
Wholesale Trade	6.9%
Management of Companies and Enterprises	6.7%
Finance and insurance	6.5%
Public Admin	5.0%
Utilities	4.1%

Source 2.12: U.S. Census Bureau, Local Employment Dynamics Program, 1st Quarter (January, February, March), 2023, all ownerships

TOP EMPLOYMENT SECTORS

Table 2.13 presents the employment data for various sectors within the NSV including the number of establishments and the average employment figures, which is an average of the monthly employment counts across January, February, and March 2024. This breakdown provides insights into the distribution of the workforce across different industries in the NSVRC service area. The collective data for all industries reveals a total of 99,217 average employment positions, providing an overview of the overall workforce size and distribution across the various sectors in the NSVRC service area. The Health Care and Social Assistance sector stands out as the largest in terms of both the number of establishments and average employment within the NSVRC service area.

2.13 Employment by Sector

Sector	Number of Establishments	Average Employment
Agriculture, Forestry, Fishing, and Hunting	90	615
Utilities	21	508
Construction	736	5,004
Manufacturing	262	13,311
Wholesale Trade	196	2,117
Retail Trade	798	12,287
Transportation and Warehousing	245	8,444
Information	56	468
Finance and Insurance	214	1,277
Real Estate and Rental and Leasing	247	731
Professional, Scientific, and Technical Services	668	3,405
Management of Companies and Enterprises	30	1,932
Administrative and Support and Waste Management and Remediation Services	339	3,859
Educational Services	90	9,093
Health Care and Social Assistance	1,393	13,385
Arts, Entertainment, and Recreation	84	1,493
Accommodation and Food Services	516	8,267
Other Services (except Public Administration)	565	2,615
Public Administration	193	5,400
Unclassified	94	251
Total (All Industries)	6,958	99,217

Source 2.13: Virginia Employment Commission, Economic Information & Analytics,
Quarterly Census of Employment and Wages (QCEW), 1st Quarter (January, February, March) 2024

LARGEST EMPLOYERS

Table 2.14 provides a comprehensive list of the top 50 employers in the NSVRC region, showcasing the diverse array of organizations and industries that play a significant role in the local economy. The top employer is Valley Health System, which corresponds with the top industry in the region being Health Care and Social Assistance.

Table 2.14: Top Employers

50 Largest Employers	
1. Valley Health System	26. Kraft Heinz Company
2. Amazon Fulfillment Services Inc.	27. Fisher Scientific Company
3. Frederick County School Board	28. County of Shenandoah
4. Navy Federal Credit Union	29. Axalta Coatings Systems USA LLC
5. Walmart	30. Clarke County School Board
6. Trex Company Inc & Subsid	31. Berryville Graphics
7. U.S. Department of Homeland Security	32. Target Corp
8. Shenandoah County School Board	33. Kohl's Department Stores
9. County of Frederick	34. Handy Mart
10. Winchester City Public Schools	35. U.S. Department of Defense
11. George's Chicken	36. Laurel Ridge Community College
12. Shenandoah University	37. Annandale Millwork Corporation
13. Martin's Food Market	38. Interbake Foods LLC
14. Warren County School Board	39. Food Lion
15. The Home Depot	40. Sysco Resources Services LLC
16. City of Winchester	41. Postal Service
17. Page County School Board	42. Blue Ridge Hospice Inc
18. Newell Brands Industries LLC	43. Cracker Barrel Old Country Store
19. H.P. Hood, Inc.	44. County of Warren
20. Shentel Management Company	45. Masonite Corp.
21. U.S. Federal Bureau of Investigation	46. Monoflo, Inc.
22. Lowes' Home Centers, Inc.	47. Masco Builder Cabinet Gro
23. Grafton School, Inc.	48. Christendom College
24. Bowman Andros Products	49. American Woodmark Corporation
25. Family Dollar Services	50. Westminster Canterbury

Source 2.14: Virginia Employment Commission, Economic Information & Analytics,
Quarterly Census of Employment and Wages (QCEW), 1st Quarter (January, February, March) 2024.

LABOR FORCE

The Bureau of Labor Statistics (BLS) reports various labor statistics by geography, such as city and county. The labor force of a community is determined by the sum of employed and unemployed individuals over 16 years old as shown in Figure 2.1. This is the number of people who are either working or actively looking for work, as defined by the Bureau of Labor Statistics Concepts and Definitions (2023).

Figure 2.1: Labor Force Category Flow Chart
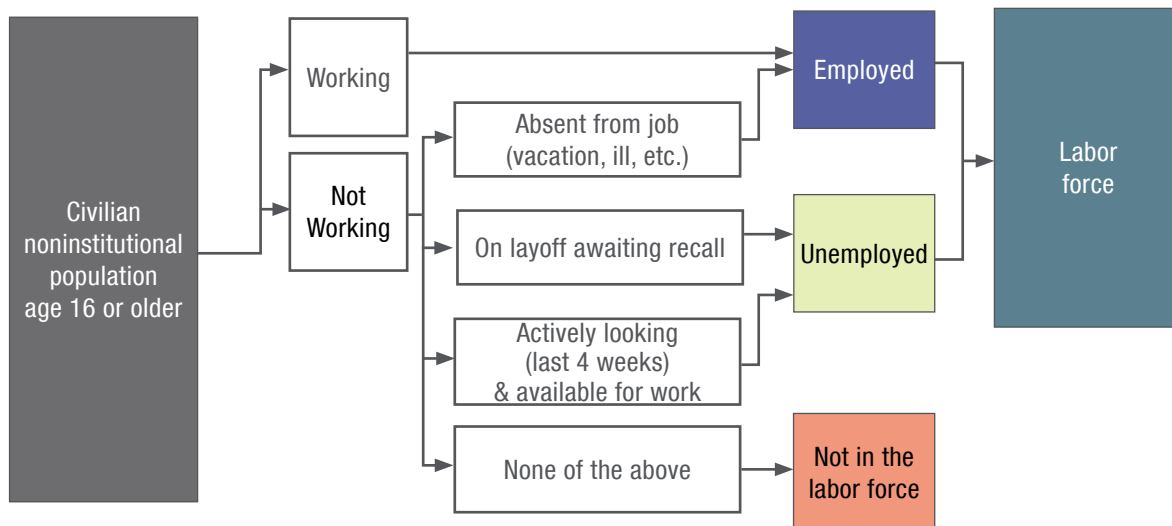
Source 2.15: Labor Force Characteristics (BLS)

In NSV, the working-aged populations is concentrated in Frederick County, with around 40,000 employed persons more than the next highest county. 64% of the NSV population over the age of 16 years participates in the labor force. Winchester has the highest labor force participation at 67.8%, while Page County has the lowest at 58.9%. Unemployment rates across the region have recovered from a high in 2020 due to the COVID-19 pandemic, except for Warren and Winchester, which remain above 5.0%, or full employment.

Table 2.15: Labor Force and Unemployment

	Pop 16+	% 16+ in Labor Force	Labor Force Count	Unemployment Rate
Clarke	12,523	61.7%	7,730	3.5%
Frederick	76,220	66.7%	50,865	3.5%
Page	19,539	58.9%	11,509	4.6%
Shenandoah	36,094	59.9%	21,614	4.2%
Warren	35,722	63.5%	20,771	5.6%
Winchester	22,761	67.8%	15,427	5.2%
NSVRC	199,859	64.0%	127,916	4.3%

Source 2.16: ACS 5-Year Estimates (2022)

Travel and Mobility

The following sections utilize data from Replica, a third-party dataset which uses cellphone, GPS, and other anonymized location-based sources to estimate travel demand down to the Census Block level. Typical trip data exists for Thursdays and Saturdays in the Fall of 2021 and gets validated against real-world conditions. Replica also provides anonymized data on trip takers including household income, age, race, ethnicity, approximate home, work, and school location, and employment. Replica data distinguishes trips taken by visitors versus full-time residents of the NSVRC's service area.

▌ TRAVEL PATTERNS

Travel data considered in this section is separated into three major categories of trips taken:

1 **Originating within and terminating outside of the service area.**

2 **Originating outside of and terminating within the service area.**

3 **Originating and terminating within the service area.**

TRIPS LEAVING THE SERVICE AREA

The following analysis shows figures for trips that are categorized as originating within and terminating outside of the service area.

Figure 2.2 displays the top five most frequent destination counties for all types of trips terminating outside of the service area. The most common destinations across all trips were Berkeley, Hampshire, Loudoun, Rockingham counties, and Harrisonburg. These destinations are all neighboring the service area or fall within a neighboring county. The

top five trip destinations are also broken down by their origin county or city, which was filtered to only show origins within the service area. As seen in the figure, Frederick County has the most trips leaving the service area. It is important to note that Frederick has the largest population within the service area and thus has the largest number of trip-takers. Warren County has the lowest amount of external destination trips at only 2,200. When breaking down the most popular external destinations by origin county or city:

- Frederick County has most of its trip takers traveling to Berkley County, WV (12,400).
- Shenandoah County has most trips ending in Rockingham County (6,900).
- Winchester has a majority of its trips ending in Berkeley County, WV (6,200).
- Page has a majority of its external trips ending in Rockingham County (6,600).
- Clarke and Warren counties have most of their external trip destinations in Loudon County (5,500 and 2,200).
- Harrisonburg and Hampshire County, WV were also popular destinations and often the second most frequent destination.

Figure 2.2: Destination Counties from Service Area Counties
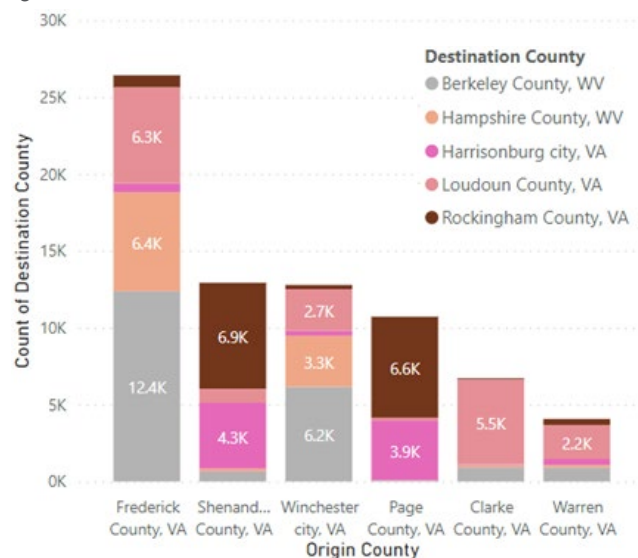
Source 2.17: Replica Thursday Fall 2021

The trips represented in Figure 2.2 are for all types of trip purpose, which includes both work trips as well as leisure trips. Based upon the results, most trips starting in the service area and ending outside are in the adjacent counties and might indicate there is a large amount of people living outside the service area that come in for work or recreational purposes.

Figure 2.3 shows the most popular destination counties for work trips starting within the service area. The figure above represents the same information from Figure 2.2, but further broken down to trips that were solely for work purposes.

Similar to the data from Figure 2.2, the largest number of trips originated in Frederick County; however, Warren County had the second most, while Winchester had the least. This would indicate that less people work within Warren due to the larger amount of departing work trips compared to trips in general.

Figure 2.3 also shows the top 10 most frequent external destinations, in order to highlight that Fairfax and Arlington

counties, and the District of Columbia are all top destination regions. While commonly traveled to, DC does not fall into the top five.

The most popular destination county by number was Loudon County, indicating that a majority of trips leaving the service area for work head east into Loudon County, where there are more employment centers. For example, 2,200 trips leave Frederick County to work in Loudon County. Fairfax County was the second most popular work destination indicating that a large number of work trips are east of the service area and closer to Washington, DC. Harrisonburg was also a common external destination, particularly for the southern counties of the service area such as Shenandoah and Page counties. This would also indicate that James Madison University, located within Harrisonburg, is a major work destination for this portion of the region.

Figure 2.2 and Figure 2.3 demonstrate that while most trips leaving the service area are to the surrounding localities, when filtering down to only work commutes there is a much larger

Figure 2.3: Destination Counties from Service Area Counties for Work Trips
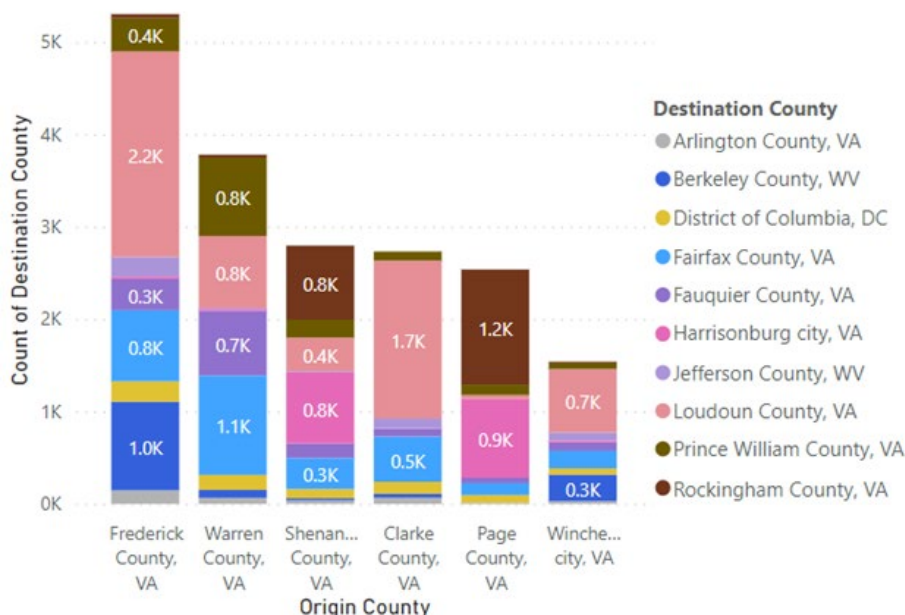
Source 2.18: Replica Thursday Fall 2021

proportion of trips that go towards larger population centers in the east and south. Loudon, Fairfax, and Arlington Counties are popular work destinations as well as Harrisonburg in the south.

Figure 2.4: Origin-Destination Work Trips Outside the Service Area


Source 2.19: Replica Thursday Fall 2021

Figure 2.4 above adds more visual context to where commuters are traveling outside of the service area. The map outlines the service area in black and outlines the counties that make up the service area. The lines represent the origin-destination pairs of each trip that started in the service area going outwards. The figure was filtered to only show lines for trips that occurred more than 25 times and only for work trips. The thicker and brighter green lines indicate a larger frequency of trips with that origin and destination. While the green dots represent destinations, it is important to note that the dots are not meant to be precise destination locations and rather a center point of all the surrounding destinations near each other. Similar to the graph results, Figure 2.4 shows that most work trips leaving the service area are going east towards Loudoun, Leesburg and Manassas and south towards Harrisonburg.

Figure 2.5: Origin-Destination Work Trips Outside the Northern Section of the Service Area

Source 2.20: Replica Thursday Fall 2021

Figure 2.5 zooms in on the northern section of the service area and shows more of the specific destinations that work trips go to outside of the service area. Leesburg, Sterling, Gainesville, and Manassas are among the most popular areas that people travel to for work. Dulles Airport also presents as large destination center.

Source: https://www.facebook.com/RideSmartVA/photos
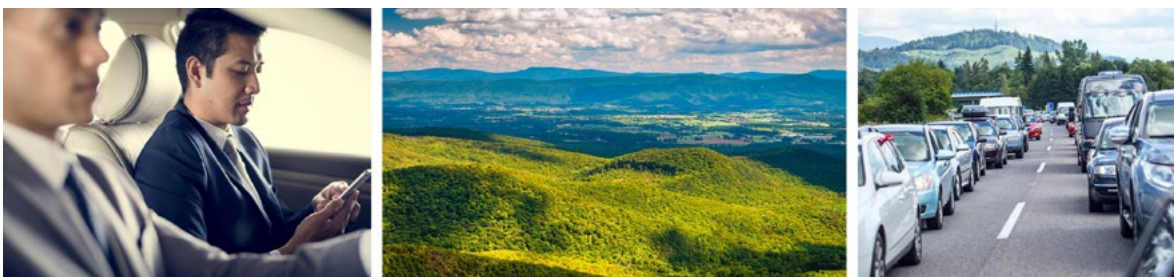
TRIPS ENTERING THE SERVICE AREA

The following analysis shows figures for trips that originate outside of the service area and terminate within. These are trips that were filtered from the Replica data set to where the origin was anywhere outside the NSVRC service area and the destination was only in the NSVRC service area.

Figure 2.6 shows the top five origin counties for trips that ended within the service area. Berkeley, WV; Loudon; Rockingham; Hampshire, WV Counties, and Harrisonburg City were the five most common origins for all trip types.

The largest number of trips come from Berkely County, WV while the fewest come from Harrisonburg City (23,300 and 9,350 trips originate in these locations, respectively). For Berkeley County, the most common destinations were Frederick County and Winchester City. For Loudon County, the most common destinations were Clarke and Frederick counties. For Rockingham County, the most common destinations were Page and Shenandoah Counties. For Hampshire County, WV, the most common destinations were Frederick and Shenanah Counties. Harrisonburg City's most common destinations were Page and Shenandoah Counties.

These travel patterns indicate that most of the incoming trips are from either the adjacent rural counties, such as in West Virginia, or the more populated areas to the South and East such as Loudon or Harrisonburg. The rural counties are likely trips that are coming into the service are for work, while the trips coming from Loudon, which is over 17,000, and from Harrisonburg are for those that live in the service area coming from work.

Figure 2.6: Origin Counties for Service Area Counties
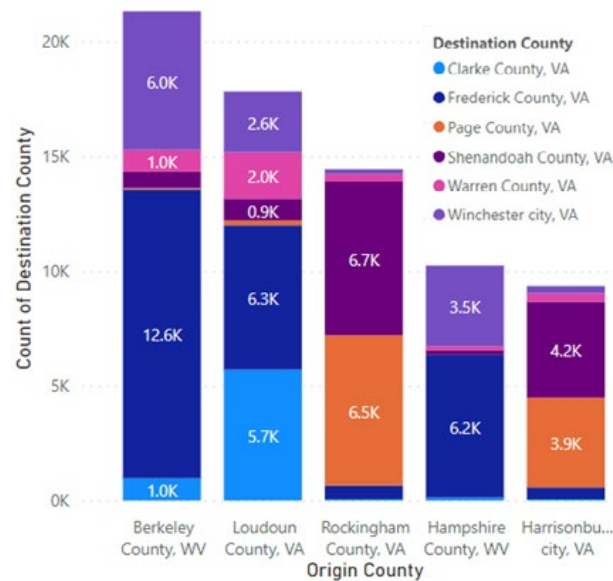
Source 2.21: Replica Thursday Fall 2021

Figure 2.7: Origin Counties for Service Area Counties for Work Trips

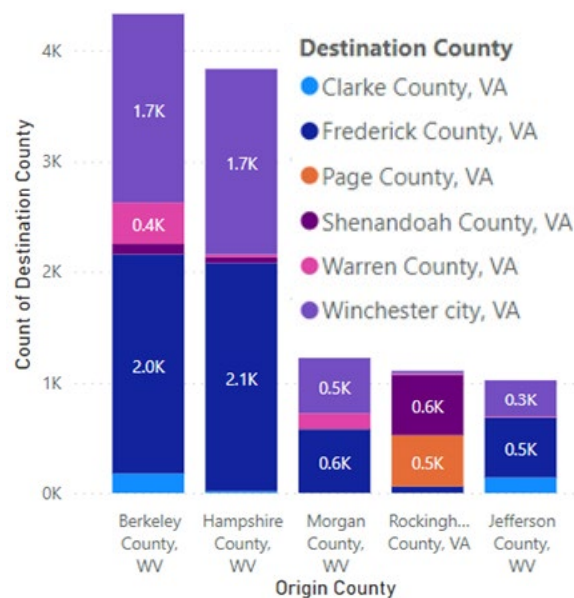*Source 2.22: Replica Thursday Fall 2021*

Figure 2.7 shows only the top five origins for work trips that started outside of the service area and ended within those boundaries. Different from Figure 2.6, four of the top five origin counties are in West Virginia: Berkeley, Hampshire, Morgan, and Jefferson

Counties. This indicates that there is a large workforce coming from the more rural and surrounding counties in West Virginia. The West Virginia counties, notably Berkeley and Hampshire have a substantial population that depends on coming into the service area for work.

Frederick County and Winchester City are the most popular destinations within the service area, which would indicate that these are prominent work destinations. This is in line with the fact that the largest populations and job markets within the service area are in Frederick County and Winchester.
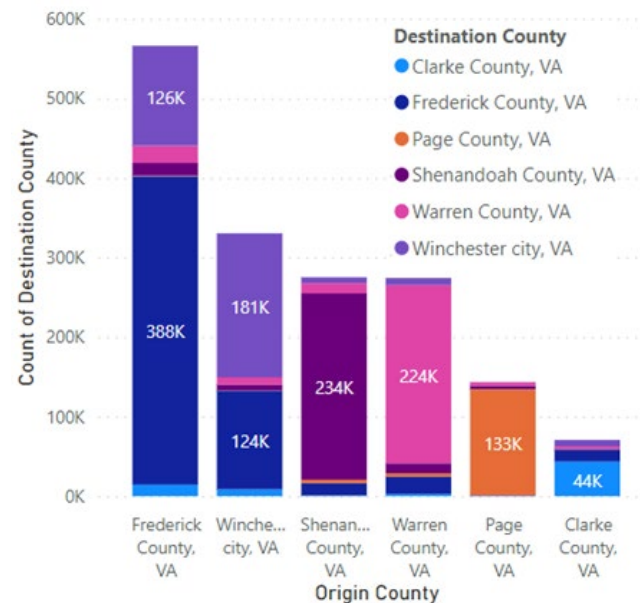
TRIPS WITHIN THE SERVICE AREA

The following analysis shows figures for trips that fall into the third trip category: originating within and terminating within the service area. These are trips that were filtered from the Replica data set to trips where the origin and destination were both within the NSVRC service area. This type of trip is important to understand the internal movement of people, as there is a diverse range of communities and jurisdictions within the service area.

Figure 2.8 shows the internal movement for all trip types within the service area. It displays the most common destinations within the service area for each county or city within the service area. There are significantly more trips that happen within the service area than those that leave or come inside. Most trips start and end within the same jurisdiction. These findings indicate that a lot of trips that occur in the service area are of small distance and are likely non-work-related trips for shopping or recreation.

Figure 2.8: Service Area Destination Counties

Source 2.23: Replica Thursday Fall 2021Replica Thursday Fall 2021

Figure 2.9: Service Area Destination Counties for Work Trips

Source 2.24: Replica Thursday Fall 2021

Frederick County generated the greatest number of trips while Clarke County had the least. Frederick County had over 500,000 trips within their jurisdictional boundaries, while Clarke County had approximately 100,000.
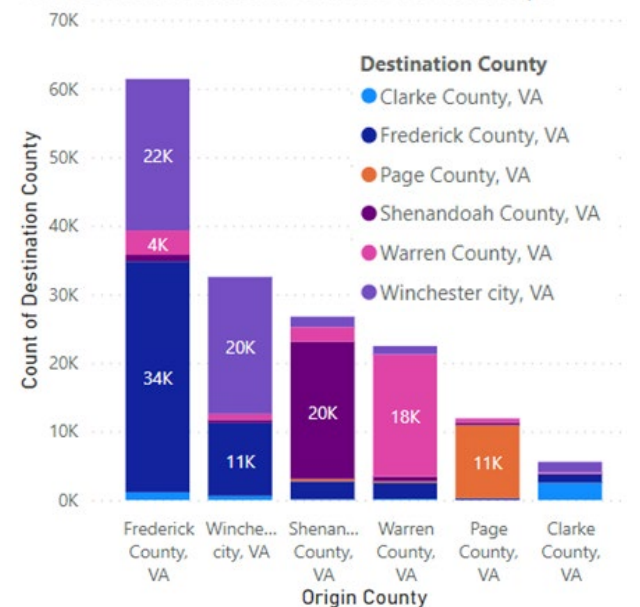
Figure 2.9 shows the same data as for Figure 2.8 with filtered data focused on work trips. Even when filtering down to work trips, every county has a majority of its trips

contained within their own jurisdictional boundaries. There is significant movement between Frederick County and Winchester City as seen by the large number of trips that start in either county or end in the other. This would indicate that a large population works in Winchester but live in the surrounding Frederick County. This follows previously noted employment and population trends, given Winchester's more urban population center and work opportunities.

Figure 2.10: Origin-Destination Work Trips within the Service Area
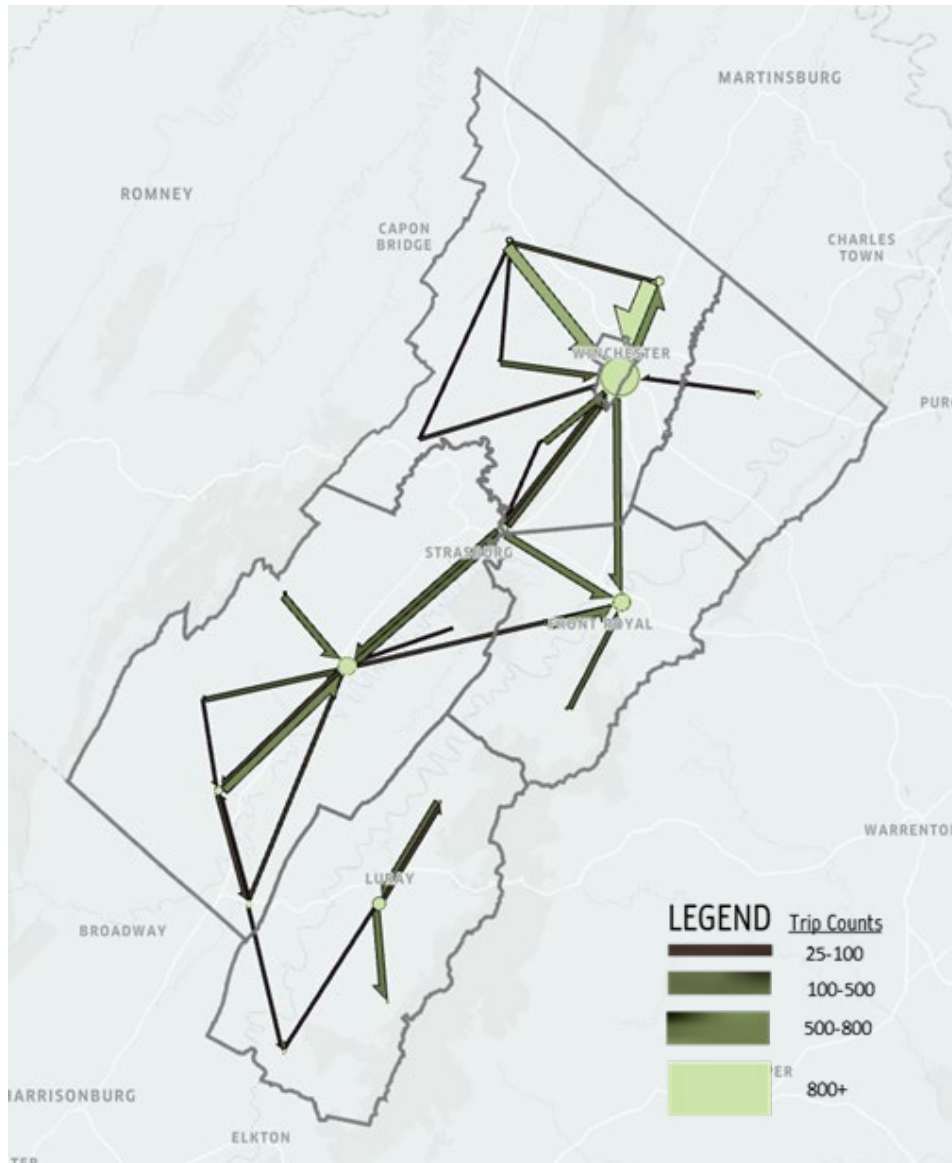
Source 2.25: Replica Thursday Fall 2021

Figure 2.10 shows trips' origin-destination pairs within the service area. The majority of the service area, outlined by county in black in the figure, is rural; as a result, there are primarily trips to and from the larger population centers such as Winchester, Front Royal, Strasburg, Luray, and New Market. Figure 2.10 also only displays pairs in which more than 25 trips were made. Likewise, there are several arrows that point to trips that originate or end in rural areas where there are public parks and hiking trails.

Figure 2.11: Origin-Destination Work Trips within Northern Region of Service Area
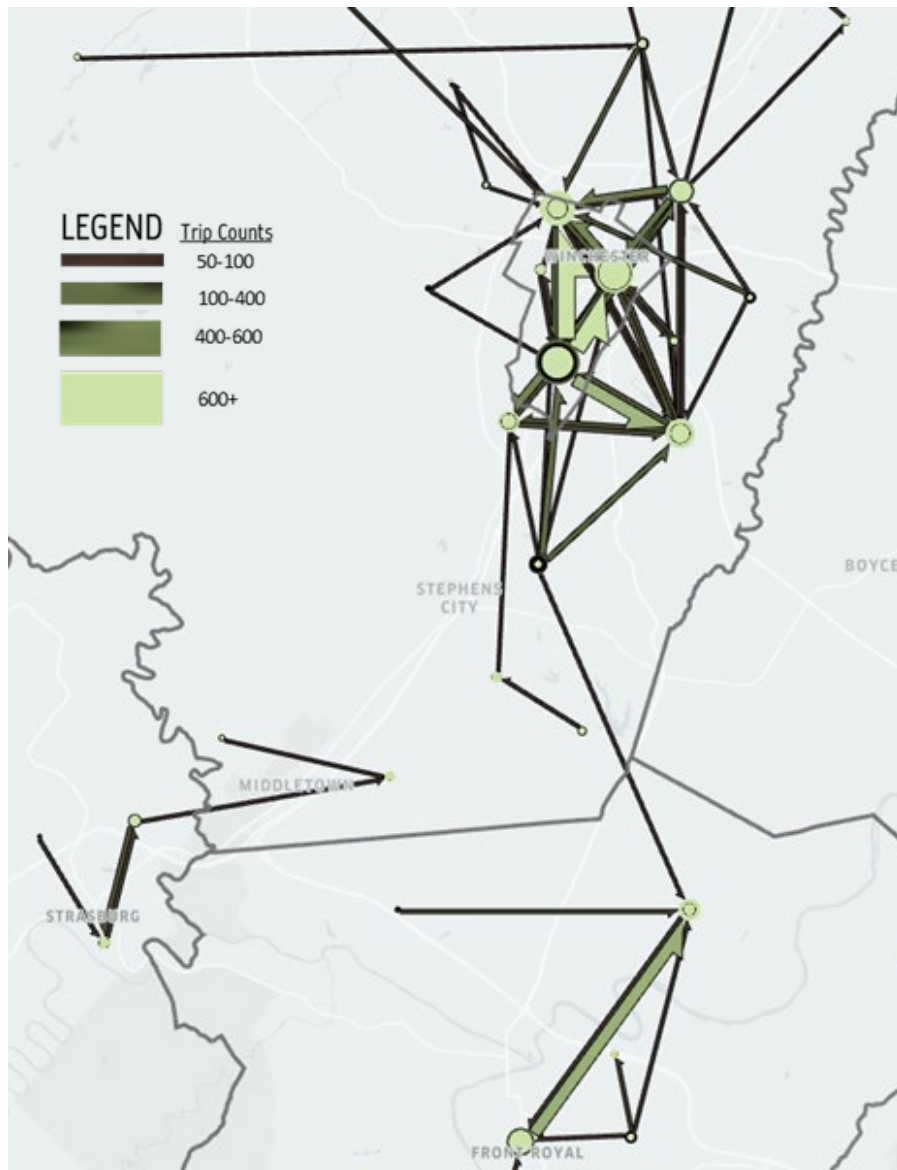
Source 2.26: Replica Thursday Fall 2021

Figure 2.11 looks at the northern portion of the service area more closely. There are several trip patterns that emerge around the Winchester and Front Royal areas. Winchester has a higher number of trips between its hospital, airport, and university center. There are also a large number of trips to and from Jim Barnett Park within the City. The Shenandoah Valley Golf Club and the neighboring cities of Front Royal and Winchester have similarly high round trip travel patterns. Beyond the golf course there are not a significant number of trips going between towns or to areas outside of the larger population centers. This is in line with most of the service areas population living in rural areas.
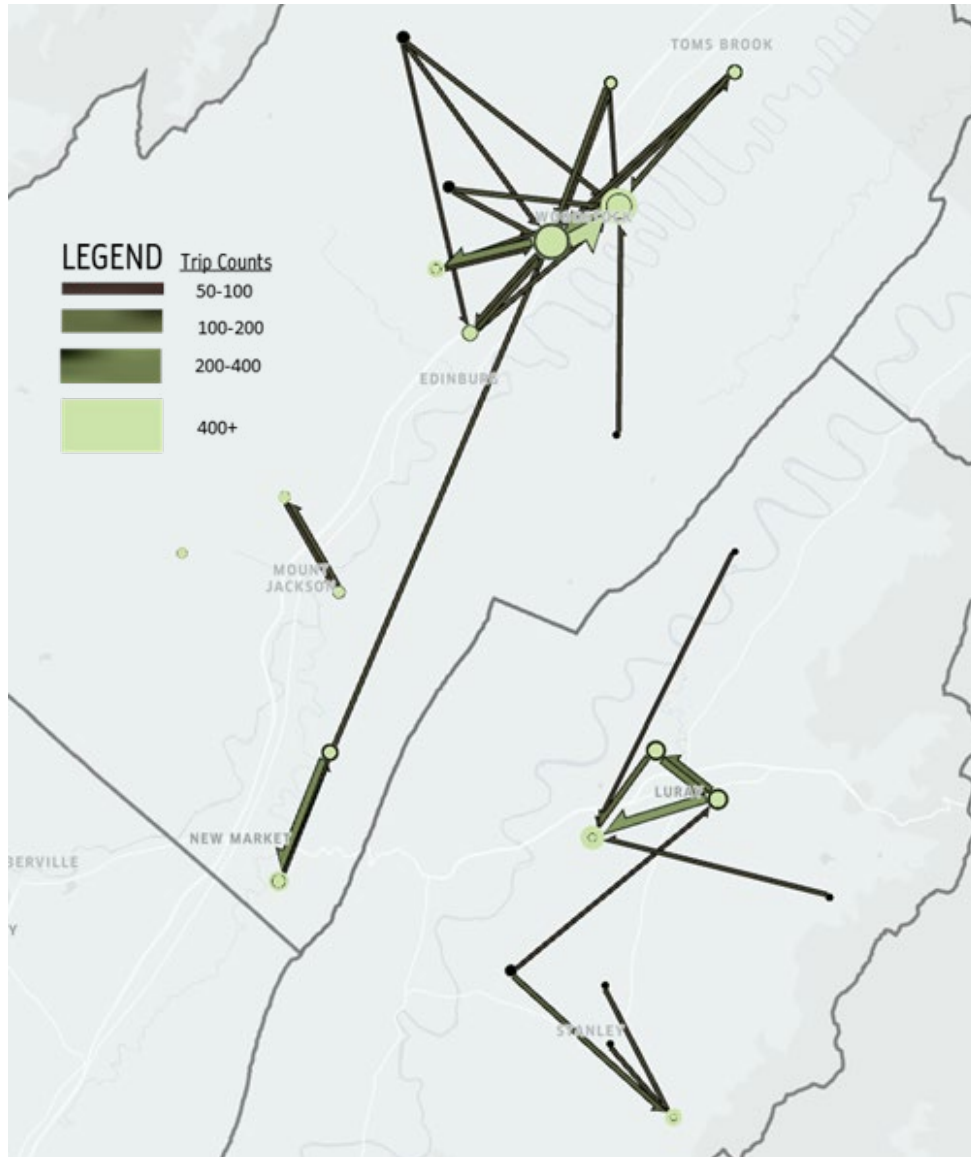
Figure 2.12: Origin-Destination Work Trips within Southern Region of Service Area

Source 2.27: Replica Thursday Fall 2021

Figure 2.12 shows a closer look at the southern end of the service area. Similar to the northern area, most trips are contained within the residents' town with few trips extending beyond jurisdictional boundaries to other smaller localities. This indicates that the most common internal work trips are small distances and contained to the originating town. There is less of a long-distance commuter need within this portion of the service area.

COMMUTE TIME TO WORK

Figure 2.13 shows the trip start time distribution by trip distance for all work trips. The most frequent type of trip is short and under 20 miles. There is a significant AM peak for trips but not an equivalent peak for the PM. This emphasizes a transit or commuter routes which should prioritize the AM peak hours for running service. The wider PM commuter distribution is likely due to varied work schedules as well as shift work that might occur at different times throughout the day.

Figure 2.13: Trip Start Times by Trip Distance for Work Trips
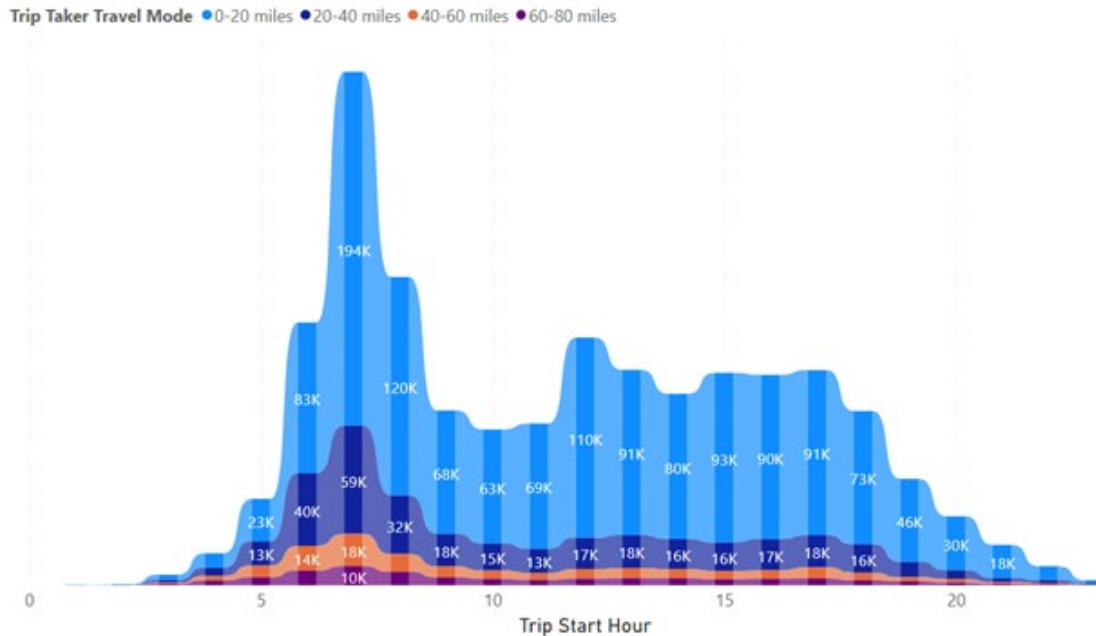
Source 2.28: Replica Fall 2021

MODE OF TRANSPORTATION

Table 2.16 below contains commute modes and mean travel time. As shown in the Replica data discussed later in this section, the majority of commutes are alone in private auto vehicles. Carpooling was most popular in Page County and Warren County. The mean commute time within the service area is 31.8 minutes, with the highest commute time in Warren County and the lowest commute time in Winchester City.

Table 2.16: Commute Modes

	Commute - Alone	Commute - Carpool	Public Transit	Walked	Other	Worked from Home	Mean Travel Time (minutes)
Clarke	74.5%	6.3%	0.3%	1.9%	2.5%	14.5%	35.3
Frederick	79.4%	6.2%	0.0%	1.7%	1.7%	11.0%	31.6
Page	77.7%	15.1%	0.3%	0.7%	0.9%	5.3%	33.0
Shenandoah	77.4%	11.6%	0.1%	2.1%	1.3%	7.4%	29.8
Warren	72.6%	12.1%	0.1%	3.1%	1.3%	10.9%	40.1
Winchester	71.5%	10.3%	1.2%	3.8%	1.4%	11.7%	21.1
NSVRC	76.6%	9.3%	0.2%	2.2%	1.5%	10.2%	31.8

Source 2.29: ACS 5-Year Estimates (2022)

Figure 2.14 shows the most common travel modes for each trip that ends in the service area. The most common mode of travel for each county is by car, as evidenced by the large number of trips utilizing carpool or private auto. This follows the rural demographic of the service area. However, in Winchester and Frederick County, there is a larger number of walking trips likely due to more urban land use.

Figure 2.14: Travel Mode for Service Area Destinations
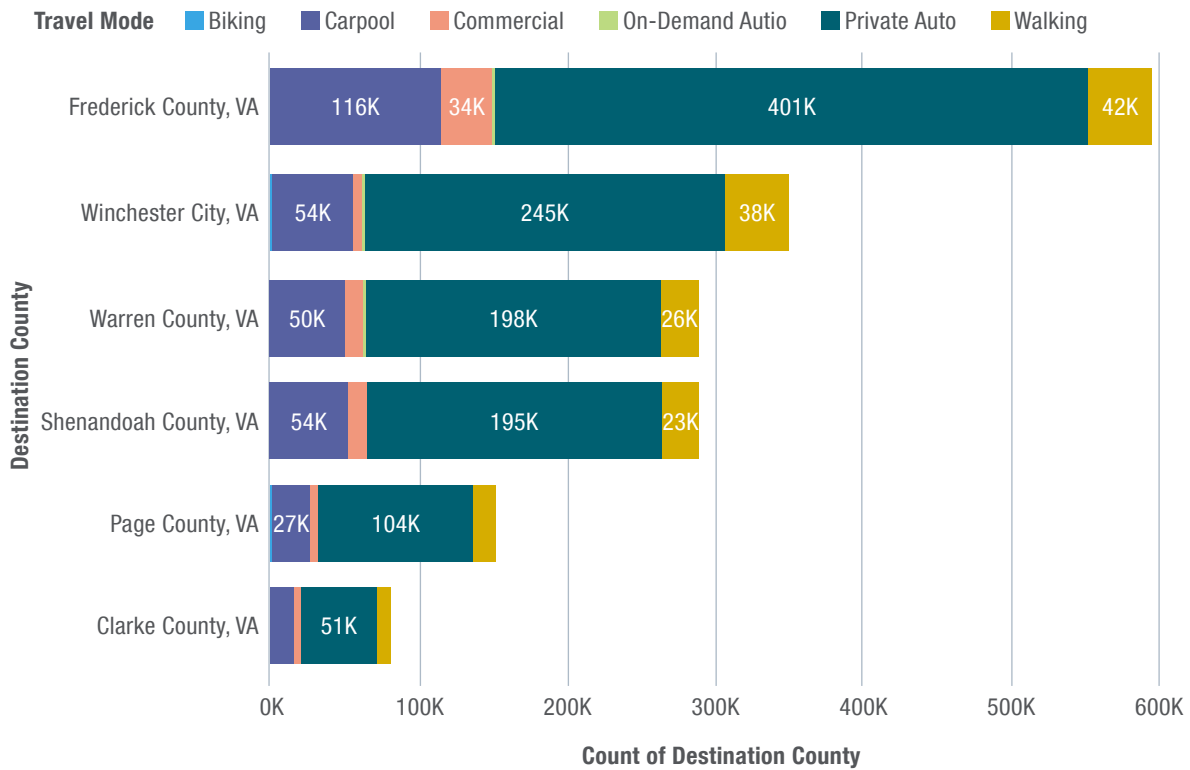
Source 2.30: Replica Thursday Fall 2021

Transportation Services, Facilities, and Transportation Demand Services

▍TRANSPORTATION SERVICES

PUBLIC TRANSPORTATION

ShenGO

The ShenGO bus operates Monday through Saturday, 6 a.m. to 6 p.m, and travels between Strasburg and New Market, with multiple stops along the way. The bus route features two loops, a North and South loop, with free transfers in between. ShenGO is operated by VRT. The routes operated by ShenGO are shown in Figure 2.15.

Figure 2.15: ShenGO Route Maps
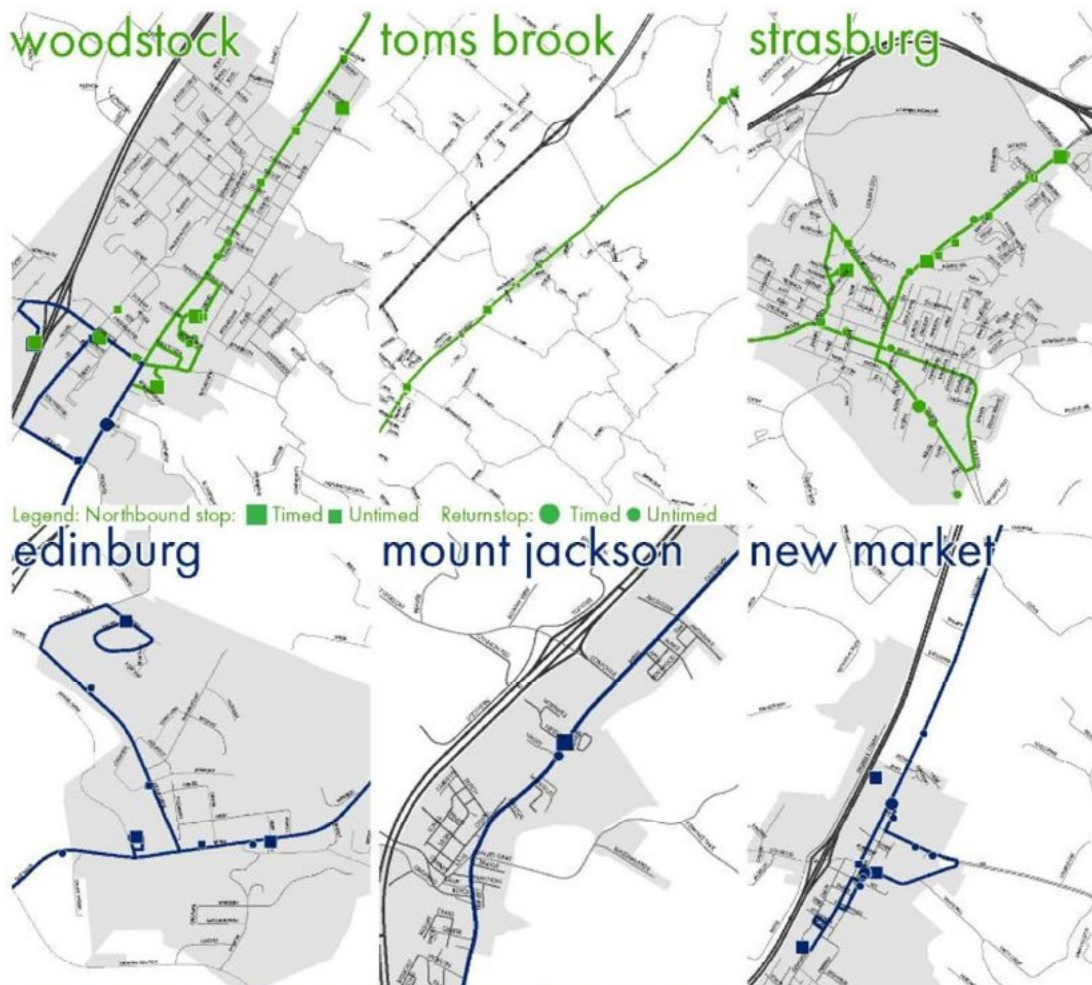
Source 2.31: VRT Website, ShenGO

Winchester Transit

Winchester Transit provides fixed-route bus service in the form of two fixed loop routes within the City of Winchester: one (Loop Route) servicing major destinations in the city shown in Figure 16 and the other (Laurel Ridge Route) servicing Laurel Ridge Community College. Loop Route's frequency is every half hour. Laurel Ride Route's frequency is every hour and ten minutes.

Complimentary paratransit service is available throughout the City of Winchester for individuals with disabilities who are unable to utilize the fixed route service. Winchester Transit also provides additional public transportation in the form of microtransit service called WinReady On-Demand. WinReady On-Demand offers on-demand ride services within 30 minutes through the WinReady App. Hours of operation for this microtransit service are Monday through Friday, 6 a.m. to 8 p.m., and Saturday, 9 a.m. to 5 p.m.

Figure 2.16: Map of Loop Route, Winchester City, VA

Source 2.32: City of Winchester Public Transit Webpage

Corridor Connector

The Corridor Connector is a fixed-route bus service that serves Warren County and Laurel Ridge Community College and is operated by VRT. This service operates Monday through Saturday, 6 a.m. to 7 p.m. The Corridor Connector route is shown in Figure 2.17.

Figure 2.17: Corridor Connector Map

Source 2.33: VRT Website, Culpeper

Royal Trolley

The Royal Trolley is a fixed-route trolley system that services the Front Royal area. The Royal Trolley is operated by Virginia Regional Transit, operating from 8:30 a.m. to 5 p.m. during the week and from 1 p.m. to 6 p.m. on weekends. On Fridays, the RMA Circle route runs from 5 p.m. until 8 p.m. Figure 2.18 shows the Royal Trolley routes.

Figure 2.17: Corridor Connector Map
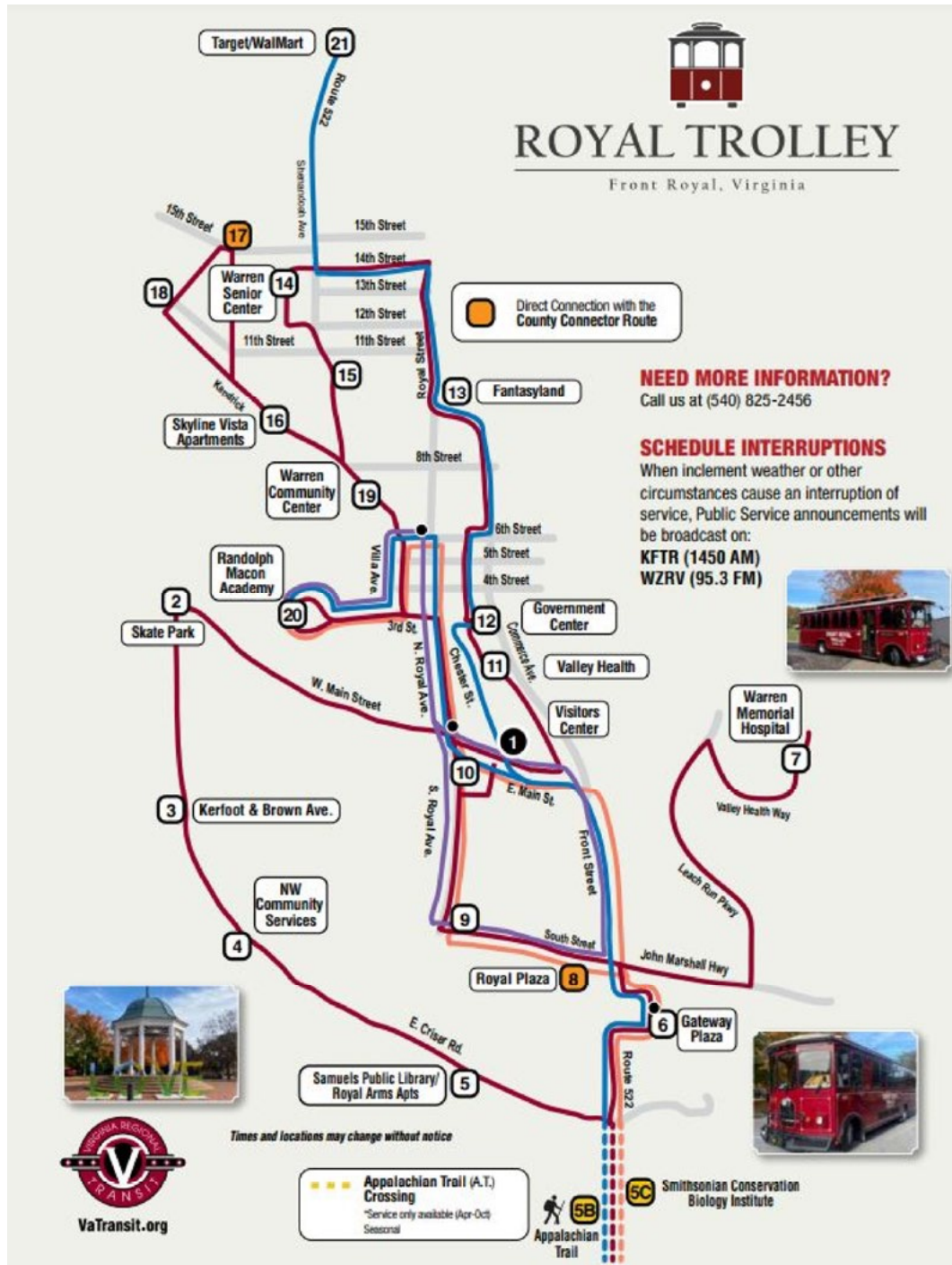
Source 2.34: VRT Website, Culpeper

Virginia Breeze

The Virginia Breeze Valley Flyer connects the New River Valley and Shenandoah Valley to Washington, DC. The Valley Flyer offers one northbound and one southbound trip every day. The full Valley Flyer route drives from Blacksburg to Washington DC, including a stop in Front Royal.

Figure 2.19: Virginia Breeze Valley Flyer Route Map

Source 2.35: Virginia Breeze Website

RideSmart Commuter Bus

The RideSmart Commuter Bus provides fixed-route bus service from the Waterloo Park & Ride Lot to Washington, DC. The morning route begins at 5:30 a.m. in the Waterloo Park & Ride Lot and ends at L'Enfant Plaza in Washington, DC at 7 a.m., with stops at Rosslyn and the Washington DC Metro Center in between. The afternoon route begins at 3:40 p.m. at the Washington DC Metro Center and ends at the Waterloo Park & Ride Lot at 5:15 p.m., with stops at Rosslyn and L'Enfant Plaza in between.

Rail

No Amtrak stations currently service the NSVRC service area. The closest stations to the service area are in Culpeper and Charlottesville.

COMMUTER ASSISTANCE PROGRAMS

BIKE COMMUTING

The RideSmart website provides details on how to bike commute, either directly to work, or as a connection to transit, as well as regional bike routes and local biking organizations. Select transit vehicles also provide storage for bike users.

CLARKE COUNTY ON-DEMAND

Clarke County, through VRT, offers an on-demand transportation service that operates Monday through Friday, 9:00 a.m. to 1:00 p.m. Registration and reservation is required for use.

HYBRID WORKPLACES

The RideSmart website provides information about the benefits of teleworking for both employees and employers, as well as a list of hybrid workplace locations.

RIDESMART

RideSmart is a free ridesharing service operated by NSVRC for residents, workers, commuters, and tourists in the five counties in the northwest corner of Virginia – Clarke, Frederick, Page, Shenandoah, Warren counties, and all jurisdictions within them – including Winchester. In addition to ride-matching, RideSmart also helps participants identify commuting alternatives, such as public transit, rail transit, and hybrid workplaces.

CONNECTINGVA

RideSmart partners with ConnectingVA to provide free ride-matching to find carpools and vanpools, public transportation, trip planning information, park-and-ride lots, bike share services, electric vehicle charging stations, and rewards. RideSmart uses the ConnectingVA database to link commuters who live and work near one another and have similar work hours. Additionally, they provide personalized services to commuters to plan their commute and to employers to provide education and benefits.

COMMUTER CONNECTIONS

RideSmart partners with Commuter Connections to provide a free ride-matching service that helps connect commuters who share similar schedules or travel patterns Commuter Connections, operated by Metropolitan Washington Council of Governments (MWCOG), provides personalized services to commuters to plan their commute and to employers to provide education and benefits, such as SmartTrip. Signing up for the Commuter Connections database and carpools are free, while vanpool participants can pay via SmartBenefits or directly with the vanpool business.

GUARANTEED RIDE HOME

Commuter Connections offers a guaranteed ride home program, which provides registered commuters who regularly carpool, vanpool, bike, walk, or take transit to work with a free cab ride, rental car, or bus/train in case of an emergency, up to four times a year.

SMARTBENEFITS

SmartBenefits is a web-based transit program where employers can assign the dollar value of an employee's monthly commuting benefit directly to the employee's SmartTrip card. Employees can then use public transportation to commute tax-free.

FACILITIES

PARK-AND-RIDES

The Northern Shenandoah Valley region has eight park and ride lots with upwards of 800 available spaces, as pictured in Figure 2.20.

Figure 2.20: Park and Ride Locations
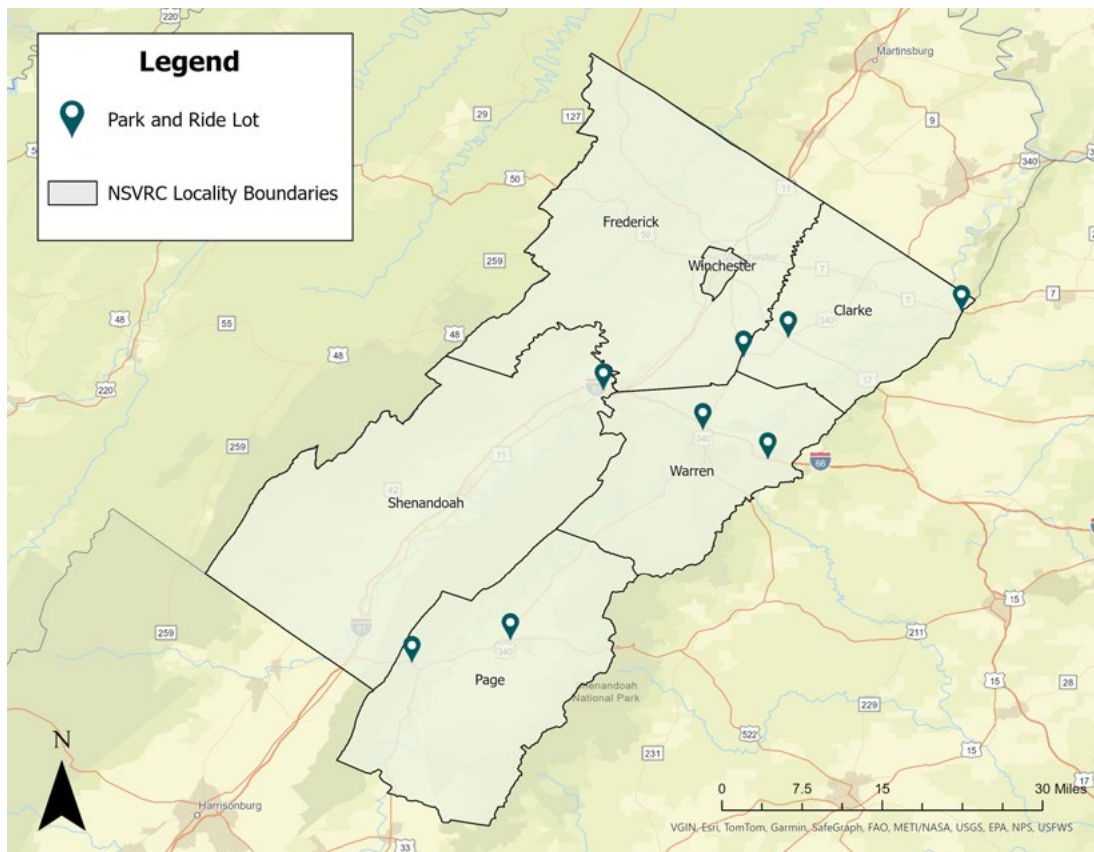
Source 2.36: Virginia Park & Ride Inventory (2021)

Clarke County

Clarke County contains three park and ride lots: Bluemont Park and Ride, Waterloo Park and Ride, and White Post Complex Park and Ride.

Page County

Page County contains two park and ride lots: Route 211 Park and Ride and one in the Town of Luray.

Shenandoah County

Shenandoah County has one park and ride lot: Oranda Park and Ride.

Warren County

Warren County has two park and rides: Crooked Run Park and Ride and one in Linden.

HOV, EXPRESS, AND TOLL LANES

Though I-66 does go through the service area, the I-66 Express Lanes (Outside the Beltway) does not extend into the service area. I-81, the other major interstate running through the service area, also does not have toll or express lanes within the service area.

CHAPTER 3
Strategic Vision, Goals, and Objectives

Introduction

While developing Chapter 3, NSVRC established a strategic vision in conjunction with key community stakeholders through a Vision Workshop and a set of actionable goals and objectives to provide structure and guidance for the provision of commuter assistance program (CAP) services. While the primary objective of CAP services is to reduce the number of single occupant vehicle trips within the region, other goals and objectives have been developed to connect CAP services to larger needs in the region. The strategic vision, goals, and objectives outlined in this chapter were developed from a review of previous relevant planning efforts. This chapter outlines the guiding structure behind the CAP, and the development of this CAPSP.

Review of Relevant Plans

A review of existing plans within the NSV was done to provide a basis for RideSmart's vision, goals, and objectives. The plans that were reviewed include:

- RideSmart Annual Work Plan (FY 2017)
- RideSmart Transportation Demand Management Plan (FY 2016-2021)
- WinFred MPO 2045 Metropolitan Transportation Plan (2022)
- NSVRC Bicycle and Pedestrian Master Plan Update (2014)
- NSVRC 2035 Rural Long Range Transportation Plan (2011)

Building on these plans, the goals and objectives were then reviewed and finalized through visioning sessions and workshops with RideSmart administration and consultation from public and private stakeholders. This is done to ensure that the CAP services achieve the goal of reducing single occupant vehicle trips, while still meeting the needs of customers and the intentions of the NSVRC. Community stakeholders noted a key theme was a desire to focus on travel internal to the region as opposed to commuting outside of the service area.

Table 3.1: Review of Goals and Objectives of Past Relevant Plans

	Reliability	Connectivity	Mobility	Access	Sustainability	Economic Growth	Equity	Safety
RideSmart Annual Work Plan FY 2017		✗	✗	✗		✗		
RideSmart TDM Plan FY 16-21		✗	✗	✗		✗	✗	
WinFred MPO 2045 Metro Transportation Plan	✗	✗	✗	✗	✗			✗
NSVRC Bicycle and Pedestrian Master Plan Update	✗	✗	✗	✗		✗	✗	✗
NSVRC 2035 Rural Long Range Transportation Plan	✗	✗	✗	✗	✗	✗		✗

Goals and objectives from previous plans were grouped into eight themes and are visualized in Table 3.1.

Public Survey

NSVRC conducted an online survey between July and November 2023 to collect responses from the public and help identify more programs to support integrated commuting choices in the NSV.

To raise awareness of the survey, NSVRC advertised the survey through social media, emails, and at in-person events. NSVRC attended the following five in-person events to advertise the survey:

01	02	03	04	05
Clarke County Farmers Market **August 16, 2023**	**WoW! Event** **September 14, 2023**	**Festival of Leaves** **Oct 14, 2023**	**West Oaks Farm Market** **October 21, 2023**	**Grilled Cheese and Tomato Soup Event** **November 4, 2023**

Additionally, NSVRC did email outreach to the Commuter Connection database on November 15, 2023. After each of these events survey responses spiked significantly.

In total the survey was viewed by 1,873 individuals, and 230 completed responses were received. The majority of respondents were from Warren (31%), Frederick (29%), and Shenandoah (19%) counties. 46% of respondents indicated they had an in-person job or school schedule and 44% reported commuting 5 days per week.

Most (59%) respondents have considered alternative modes of commuting but largely cite lack of reliable alternative options and inconvenience as the main reasons preventing them from adopting those options. However, 66% of respondents are not aware of the alternative options available to them despite many considering using an alternative mode.

The commuter services that respondents found most desirable included the guaranteed ride home, commuter bus, and telecommuting options.

Visioning Workshop

NSVRC held an in-person visioning workshop on Wednesday, November 1, 2023 at the Laurel Ridge Community College in Frederick County to seek input on the CAPSP. Participants for the visioning workshop included community stakeholders identified by NSVRC staff, including major employers and local governments. The workshop was intended to share a high level program overview, provide an explanation of the public outreach and engagement efforts and begin to develop goals and objectives for the Commuter Assistance Program.

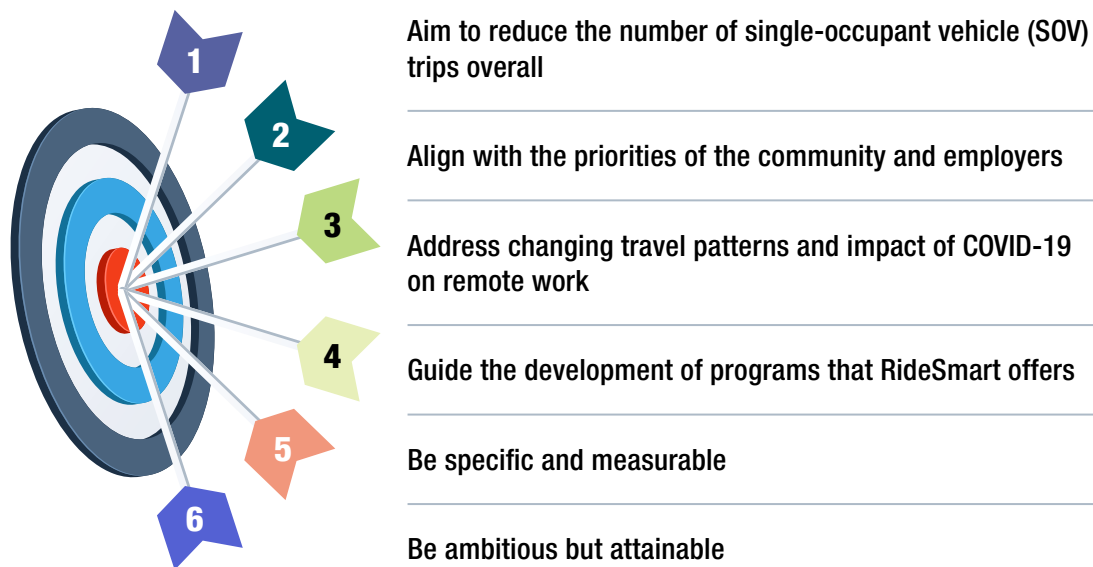NSVRC staff presented that the goals and objectives should:

1 Aim to reduce the number of single-occupant vehicle (SOV) trips overall

2 Align with the priorities of the community and employers

3 Address changing travel patterns and impact of COVID-19 on remote work

4 Guide the development of programs that RideSmart offers

5 Be specific and measurable

6 Be ambitious but attainable

Table 3.2: List of Visioning Workshop Participants

Localities	Warren County	George's Chicken
Page County	Front Royal	Navy Federal
City of Winchester	Businesses	Valley Health
Frederick County	Virgnia Regional Transit	
Shenandoah County	Sysco	

KEY THEMES

Based upon current conditions, participants expressed that the frequency of service, lack of options/reliability and barriers (geographic, rural nature of the area, lack of population density) to be the main drawbacks to getting around the region at present. Barriers, including speeds on I-81, topographic features like mountains and rivers, and the inherent lack of large-scale population centers were highlighted as key problem areas. Additionally, a general lack of public understanding about the routes, timetables and options of services provided through RideSmart was noted as a problem with the current service.

The desired future includes themes like reliability, awareness, connections, safety and flexibility. Improving user awareness of the options of routes and services which could be available to them were brought up by multiple groups. Lowering the barriers, real or perceived, to entry into the RideSmart program, like geography, schedules and access were goals for the future.

Travel pattern data showed a heavy reliance on single occupant vehicles within the NSVRC service area. When asked how they would reduce SOVs within the region, participants repeatedly noted that employer incentives were the most important. Some employers have already begun busing their employees to their places of employment, so providing first and last mile services or connections to park and ride lots to augment those services were seen as helpful services.

Within the greater NSVRC service area, the pandemic has shifted the in-person and virtual working environment. Remote and hybrid work have greatly modified travel patterns, making consistent commuter assistance programs for these workers more difficult to capture. Participants noted that reverse commuters have risen since the pandemic and has shifted the demographics of potential RideSmart customers, which should be reviewed as part of the vision statement.

ADAPTATIVE PRACTICES

Repeated themes included a desire for increased commuter awareness campaigns, reducing barriers to entry, and accessibility.

Marketing campaigns to draw in both new users and retain existing commuters were brought up by many participants. Language was brought up as a barrier for commuters with low English proficiency (LEP) and adaptive practices like issuing marketing campaigns or signs in Spanish and English would help reach more potential riders. Increasing signage not only around commuter locations but also around park and ride lots could help encourage mode shifts among existing SOV users.

Workshop participants cited the costs of starting a vanpool and finding commuters with similar destinations as a burden. Opportunities to reduce such barriers to entry or improve the awareness of vanpools regionally were highlighted goals from the participants. Linking employer incentives or NSVRC-supported funding for start-up costs was another commonly discussed topic for further investigation.

Participants brought up the need for increased awareness of RideSmart programs including commuting alternatives such as public transit, rail transit, hybrid workplaces as well as contracted service providers including Enterprise Rideshare, ABS Vans and Vanpool Alliance. Raising awareness of free ride-matching services that connect commuters with opportunities has been a long-standing goal of RideSmart.

Integrating app-based information to help connect commuters with their rides could help bring in new users who are more technologically savvy customers. This same customer base has expressed interest in the option for reliable wifi on their commute to allow them to stream content or work while they are traveling.

Comments from commuters who are new to the workforce with an interest in technology and accessibility from a digital perspective were also mirrored by the aging workforce, who emphasized flexibility and the need to have commuting options which would allow them to attend doctors' appointments and have ADA-accessible vehicles.

Strategic Vision Statement

A review of existing plans determined that the goals and objectives of previous documents were in line with the needs of the CAPSP. The RideSmart TDM Plan (FY 2016-2017) declares:

The program (RideSmart) has become an active partner in planning and marketing public transportation services and other alternatives to single-occupancy vehicle travel.

As a culmination of the aforementioned efforts, it was determined that the strategic vision statement for NSVRC's commuter assistance program will be:

Grow and build partnerships for RideSmart's commuter assistance services to reduce the number of single occupancy vehicle trips and strengthen regional connections that make the Northern Shenandoah Valley Area a community of choice.

GOALS AND OBJECTIVES

The primary goal of CAP is to reduce the number of SOVs commuting to work through encouraging ridesharing and alternative transportation modes. Building from relevant plans and DPRT guidance, the following goals and objectives are listed to guide the implementation of the CAPSP.

Goal 1	**Increase commuter and employer awareness and engagement with the RideSmart program.** ▪ Improve public understanding of RideSmart services ▪ Create new approach to engaging employers and commuters
Goal 2	**Reduce the number of single-occupant vehicles on the road by expanding existing commuting alternatives.** ▪ Increase ridership on commuter bus
Goal 3	**Increase the availability and reliability of a commuting network that connects areas across the entire Northern Shenandoah Valley.** ▪ Foster partnerships with regional governments and agencies to increase the visibility of TDM and establish "buy-in". ▪ Develop Laurel Ridge Community College as natural transfer hub and connection point for all local transit
Goal 4	**Strengthen partnership with OmniRide.** ▪ Formally implement partnership between OmniRide and NSVRC
Goal 5	**Increase the availability and reliability of a commuting network that connects the service area to bordering counties in West Virginia.** ▪ Develop regional coordination with bordering counties in West Virginia

▌SMART STATEMENTS

The above goals and objectives were developed with the consideration of the SMART principles of goal setting, as listed in DRPT guidance, which specify that goals be Strategic/Specific, Measurable, Attainable, Relevant, and Time-Bound. As seen in the table below, each objective has a set of SMART statements that explain action items and/or measures of effectiveness. This ensures that the goals discussed in this CAPSP can be tangibly implemented.

Table 3.3: Goals and Objective with Associated SMART Statements

Goal	Objectives	SMART Statement(s)
Increase commuter and employer awareness and engagement with the RideSmart program	Improve public understanding of RideSmart services	• Update website quarterly starting FY 2026
	Create new approach to engaging employers and commuters	• Update social media monthly, including information about park and ride locations and transit and commuter bus routes, starting FY 2026 • Translate all material into both English and Spanish and ensure ADA accessibility starting FY 2026 • Develop Communications and Public Engagement Plan by FY 2027
Reduce the number of single-occupant vehicles on the road by expanding existing commuting alternatives	Increase ridership on commuter bus	• Analyze monthly ridership and identify low ridership months during FY 2026 • In FY 2027, develop strategies to raise ridership during identified months
Increase the availability and reliability of a commuting network that connects areas across the entire Northern Shenandoah Valley	Foster partnerships with regional governments and agencies to increase the availability of TDM and establish "buy-in"	• Annually include TDM as an agenda item in regional meetings starting FY 2026
	Develop Laurel Ridge Community College as natural transfer hub and connection for all local transit	• Schedule or attend meetings with ShenGO starting FY 2027 to discuss expansion and coordination with RideSmart services • Share updates on route changes and transfer opportunities via social media and website updates
Strengthen partnership with OmniRide	Formally implement partnership between NSVRC and OmniRide	• Create written plan for partnership between NSVRC and OmniRide by FY 2026, detailing proposed new commuter bus route
Increase the availability and reliability of a commuting network that connects the service area to bordering counties in West Virginia	Increase commuting services as a method of movement for workers from West Virginia	• Schedule initial meetings with agencies in neighboring West Virginia Counties to discuss commuter services by FY 2028

CHAPTER 4
Target Markets and Customers

In order to use resources as efficiently as possible, NSVRC must ensure that its CAP is targeted to the needs of its customers. This chapter determines these target markets and customers based on the information discussed in Chapter 2. Target markets are industries and establishments that represent major opportunities for employment that may attract workers to the NSVRC service area either from within the service area or to the service area from elsewhere. Target customers represent the groups of people that NSVRC can seek to market vanpool, carpool, and commuter bus services to who may present a reasonable propensity for NSVRC services based on data presented in Chapter 2. For more detailed profiles for each county, see Appendix C.

Study Area Overview

This section provides a summary of the demographic and service characteristics of the NSVRC service area at-large, as discussed in Chapter 2, to provide context for the selection of target markets and customers.

POPULATION CHARACTERISTICS

The NSVRC service area covers approximately 1,630 square miles, 5 counties, and one independent city in the NSV. Localities included in the region are Clarke County, Frederick County, Page County, Shenandoah County, Warren County, and Winchester. The area is home to an estimated 246,926 residents, according to ACS 5-Year Estimates (2022). Roughly 16.8% of the population is non-white, and approximately 30.0% have a household income under $50,000.

EMPLOYMENT CHARACTERISTICS

The NSVRC service area has an estimated labor force of 127,916 residents, with approximately 64.0% of those above the age of 16 in the labor force. The highest labor force participation is in Winchester, with participation at 67.8%. According to the Virginia Employment Commission QCEW from the first quarter of 2024, the top five industries by average monthly employment are Health Care and Social Assistance (13,385), Manufacturing (13,311), Retail Trade (12,287),

Educational Services (9,093), and Transportation and Warehousing (8,444).

COMMUTING PATTERNS

According to ACS 5-Year Estimates, there are approximately 108,557 commuters in the NSVRC service area. The majority of commutes utilize private auto vehicles, with a mean commute time of 31.8 minutes. As displayed in Figure 4.1, carpooling was most popular in Page and Warren counties, presenting an opportunity for growth in the other counties.

The following section also utilizes data from Replica, a third-party dataset which uses cellphone, GPS, and other anonymized location-based sources to estimate travel demand down to the Census Block level. Typical trip data exists for Thursdays and Saturdays in the Fall of 2021 and gets validated against real-world conditions. Replica also provides anonymized data on trip takers including household income, age, race, ethnicity, approximate home, work, and school location, and employment. Replica data distinguishes trips taken by visitors versus full-time residents of the NSVRC service area.

According to this data, when looking at commuting patterns that stayed within the service area, the majority of trips contained within jurisdictional boundaries, meaning that commuters did not leave the county they began in. Replica data also showed that there is significant movement between Frederick County and Winchester, with a large population working in Winchester while living in Frederick County. There are also a large number of commuters coming from West Virginia to Frederick County.

Figure 4.1: Percentage of Carpool for Work Trips by County
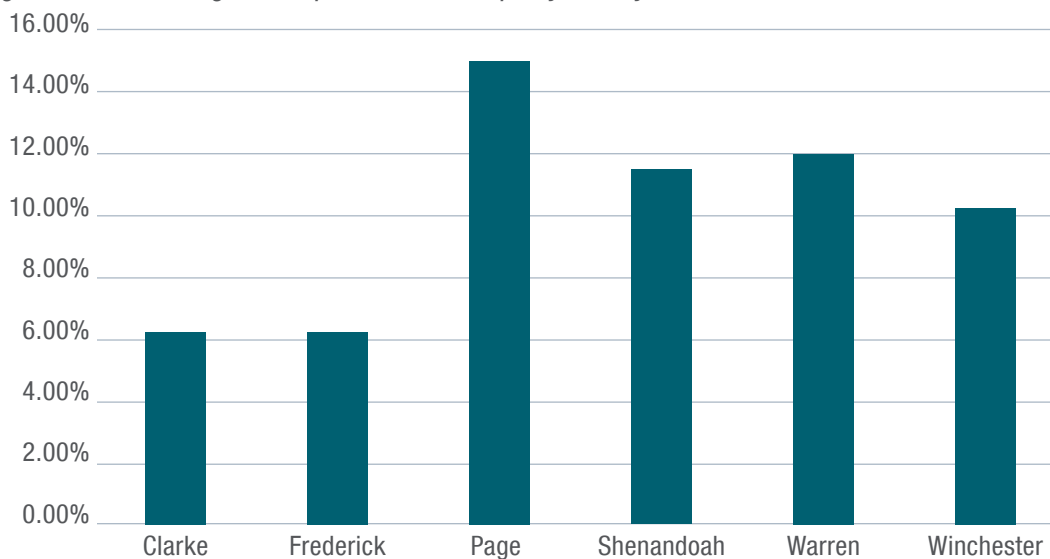
Source 4.1: ACS 5-Year Estimates (2022)

Target Markets & Customers

Target markets were selected by looking at top employment industries in the NSVRC service area, which make a large contribution to bringing commuters into the service area. These industries are Health Care and Social Assistance, Manufacturing, Retail Trade, Educational Services, and Transportation and Warehousing.

From these markets, both the top 50 employers and travel patterns were considered in the selection of target customers, or those with a propensity for vanpool and carpool services. Specifically, Replica data from Fall 2021 was referenced to determine common commutes; the list of 50 largest employers from the Virginia Employment Commission Quarterly Census of Employment and Wages from the first quarter of 2024 was then referenced to narrow down specific possible destinations for these common commutes.

Top employment centers identified as target customers are Valley Health System, Pleasant Valley Shopping Center, and Martin's Food Market. Though not specifically listed on the list of largest employers, the Winchester Regional Airport and the surrounding business centers were also selected as a target market, as Replica data indicated large numbers of common commutes to this area. As seen below, these employers were grouped by common origins to effectively group customers by potential vanpool routes. Groups were divided into commuters ending in the service area (internal) and commuters ending outside the service area (external).

INTERNAL TARGET MARKETS AND CUSTOMERS

FREDERICK COUNTY TO WINCHESTER

As shown in Figure 4.3 and Figure 4.4, nearly half of trips ending in Winchester are from Frederick County. There is also a large degree of cross-commuting between the two locations, which will also be discussed in the following target market section, which discusses trips from Winchester to Frederick County (21% of trips ending in Frederick County begin in Winchester). Using the list of top employers as well as Replica data, it was determined that the commutes from Frederick County can be broken into two destination hubs: Valley Health System and Walmart.
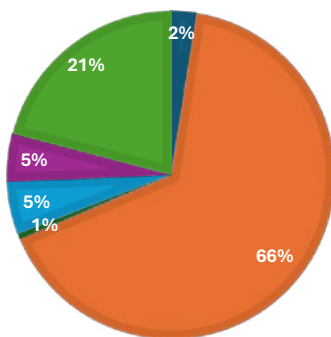

Figure 4.2: Service Area Destination Counties for Work Trips
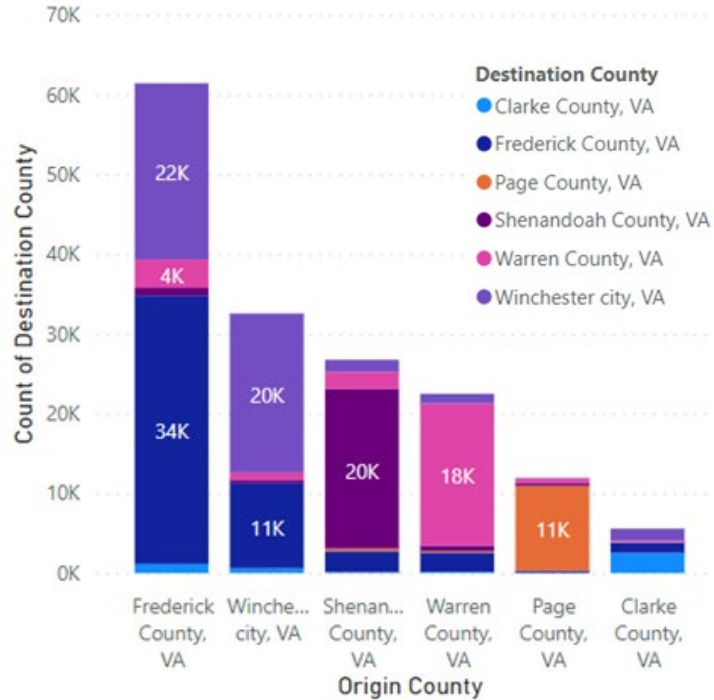
Source 4. 2: Replica Fall 2021

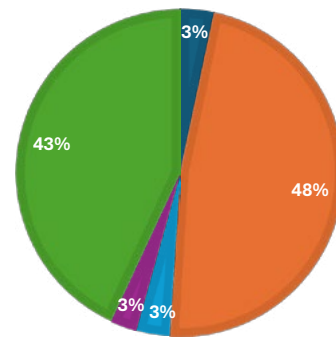
Figure 4.3: Origins for Work Trips Ending in Frederick County

Source 4.3: Replica Fall 2021

*Figure 4.4: Origins for Work Trips Ending in Winchester*

Source 4.4: Replica Fall 2021

Valley Health System

Valley Health System, particularly Winchester Medical Center, is the top employer in the NSVRC service area. Located in northwestern Winchester, Valley Health System heavily contributes to Health Care and Social Assistance as a top industry for the North Shenandoah Valley. Shown in Figure 4.5, there are a large number of common commutes from Frederick County to northwestern Winchester, where the medical center is located. These common commutes make Winchester Medical Center employees prime candidates for RideSmart services.

Figure 4.5: Commutes to Winchester
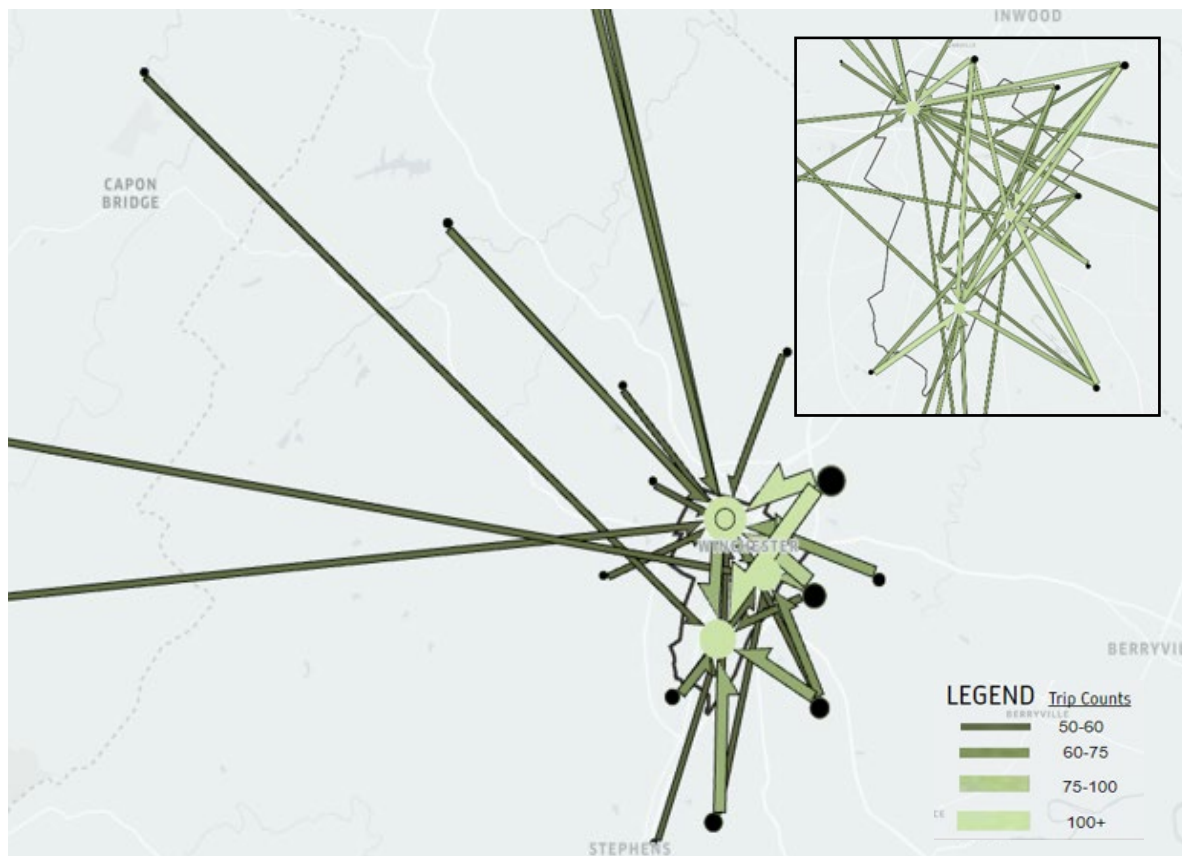
Source 4.5: Replica Fall 2021

Pleasant Valley Shopping Center

 As displayed in Figure 4.5, a large number of workers travel from Frederick County to southern Winchester, where the Pleasant Valley Shopping Center is located. For the purposes of market identification, Pleasant Valley Shopping Center consists of the concentration of retail locations along South Pleasant Valley Road from Crossover Boulevard to Millwood Avenue. These retail locations, particularly the top employers within the center such as Walmart Supercenter, Trex Company Inc, Home Depot, and Lowe's, provide an opportunity for shared carpool and vanpool services. Walmart, in particular, is the fifth largest employer in NSV and a major contributor to Retail Trade as a top industry in the area. In addition to peak vanpool and carpool services, Walmart and the surrounding retail locations provide a further opportunity to look into

off-peak commuting services for their shift workers. Though this may not impact peak commuting metrics, it would provide safety benefits for those workers who may benefit from vanpool services after night shifts.

TRIPS FROM WEST VIRGINIA AND WINCHESTER TO FREDERICK COUNTY

The Winchester Regional Airport and the surrounding business centers (Westview Business Center and Airport Business Center), which contain top 50 employers such as a Kohl's Distribution Center , the National Guard (U.S. Department of Defense), and the FBI Central Records Complex, prove to be popular commuting destinations through deeper analysis of Replica data and commuting patterns. This area, located just east of Winchester, attracts large numbers of commuters from both West Virginia and Winchester, as represented in Figure 4.6, and supports Transportation and Warehousing as a top industry. The area can be seen in Figure 4.6 as the epicenter of trips, where the majority of travel vectors are pointing to.

Figure 4.6: Commutes to Frederick County, Centering Around the Airport
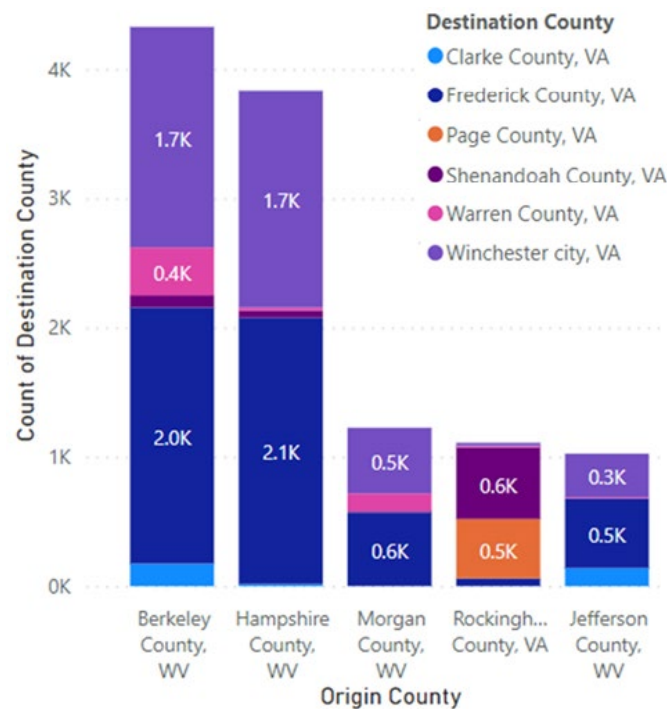

Source 4.6: Replica Fall 2021

Similar to Pleasant Valley Shopping Center, mentioned previously, the employers in this area offer an opportunity to look into off-peak commuting services for their shift workers. Vanpool services could work toward increasing safety for those working overnight shifts at warehouses within these business centers

From West Virginia

As shown in Figure 4.7, Berkeley and Hampshire counties in West Virginia are the most popular origins for external commutes into the service area. The majority of these trips are to Frederick County. After further examination of Replica data, it was concluded that a large part of these trips are specifically to the Winchester Regional Airport in Frederick County, as illustrated in Figure 4.6. Including these commuters as a target market supports the objective to increase commuting services as a method of movement for workers from West Virginia, as discussed in Chapter 3.

Figure 4.7: Origin Counties for External Work Trips to the Service Area

Source 4.7: Replica Fall 2021

Source: https://www.facebook.com/RideSmartVA/photos

From Winchester

Winchester is also a popular origin for commutes to this area, as displayed in the inset map in Figure 4.6. A particularly large number of commuters are coming from the same location in south Winchester, making them an ideal target customer for vanpool and carpool services.

WINCHESTER TO FRONT ROYAL

Martin's Food Market

As shown in Figure 4.8, there are a large number of workers commuting from Winchester to Front Royal, where Martin's Food Market is located. Martin's Food Market is a top employer in the NSVRC service area and supports Retail Trade as a top industry in the region. Due to the high number Martin's Food Market workers making similar commutes, these workers are target customers for vanpool and carpool services.

Figure 4.8: Commutes to Warren County
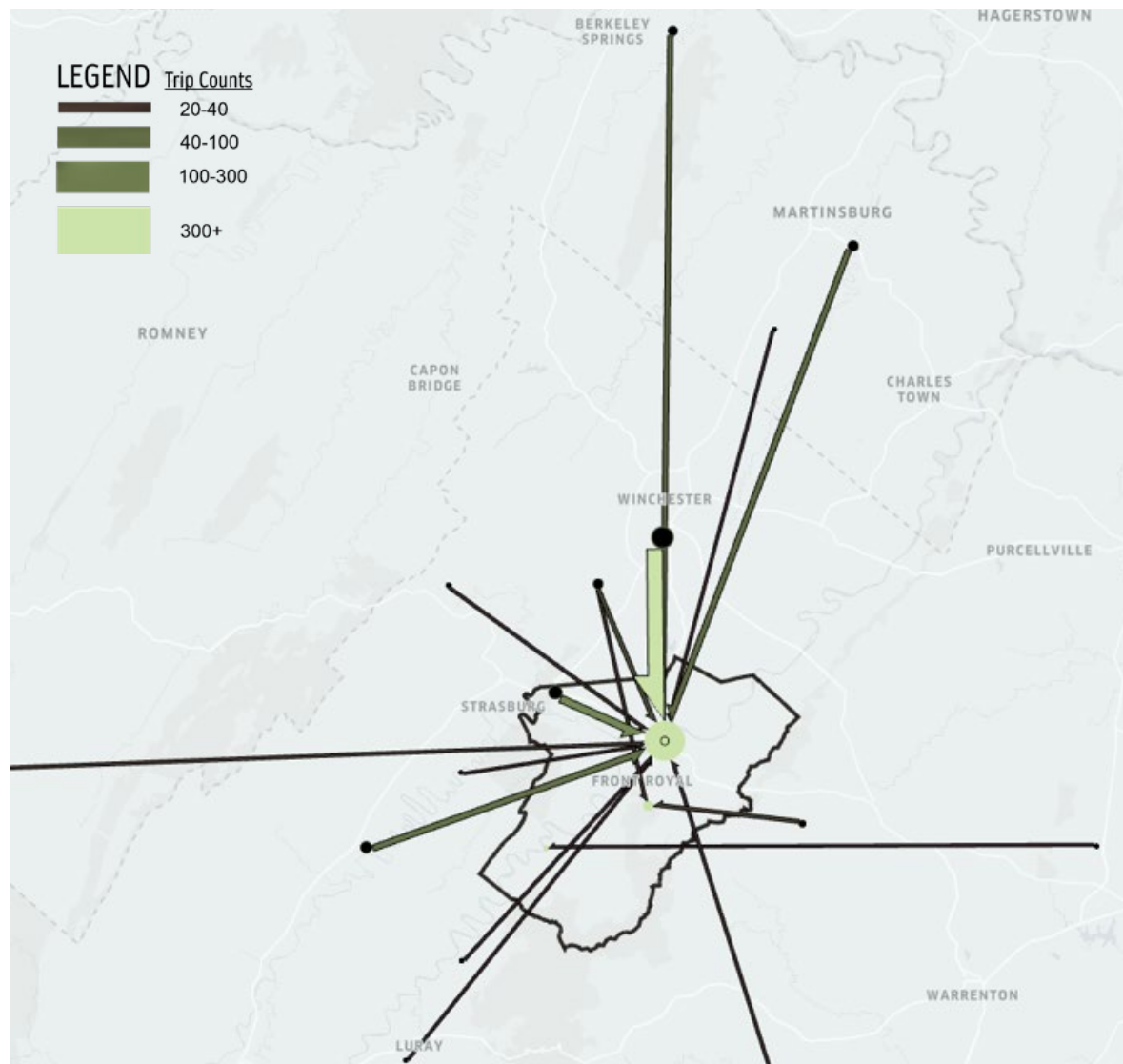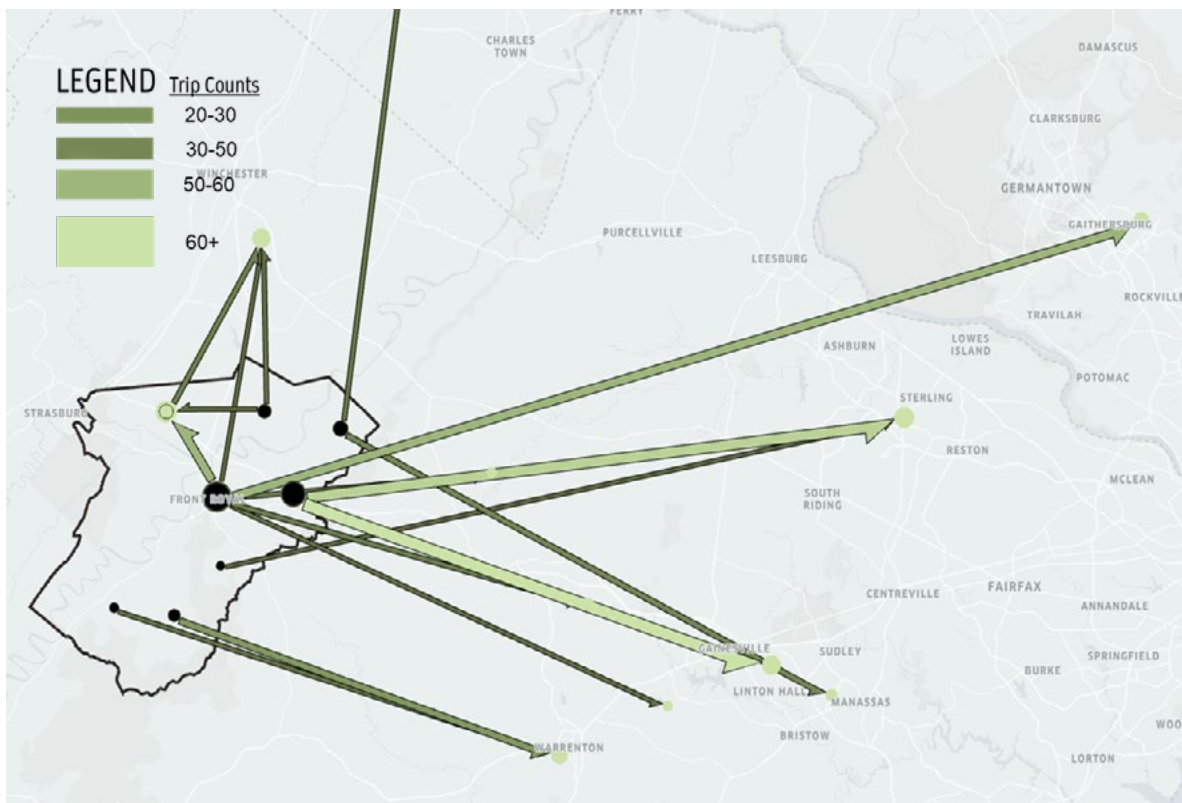

Source 4.8: Replica Fall 2021

EXTERNAL TARGET MARKETS AND CUSTOMERS

When looking at commutes beginning within the service area and ending outside the service area, a significant number of trips were seen going to Prince William County, particularly Manassas and Gainesville, as well as trips to Loudoun County. These connections may prompt coordination efforts between RideSmart and OmniRide, whose service area covers Prince William County, as well as Loudoun County. Further discussion on this point will continue in Chapter 5.

TRIPS TO PRINCE WILLIAM COUNTY

As shown in Figure 4.9, a large share of outgoing work trips from Warren County are to Prince William County. Primarily trips appear to be going to Gainesville, with a portion of trips also going to the City of Manassas. Trips to Gainesville originate in the Linden area of Warren County while trips to Manassas appear to originate in the northeastern area of Warren County. Marketing vanpool and carpool services to these areas would likely be beneficial, as there is a significant share of common commutes coming from these areas. To further examine market trends and top employers for Manassas and Gainesville (for example, Sentara Healthcare and Micron Technology), the OmniRide CAPSP should be consulted.

Figure 4.9: Commutes out of Warren County

Source 4.9: Replica Fall 2021

TRIPS TO LOUDOUN COUNTY

Shown in Figure 4.9, there are also a significant number of common commute trips from the Linden area in Warren County to the Sterling area in Loudoun County. Marketing vanpool and carpool services to the Linden area of Warren County would be effective for commuters going from Linden to both Loudoun and Prince William counties. To further examine market trends and top employers for Loudoun County (Northrup Grumman and Verizon, for example), the Loudoun County CAPSP should be consulted.

Conclusion

The following summarizes some of the key takeaways from the analysis presented in this chapter:

The four geographic categories for target markets trips are:

- Between Frederick County and Winchester
- Trips from West Virginia counties (Berkeley and Hampshire) to Frederick County
- Trips from Winchester to Front Royal
- External trips from Warren County to Prince William County and Loudoun County.

Larger employers near Winchester Regional Airport should be targeted as likely to benefit from RideSmart carpool and Vanpool programs, particularly in regard to commuters from West Virginia and Winchester

Commuters traveling between Warren County and Prince William County may prompt coordination between NSVRC and OmniRide, whose service area covers Prince William County

The larger employers within the target markets' geographies are Valley Health System, Walmart, Winchester Regional Airport, and Martin's Food Market.

Recommendations for Chapter 5 should be tailored to these areas and employers. Efforts should also be made to coordinate vanpool and carpool services with existing transit options and park and ride locations, as discussed in Chapter 2.

CHAPTER 5

The Commuter Assistance Program Operations Plan

Introduction

This chapter describes RideSmart's proposed commuter assistance services, broken down by the fiscal year of implementation. Each recommendation is fully detailed, including a description of the service, the context and rationale behind the recommendation, expected costs and staffing requirements, the technology, systems, or tools needed for successful implementation (if applicable), opportunities or prevailing needs for coordination with other programs and agencies, and the expected outcomes/benefits of implementation. These recommendations were developed beginning with an analysis of existing conditions and CAP offerings. The recommendations suggested herein start from those identified from a review of relevant plans, which were refined based on the progress to date, and discussion with key stakeholder groups and RideSmart staff.

The recommendations are aligned to RideSmart's stated goals and objectives:

Table 5.1: Summary of RideSmart's Goals and Objectives

Goal	Objectives	SMART Statement(s)
Increase commuter and employer awareness and engagement with the RideSmart program	Improve public understanding of RideSmart services	• Update website quarterly starting FY 2026 • Update social media monthly, including information about park and ride locations and transit and commuter bus routes, starting FY 2026 • Translate all material into both English and Spanish and ensure ADA accessibility starting FY 2026 • Develop Communications and Public Engagement Plan by FY 2027
	Create new approach to engaging employers and commuters	
Reduce the number of single-occupant vehicles on the road by expanding existing commuting alternatives	Increase ridership on commuter bus	• Analyze monthly ridership and identify low ridership months during FY 2026 • In FY 2027, develop strategies to raise ridership during identified months
Increase the availability and reliability of a commuting network that connects areas across the entire Northern Shenandoah Valley	Foster partnerships with regional governments and agencies to increase the availability of TDM and establish "buy-in"	• Annually include TDM as an agenda item in regional meetings starting FY 2026
	Develop Laurel Ridge Community College as natural transfer hub and connection for all local transit	• Schedule or attend meetings with ShenGO starting FY 2027 to discuss expansion and coordination with RideSmart services • Share updates on route changes and transfer opportunities via social media and website updates
Strengthen partnership with OmniRide	Formally implement partnership between NSVRC and OmniRide	• Create written plan for partnership between NSVRC and OmniRide by FY 2026, detailing proposed new commuter bus route
Increase the availability and reliability of a commuting network that connects the service area to bordering counties in West Virginia	Increase commuting services as a method of movement for workers from West Virginia	• Schedule initial meetings with agencies in neighboring West Virginia Counties to discuss commuter services by FY 2028

Recommendations

A. DEVELOP NEW APPROACH TO COMMUNICATIONS AND ENGAGEMENT

SUMMARY

There is a need to increase awareness of RideSmart service among commuters and employers. Thus, RideSmart should expand the avenues it currently uses to reach their target markets and customers and ensure that current avenues are up to date. Beginning in FY 2026, RideSmart will begin updating its website quarterly and social media pages monthly. In addition to general information about RideSmart services, these updates should include transit and commuter bus route information and locations of park and ride lots. This strategy also includes developing a Communications & Engagement Plan to draw in new users and retain existing commuters, as well as coordinate with employers to better advertise existing commuter benefits and encourage the development of new incentive programs. The Communications & Engagement Plan should be developed by FY2027. RideSmart aims to implement equity and accessibility standards into all its engagement, so all communications materials, including website and social media content, will be translated into English and Spanish and be made ADA accessible.

CONTEXT AND JUSTIFICATION

A repeated theme throughout the visioning workshop for Chapter 3 was a desire for improved user awareness. RideSmart has decided to address this request through a two-pronged approach: 1) A commitment to regularly updating the website and social media and 2) The development of a Communications and Engagement Plan, contingent on

additional funding. Through this approach, RideSmart aims to increase awareness about its services by reimagining new ways to engage customers and by expanding the platforms RideSmart is currently using to reach customers.

Regarding translation, barriers to entry and accessibility were key themes mentioned in the visioning workshop conducted for Chapter 3. Language barriers were specifically brought up as a barrier to accessing CAP services. Areas with higher populations with limited English proficiencies, such as Winchester City, are noted in Chapter 2. The demand for translation, particularly for these target customers, is evident.

Furthermore, the percentage of persons with a disability in the NSVRC service area, as discussed in Chapter 2, is higher than in the state of Virginia. In Page County, up to 20% of the population identify as having a disability. This highlights the express necessity for ADA compliance for communications.

ESTIMATED COSTS

Estimated base costs of development are estimated to range between $75,000 and $100,000. The source for this money is planned to be a grant requested from DRPT.

ESTIMATED STAFFING

All development would be contracted and would require no new additional staff. RideSmart would be responsible for project management, as well as implementation of the developed plan.

RELEVANT CUSTOMERS AND TARGET MARKETS

This recommendation is relevant to all target markets and customers. West Virginia customers should be specifically mentioned within the Communications & Engagement Plan, as they will require a unique outreach approach. Including a specific strategy for West Virginia Engagement also supports Recommendation E: Grow Relationships with Bordering Counties in West Virginia.

EXPECTED BENEFITS

- Strengthen the connections between employers, RideSmart, and commuters
- Increase awareness and understanding of RideSmart services and employer incentives
- Keep commuter base up to date about RideSmart services
- Increase accessibility for RideSmart engagement

Source: https://www.facebook.com/RideSmartVA/photos

B. CREATE STRATEGY TO ADDRESS LOW RIDERSHIP TRENDS

SUMMARY

RideSmart aims to analyze current data and develop a data-based strategy to increase ridership to meet the goal of increase commuter bus ridership. RideSmart already collects monthly ridership data for their commuter bus. This strategy involves analyzing this data for low ridership trends during FY 2026, including month over month graphs to depict trends, and developing a related strategy to address these trends during FY 2027.

CONTEXT AND JUSTIFICATION

The primary goal of any CAP is to decrease the number of single-occupant vehicles on the road. RideSmart aims to accomplish this by increasing ridership on its commuter bus, thereby converting single occupant vehicle commuters to commuter bus users. The first step toward increasing ridership is identifying ridership trends and developing strategies to address months with low ridership.

ESTIMATED COSTS

This strategy involves no additional costs.

ESTIMATED STAFFING

This strategy requires no additional staffing.

RELEVANT CUSTOMERS AND TARGET MARKETS

This recommendation is relevant to all target markets and customers, but particularly those near Waterloo Park and Ride and Winchester City, where the current commuter bus route originates.

EXPECTED BENEFITS

- Greater understanding of ridership trends in the service area
- Increase commuter bus ridership
- Lower share of commuting by private autos

Source: https://www.facebook.com/RideSmartVA/photos

C. INTERNALLY EXPAND CONNECTIVITY AND COMMUTER OPTIONS IN THE NORTHERN SHENANDOAH VALLEY

SUMMARY

This strategy involves two parts: 1) Increasing connectivity through the creation of an informal transit transfer hub and 2) Adding the discussion of commuter options and TDM as an agenda item at annual regional governance meetings. In addressing part one, Winchester Transit and the Corridor Connector currently both make stops at Laurel Ridge Community College. ShenGO is currently the only transit agency in the NSV that does not currently provide service to Laurel Ridge Community College, but could add a new stop there in the future. With these three routes naturally converging at Laurel Ridge Community College, the area has the potential to become an informal transfer hub, providing greater connectivity throughout the NSV. RideSmart's role in this strategy would be scheduling meetings with ShenGO to discuss expansion and coordination, as well as sharing updates for transfer opportunities through communication avenues discussed in Recommendation A. The timeline for this part of the strategy is aimed to take place in FY 2027 through FY 2029.

To address this goal, RideSmart staff will work with the NSVRC Board of Commissioners beginning in FY 2026 to annually add discussion of commuter options and TDM to the meeting agenda.

CONTEXT AND JUSTIFICATION

Connections were a key theme in the visioning workshop for Chapter 3. Supporting transit connectivity also supports the overall goal of CAPs to decrease the number of single occupancy vehicles on the road. Providing higher levels of connectivity makes transit a more attractive and accessible commute mode.

ESTIMATED COSTS

This strategy involves no additional costs. ShenGO will be responsible for any costs incurred by altering or adding routes and stops. Local jurisdictions will be responsible for implementing relevant infrastructure.

ESTIMATED STAFFING

This strategy requires no additional staffing.

RELEVANT CUSTOMERS AND TARGET MARKETS

This strategy is relevant to all target customers, as it provides greater connectivity throughout the entire Shenandoah Valley. As Laurel Ridge Community College is in Frederick County, this strategy is particularly relevant to commuters in Frederick County living and commuting around the transfer hub, as well as commuters who regularly ride ShenGO, Winchester Transit, or the Corridor Connector.

EXPECTED BENEFITS

- Increase connectivity in the NSV
- Maintain TDM as a regional priority

▌D. FORMALIZE PARTNERSHIP BETWEEN NSVRC AND OMNIRIDE

SUMMARY

There is currently an informal proposed partnership between NSVRC and OmniRide involving the plans for a commuter bus running out of Front Royal Park and Ride to Northern Virginia, connecting with OmniRide services. This bus is proposed to run multiple times a day, beginning December 9, 2024. This strategy involves formalizing this partnership through a written plan for the coordination and partnership between NSVRC and OmniRide commuter services. This strategy is proposed to begin around FY 2026. If this partnership is successful in the long term, this strategy may involve a second commuter bus, as well as hiring a full-time mobility coordinator to manage expanded service.

The possibility of pursuing additional partnerships, with Loudoun County for example, should be further explored at a later time if initial partnerships between RideSmart and OmniRide are successful. According to travel data patterns from Chapters 2 and 4, an additional partnership with Loudoun County may be beneficial for commuters in the RideSmart service area.

CONTEXT AND JUSTIFICATION

As there is already an informal proposed partnership between NSVRC and OmniRide, the next step to progress the partnership and coordination between these CAPs is to formalize the partnership and create a written plan for future action.

Furthermore, data from Chapters 2 and 4 supports a partnership between NSVRC and OmniRide. More than a thousand commuters coming from the RideSmart service area regularly travel to the OmniRide service area for work, making a partnership between the two CAPs the next logical step for better interregional service coordination.

ESTIMATED COSTS

If a full-time mobility coordinator is hired, the beginning salary of that position would be approximately $45,000.

ESTIMATED STAFFING

In the long term, provided the need is established, a full-time mobility coordinator may be hired to coordinate services with OmniRide.

RELEVANT CUSTOMERS AND TARGET MARKETS

As discussed in Chapter 4, this recommendation is most relevant to those commuting from the service area, particularly around Front Royal and Warren County, eastward to the OmniRide Service area, particularly Prince William County.

EXPECTED BENEFITS

- Increase connectivity between the NSV and Northern Virginia
- Greater interregional cooperation and coordination between CAPs

E. GROW RELATIONSHIP WITH BORDERING COUNTIES IN WEST VIRGINIA

SUMMARY

This strategy, set to begin in FY 2028, involves scheduling initial meetings with agencies and governing bodies in bordering West Virginia Counties to establish an open line of communication. This is the first step in reaching target customers in these counties, which were established in Chapter 4. There are existing transit connections between West Virginia and NSVRC through the Potomac Valley Transit Authority, which has routes that connect West Virginia and Winchester. Outreach should be conducted with this agency to expand on this existing connection, as well as other relevant agencies. Provided that outreach is successful and need is established, long-term plans for expansion upon this strategy involve the development of a new commuter bus line beginning in West Virginia and ending within the NSVRC service area, as well as expanding the role of the full-time mobility coordinator mentioned in Recommendation D to include coordination with West Virginia.

CONTEXT AND JUSTIFICATION

As discussed in Chapter 2, many external commuters entering the service area come from the bordering counties in West Virginia, particularly Berkeley and Hampshire Counties. Given the number of commutes, these commuters were also selected as target customers in Chapter 4. The first step in providing increased services to these customers is growing a relationship with these counties to coordinate and discuss specific commuter needs.

ESTIMATED COSTS

This recommendation involves no additional costs.

ESTIMATED STAFFING

In the long term, provided the need is established, a full-time mobility coordinator may be hired to coordinate services with West Virginia commuters. This role would be filled by the same as the position mentioned in Recommendation D, so it would be at no extra cost.

RELEVANT CUSTOMERS AND TARGET MARKETS

Relevant target customers for this strategy are, naturally, the customers in West Virginia commuting into the NSVRC service area, as mentioned in Chapter 4. Analysis of travel patterns showed that every day 2,000 commuters from Berkeley County and 2,100 commuters from Hampshire County travel to Frederick County. Additionally, every day 1,700 commuters from Berkeley County and 1,700 commuters from Hampshire County travel to Winchester. If even a small portion of these commuters converted to using a commuter bus, the route would be successful in fulfilling the goals of NSVRC's CAP.

EXPECTED BENEFITS

- Improvement and expansion of services to commuters from West Virginia
- Greater interregional cooperation and coordination

Alignment between Recommendations and Goals

Table 5.2 shows how the recommendations align with the goals set in Chapter 3.

Table 5.2: Summary of Alignment between Chapters 3 and 5

	Goal 1: Engagement	Goal 2: SOV Reduction	Goal 3: Internal Commuting Network	Goal 4: OmniRide	Goal 5: West Virginia
Develop New Approach to Communications and Engagement	✗				✗
Create Strategy to Address Low Ridership Trends		✗	✗		
Internally expand connectivity and commuter options in the Northern Shenandoah Valley		✗	✗		
Formalize Partnership between NSVRC and OmniRide		✗		✗	
Grow Relationship with Bordering Counties in West Virginia	✗	✗			✗

Summary of Recommendations

Table 5.3 summarizes the recommendations outlined in this chapter.

Table 5.3: Summary of Recommendations

Rec #	Initiative	Expansion or New	Priority	Start Year	Base Year Cost	Annual Cost	Staffing Needs
A	Develop New Approach to Communications and Engagement	New	Highest	FY 2026	$75,000-$100,000	$0	Contracting
B	Create Strategy to Address Low Ridership Trends	New	Medium	FY 2026	$0	$0	No additional staff
C	Internally expand connectivity and commuter options in the Northern Shenandoah Valley	New	Medium	FY 2027	$0	$0	No additional staff
D	Formalize Partnership between NSVRC and OmniRide	New	High	FY 2026	$45,000	$45,000	Hire full-time coordinator
E	Grow Relationship with Bordering Counties in West Virginia	New	Low	FY 2028	$0	$0	Hire full-time mobility coordinator (same staff as D)

Technology, Systems, and Tools

Under constrained financial and labor resources, the success of many of the CAP services is dependent on additional efficiencies created by the use of technology and systems. Table 5.4 summarizes the technology, systems, and tools relevant to the delivery of the recommended CAP services and the function they serve:

Table 5.4: Technology, Systems, and Tools for Program Recommendations

Rec #	Initiative	Expansion or New	Priority	Staffing Needs
A	Website Improvements	Unknown	Supply an annual engagement metric that includes the number of people connected; provide updated advertised route and schedule information	Expansion upon Existing Technology
A	Social Media Improvements	SageTopia	Provides organized and front-facing venues for public communication and outreach; update social media pages monthly with route information and park and ride lot locations	Existing Technology
C	Connecting VA (Vanpool App)	DRPT	Resource for finding travel options like carpool, vanpool, bus, bike, or telecommute across Virginia; encourages recording green trips in app to earn rewards	Existing Technology
C, D	CarpoolNow (Vanpool App)	MWCOG	Allows individual users to use on-demand, flexible carpooling/vanpooling; allows existing carpool/vanpool operators to promote open seats to individual riders	Existing Technology

Partnerships and Coordination with Other Programs and Agencies

Many of the commuters within RideSmart's jurisdiction often interface with the services and programs of other agencies and organizations. Meeting the mobility needs of the commuters of the NSV, more than half of whom commute outside the region each day, relies on close coordination between RideSmart, and its partners/peers operating within the region. Table 5.5 summarizes the partnerships and coordinating efforts necessary for the successful delivery of the recommended CAP services.

Table 5.5: Partnerships and Coordination for Program Recommendations

Strategy	Partner Organization(s)	Details
C	ShenGO. regional governments, Laurel Ridge Community College, (Winchester Transit? Corridor Connector?)	Increase connectivity through the creation of an informal transit transfer hub; add the discussion of commuter options and TDM as an agenda item at annual regional governance meetings
D	OmniRide, Prince William County	Formalize this partnership through a written plan for the coordination and partnership between NSVRC and OmniRide commuter services
E	Eastern Panhandle Transit Authority (EPTA), Potomac Valley Transit Authority (PVTA), WV regional governments	Schedule initial meetings with agencies and governing bodies in bordering West Virginia Counties to establish an open line of communication; long-term plans include the development of a commuter bus line beginning in West Virginia and ending within the service area, as well as expanding the role of the full-time mobility coordinator mentioned in Recommendation D to include coordination with West Virginia.

CHAPTER 6
Financial Plan

Introduction

Chapter 6 provides a detailed financial plan for NSVRC's CAP. The development of the financial plan demonstrates NSVRC's commitment to achieving their stated objectives, fiscal transparency, sustainability, and charting a realistic path towards implementation of the services recommended in Chapter 5. The operating budget detailed herein includes expense forecasts, projected revenues from all of NSVRC's funding sources, contracts with outside vendors or consultancies, and other potential sources of costs and revenues.

The full financial plan builds from an established "baseline" forecasted budget, which reflects the existing CAP and committed service changes continued through the five-year scope of this plan (FY 2026-2030). This baseline forecast can be thought of as the most constrained CAP implementable based on existing and guaranteed funding streams. The full financial plan expands upon this baseline, presenting an unconstrained budget that accounts for the implementation of the recommendations included in Chapter 5. This unconstrained budget acknowledges a budget shortfall, and potential funding sources are identified to ensure that there is a reasonable path forward toward achieving full funding and implementation of the recommendations from Chapter 5.

This budget is limited to include only staffing requirements, revenues, and expenditures for projects and responsibilities directly under the purview of NSVRC's CAP. Agencywide, NSVRC operates a variety of services and programming; the CAP is only directly responsible for a subset of these offerings, which serve as the scope for this chapter.

Baseline Budget

The operating budgets from FY2021 to FY2025 are displayed in the tables below. FY2021 is separated, as budget allocation labels changed from FY2021 to FY2022. A vanpool subsidy was also added to the budget in FY2022, but not in the following or previous years. FY2025 sees a significant budget increase from the previous years, particularly regarding salaries and wages.

CURRENT

Table 6.1: FY 2021 Operating Budget

Expenses	FY2021
Program Staff and Administration	$126,930
Marketing and Promotion	$89,638
Subsidies	$7,000
Travel and Training	$5,000
Computer Software and Equipment	$0
TOTAL	$228,568

Table 6.2: FY 2022-2025 Operating Budget

Expenses	FY2022	FY2023	FY2024	FY2025
Advertising and Promotion Media	$40,750	$75,516	$74,569	$79,144
Communication Services	$650	$650	$650	$650
Dues and Subscriptions	$3,275	$3,275	$3,875	$4,000
Education and Training	$3,000	$3,000	$3,000	$3,000
Fringe Benefits	$31,500	$29,500	$31,500	$49,011
Indirect Costs	$35,460	$36,460	$35,460	$38,881
Obligations and Services (Other)	$1,000	$1,000	$1,000	$1,000
Printing and Reproduction	$750	$750	$750	$750
Professional Services (Staff Time Only)	$52,500	$43,746	$43,304	$52,803
Promotional Items	$2,600	$2,700	$3,500	$5,000
Rental of Other Equipment	$1,025	$1,025	$1,025	$1,025
Salaries and Wages	$82,000	$83,000	$82,000	$122,000
Supplies and Materials (Other)	$500	$500	$500	$500
Travel	$7,000	$4,000	$4,000	$4,000
Vanpool Subsidy	$5,000	$0	$0	$0
TOTAL	$267,010	$285,122	$285,133	$360,764

The primary funding source supporting NSVRC is the DPRT CAP Operating Assistance Grant. This funding can only be spent on operational or service-related expenses, such as ride-matching services, commuter assistance websites, marketing and promotion, guaranteed or emergency ride home programs, staff salaries, fringe benefits, travel and education for primary CAP staff, and dues and subscriptions. This grant funds up to 80 percent with a local match requirement of 20 percent.

Table 6.3: FY2021-2025 Existing Funding Sources

Source	FY2021	FY2022	FY2023	FY2024	FY2025
DRPT CAP Operating Assistance (80%)	$182,854	$213,608	$228,098	$228,106	$324,834
Local (20%)	$45,714	$53,402	$57,024	$57,027	$81,208
TOTAL	$228,568	$267,010	$285,122	$285,133	$360,764

▌FORECASTED

The forecasted baseline budget below reflects a constrained best estimate of likely costs and revenues over the life of this plan (through FY 2030). This budget is reflective of NSVRC operating under "business-as-usual" conditions and only accounts for expected changes due to inflationary growth (estimated to be three percent).

Table 6.4: FY2026-2030 Forecasted Annual Budget

Budget Category	FY2026	FY2027	FY2028	FY2029	FY2030
Advertising and Promotion Media	$81,517	$83,963	$86,481	$89,076	$91,748
Communication Services	$670	$690	$711	$732	$754
Dues and Subscriptions	$4,120	$4,244	$4,371	$4,502	$4,637
Fringe Benefits	$50,481	$51,995	$53,555	$55,162	$56,817
Indirect Costs	$40,047	$41,248	$42,486	$43,760	$45,073
Salaries and Wages	$125,660	$129,430	$133,313	$137,312	$141,431
Printing and Reproduction	$773	$796	$820	$845	$870
Professional Services	$54,387	$56,019	$57,699	$59,430	$61,213
Promotional Items	$5,150	$5,305	$5,464	$5,628	$5,797
Rental of Other Equipment	$1,056	$1,088	$1,120	$1,154	$1,188
Supplies & Materials	$515	$530	$546	$563	$580
Travel	$4,120	$4,244	$4,371	$4,502	$4,637
Education and Training	$3,090	$3,183	$3,278	$3,377	$3,478
TOTAL BUDGET	**$371,586**	**$382,734**	**$394,216**	**$406,042**	**$418,223**

Table 6.5: FY2026-2030 Forecasted Funding Sources

Source	FY2026	FY2027	FY2028	FY2029	FY2030
DRPT CAP Operating Assistance (80%)	$297,269	$306,187	$315,373	$324,834	$334,578
Local (20%)	$74,317	$76,547	$78,843	$81,208	$83,645
TOTAL	**$371,586**	**$382,734**	**$394,216**	**$406,042**	**$418,223**

PROPOSED FINANCIAL PLAN

The forecast budget including the recommendations described in Chapter 5, in addition to the current program costs, is shown in Table 6.6. Main expenditures associated with recommendations are project costs for developing a Communications and Engagement Plan ($75,000-100,000) and for a mobility coordinator between NSVRC and OmniRide ($45,000 annually).

Table 6.6: FY2026-2030 Proposed Financial Plan

Programs	FY2026	FY2027	FY2028	FY2029	FY2030
Existing Program Costs	$371,586	$382,734	$394,216	$406,042	$418,223
Develop New Approach to Communications and Engagement	$75,000-$100,000	TBD	TBD	TBD	TBD
Create Strategy to Address Low Ridership Trends	$0	$0	$0	$0	$0
Internally expand connectivity and commuter options in the Northern Shenandoah Valley	$0	$0	$0	$0	$0
Formalize Partnership between NSVRC and OmniRide	$45,000	$45,000	$45,000	$45,000	$45,000
Grow Relationship with Bordering Counties in West Virginia	$0	$0	$0	$0	$0
TOTAL	$491,586-$516,586	$427,734	$439,216	$451,042	$463,223

Proposed Funding Sources

Table 6.7: FY2026-2030 Proposed Funding Sources

Source	FY2026	FY2027	FY2028	FY2029	FY2030
DRPT CAP Operating Assistance (80%)	$393,269-$413,269	$342,187	$351,373	$360,834	$370,578
Local (20%)	$98,317-$103,317	$85,547	$87,843	$90,208	$92,645
TOTAL	$491,586-$516,586	$427,734	$439,216	$451,042	$463,223

Additional Funding Sources

In the event that the DRPT CAP Operating Assistance Grant does not fully cover the costs of the recommendations in this CAPSP, NSVRC can also apply for DRPT's CAP Project Assistance, which supports any TDM projects that are designed with the end goal of reducing SOV trips, increasing transit ridership, or increasing carpooling and vanpooling. This funding could apply particularly for Recommendation A, which involves the development of a Communications and Engagement Plan, as it is the main project expense listed the Proposed Finance Plan. Other recommendation expenses, such as salary costs for Recommendation E, would not be covered by this funding. Grant matches in this program fund up to 80% of eligible expenses, requiring a 20% local match.

Staffing Plan

▌ EXISTING STAFFING

NSVRC, at the time of writing, employs a CAP Coordinator who administers the RideSmart program, provides direct customer services to clients, works with contractors, and markets RideSmart's services via the program website and social media.

In addition to NSVRC's other programs, RideSmart also receives some staff support and resources from the NSVRC's Senior Project and Operations Manager,

Director of Finance and Administration, and Fiscal and Administrative Assistant. All positions report to NSVRC's Executive Director.

▌ PROPOSED STAFFING

To fully implement the recommended programming, NSVRC will need additional staff as suggested in Chapter 5. Meeting the future demands of the CAP will require one additional full-time staff member to be hired. Beginning in FY2026, this staff member will cost $45,000 annually.

Source: https://www.facebook.com/RideSmartVA/photos

RideSmart
Northern Shenandoah Valley

CHAPTER 7
Monitoring and Evaluation Plan

Introduction

As part of the development of NSVRC's CAPSP, a strategic vision and a set of actionable goals and objectives were developed. Chapter 7 will cover the methods used to track progress toward the goals and objectives outlined in Chapter 3 and will also include a section to discuss the types and sources of data used in this plan. The performance measures recommended in this chapter will strive for maximizing effectiveness of strategies and efficiency in spending.

Program Identification

The first step in identifying appropriate performance measures and monitoring progress is to identify the services offered by RideSmart. RideSmart currently partners with Commuter Connections and ConnectingVA to provide ride matching, vanpool, and carpool services. The table below lists all programs and services RideSmart currently offers, as well as the future programs recommended in Chapters 5 and 6. More detail on existing programs can be referenced in Chapter 2.

Table 7.1: Existing RideSmart Programs

Ride matching	**Guaranteed ride home (Commuter Connections)**
Vanpool and Carpool (Commuter Connections and ConnectingVA)	**Community outreach**
Commuter bus to Washington D.C.	**Website and social media**

Table 7.2: Recommended Future RideSmart Programs

Enhanced existing programs	**Transit transfer hub at Laurel Ridge Community College**
Communications and Engagement Plan	**Partnership between RideSmart and OmniRide (Starting on 12/9/2024)**
Strategy to address low commuter bus ridership	**Outreach program to West Virginia**

Performance Measures

In Chapter 3, NSVRC identified five overarching goals and defined objectives to help achieve those goals. The goals and objectives are listed below:

Goal 1	**Increase commuter and employer awareness and engagement with the RideSmart program.**
	▪ Improve public understanding of RideSmart services ▪ Create new approach to engaging employers and commuters

Goal 2	**Reduce the number of single-occupant vehicles on the road by expanding existing commuting alternatives.**
	▪ Increase ridership on commuter bus

Goal 3	**Increase the availability and reliability of a commuting network that connects areas across the entire Northern Shenandoah Valley.**
	▪ Foster partnerships with regional governments and agencies to increase the visibility of TDM and establish "buy-in". ▪ Develop Laurel Ridge Community College as natural transfer hub and connection point for all local transit

Goal 4	**Strengthen partnership with OmniRide.**
	▪ Formally implement partnership between OmniRide and NSVRC

Goal 5	**Increase the availability and reliability of a commuting network that connects the service area to bordering counties in West Virginia.**
	▪ Develop regional coordination with bordering counties in West Virginia

Building on the goals and objectives in Chapter 3, NSVRC developed five initiatives in Chapter 5 to identify the resources, tools, and partnerships that would be required to meet the CAPSP goals.

A. Develop New Approach to Communications and Engagement

B. Create Strategy to Address Low Ridership Trends

C. Internally Expand Connectivity and Commuter Options in the Northern Shenandoah Valley

D. Formalize Partnership between NSVRC and OmniRide

E. Grow Relationship with Bordering Counties in West Virginia

Table 7.3 takes the five initiatives from Chapter 5 and assigns performance measures which will be used to evaluate NSVRC's progress to achieving the goals developed in Chapter 3. Each of the performance measures will require specific data to be collected periodically. The data needs are also listed in Table 7.3.

The performance measures include output- and outcome-based metrics. The output-based metrics monitor the use of a service, such as monthly ridership, while outcome-based metrics reflect the impact such as increased accessibility for communications.

Table 7.3: Performance Measures and Data Required to Monitor each Initiative

Rec #	Initiative	Performance Measures	Data Collection
A	Develop New Approach to Communications and Engagement	Quarterly Website Update	Update Frequency and Quarterly Engagement Statistics
		Monthly Social Media Update	Update Frequency and Monthly Engagement Statistics
		Development of new Communications and Engagement Plan	By FY2027 has the New Communications and Engagement Plan been finalized and approved
		ADA and Language Access	Percentage of communications meeting all ADA requirements and translated into Spanish
B	Create Strategy to Address Low Ridership Trends	RideSmart year over year change in monthly ridership	RideSmart monthly ridership
		Potential Transfers at Laurel Ridge Community College	Percentage of transit providers in the region with service to Laurel Ridge Community College
C	Internally Expand Connectivity and Commuter Options in the Northern Shenandoah Valley	Laurel Ridge Community College Transit Provision	Average frequency at Laurel Ridge Community College
		Year on year change in monthly ridership of intra-NSV transit	Monthly ridership for WinTran, ShenGo, RideSmart
D	Formalize Partnership between NSVRC and OmniRide	Signing of a Memorandum of Agreement	Success of joint initiatives defined in the Memorandum of Agreement
		Year over year change in monthly transfers	Number of riders transferring between OmniRide and RideSmart services
E	Grow Relationship with Bordering Counties in West Virgina	Number of commuters originating in West Virginia	Periodic review of Replica data and employment records

As discussed in previous chapters, a major focus of the CAPSP is to provide greater regional connections and more travel options for commuters within the NSVRC region. Several of the data collected are different ridership metrics which assess the success of the CAPSP programs, but collecting data on how growth of service at Laurel Ridge Community College and transfers commuter services operated up other agencies will also show the progress NSVRC is making in implementing the CAPSP.

CAP Evaluation & Monitoring Performance

As NSVRC implements the strategies outlined in the CAPSP, it will be crucial to monitor and evaluate the progress and performance of each strategy to allow the opportunity for continuous improvement.

The continuous improvement process is cyclical in nature as changes are continuously made, evaluated, and changed again. The following steps outline how this process will be used to evaluate the success of the CAP:

1

Identify Services and Strategies
The services and programs currently operated by NSVRC as well as all new services are identified in this step. This has been completed in the early chapters of the CAPSP.

2

Define Performance Measures
In this chapter performance measures for evaluating the success of the initiatives identified in step 1 have been outlined, and the data required for these metrics have also been listed.

3

Implement Service and Strategies
Following the approval of the CAPSP, NSVRC will begin to implement the strategies outlined in the CAPSP.

4

Monitor Performance
As new services and programs are implemented, their performance will be continually assessed. The performance measures outlined in step 2 will be used to monitor performance.

5

Identify Success and Opportunities for Improvement
Success could be defined as either meeting the CAPSP goals or if performance measures are trending in a positive direction. If the performance measures do not indicate a specific initiative is succeeding, then changes can be identified that could support the initiative. At this point the cycle restarts at step 1.

In order to be able to provide the most benefit to commuters within the NSVRC service area as financially efficiently as possible, per DRPT guidelines, the initiatives developed in Chapter 5 have minimal or no cost associated with them. Similarly, the data collection for the performance measures are simple and, in some cases, already collected by NSVRC or peer agencies and can be collected and verified with minimal effort. NSVRC should identify staff who will be responsible for collecting the data for each of the metrics, for example the future mobility coordinator would be responsible for coordinating with OmniRide to ensure the number of transfers between RideSmart and OmniRide is recorded.

Updating the CAPSP

NSVRC will periodically be evaluating the CAPSP through as it measures the success of the CAPSP initiatives and make adjustments where necessary. But as the NSV continues to grow as rapidly and commuter patterns can change drastically in a short period of time, as during the COVID-19 pandemic, which will require NSVRC to continue to make updates to the CAPSP as the needs of commuters shift. Per DRPT's guidelines, NSVRC will be required to develop a new CAPSP every 5 years. The next CAPSP will be required in 2029. Between now and 2029, NSVRC will need to report any changes and updates to the plan to DRPT annually, and the reasons for these changes.

Source: https://www.facebook.com/RideSmartVA/photos
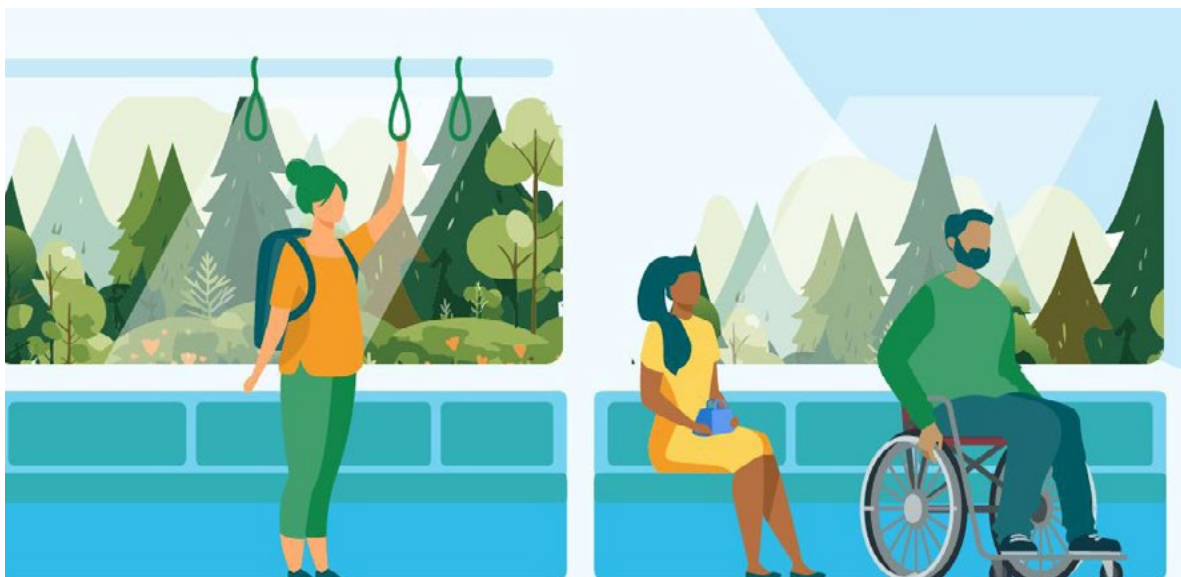
CHAPTER 8
Use of Additional Research and Data

This chapter describes data sources used throughout the report to better understand the market, travel patterns, and general background of the NSVRC service area. This information was then used to develop strategies and recommendations for NSVRC's CAP. The table below summarizes each data source, type, use, and location within the plan.

Most data came from publicly available sources, such as the US Census Bureau or the Virginia Employment Commission. Other data, particularly travel pattern data came from Replica, third-party dataset which uses cellphone, GPS, and other anonymized location-based sources to estimate travel demand down to the Census Block level.

Replica also provides anonymized data on trip takers including household income, age, race, ethnicity, approximate home, work, and school location, and employment. Replica data distinguishes trips taken by visitors versus full-time residents of the NSVRC's service area. Typical trip data in this plan was taken from Thursdays and Saturdays in the Fall of 2021 and was validated against real-world conditions.

Source: https://www.facebook.com/RideSmartVA/photos

Data Source	Data Type	Location	Purpose
American Community Survey (ACS) 5-Year Estimates (2022)	Demographic Data	Chapter 2 Chapter 4	Used for demographic analysis to understand the population characteristics within the service area, including race and ethnicity, age, disability status, educational attainment, English proficiency, income, and vehicle ownership. Data was also used to supplement the analysis of labor force characteristics and commute mode and length.
US Census (2020)	Demographic Data	Chapter 2	Used to provide a baseline for population projections for the NSVRC service area and the state of Virginia.
US Census Bureau, Local Employment Dynamics Program (LEDP)	Employment Data	Chapter 2	Used employment data to understand turnover by industry in the state of Virginia.
Virginia Employment Commission, Economic Information & Analysis, Quarterly Census of Employment and Wages (QECW)	Employment Data	Chapter 2	Used employment data to determine top industries and employers in the NSVRC service area.
2030, 2040, 2050 Population Projections Weldon Cooper Center for Public Service	Demographic Data	Chapter 2	Used population projections to understand predicted annual population growth through 2050.
Virginia Regional Transit (VRT) Website	Transit Routes	Chapter 2	Used to gather and display public transit routes for ShenGO, the Corridor Connector, and the Royal Trolley.
Virginia Breeze Website	Transit Routes	Chapter 2	Used to gather and display information regarding the Virginia Breeze Valley Flyer's Route and connection the NSVRC service area.
Replica (Fall 2021)	Travel Pattern Data	Chapter 2 Chapter 4 Chapter 5	Used to gather and display information regarding the Virginia Breeze Valley Flyer's Route and connection the NSVRC service area.
Virginia Department of Transportation (VDOT) Park & Ride Inventory (2021)	Park & Ride Data	Chapter 2	Used data to identify existing park and ride facilities within the NSVRC service area.
City of Winchester Public Transit Webpage	Transit Routes Data	Chapter 2	Used to gather and display the City of Winchester's public transit route information.

Notes on Data from Chapter 2

Because NSVRC's service area is not a defined Census area, analysis for the region was often conducted based on averages from the six localities within the study area in order to make the closest approximation available for the region as a whole. The following table describes clarifications on data use within Chapter 2:

Data Source	Purpose
Table 2.1: NSVRC Population Projections	NSVRC Regional Total was derived from the sum of the six localities within the study area.
Table 2.9: Median Household Income Distribution	Percentages are based on an average from the six localities within the service area. The NSVRC median household income (MHI) is a median of the MHIs from the six localities. The NSVRC mean household income is an average of the mean household incomes of the six localities. The NSVRC per capita income is an average of the per capita incomes of the six localities.
Table 2.10: Household Vehicle Ownership	All percentages for NSVRC are an average of the six localities within the service area.
Table 2.11: Demographic Summary Comparison	NSVRC household income and NSVRC vehicle ownership represent averages.
Table 2.15: Labor Force and Unemployment	NSVRC unemployment rate is an average.
Figure 2.10: Origin-Destination Work Trips within the Service Area	Lines are scaled differently for internal-only trips than for external destinations.
Figure 2.11: Origin-Destination Work Trips within Northern Region of Service Area	Lines are scaled differently for internal -only trips than for external destinations.
Figure 2.12: Origin-Destination Work Trips within Southern Region of Service Area	Lines are scaled differently for internal-only trips than for external destinations.
Table 2.16: Commute Modes	NSVRC mean travel time represents an average of the six localities that comprise the service area.

APPENDIX A
NSVRC Charter Agreement

• •

CHARTER AGREEMENT
OF THE
NORTHERN SHENANDOAH VALLEY REGIONAL COMMISSION

Adopted: May 10, 1970
Amended: June 9, 1983
Amended: May 17, 2001
Amended: August 15, 2008

****

CHARTER AGREEMENT OF THE
NORTHERN SHENANDOAH VALLEY REGIONAL COMMISSION

This Charter Agreement to organize a Planning District Commission made this 10th day of May 1970, by and between the undersigned governmental sub-divisions as authorized by the Virginia Area Development Act (Title 15.1, Chapter 34, Sections 15.1-1400, et seq., Code of Virginia (1950), as amended):

NOW THEREFORE it is agreed that:

ARTICLE I
Name, Location, Authority, Purpose

Section 1.   The name of this organization shall be the Northern Shenandoah Valley Regional Commission, hereinafter called the "COMMISSION."

Section 2.   The principal office of the COMMISSION shall be in Front Royal, Virginia. The location of the principal office may be changed by the concurrence of 3/4ths of the COMMISSION members present at a regular meeting, provided that the clerk of the governing body of each member governmental subdivision has been notified of the contemplated relocation in writing at least thirty days before such meeting.

Section 3.   The COMMISSION shall be a public body corporate and politic with all powers and duties granted to it by the Virginia Area Development Act.

Section 4.   The purpose of the COMMISSION shall be to promote the orderly and efficient development of the physical, social, and economic elements of the Planning District by planning and encouraging and assisting governmental subdivisions to plan for the future.

ARTICLE II
Membership

Section 1.   COMMISSION members shall be appointed by the respective governing bodies of those political subdivisions which are parties of the Charter Agreement provided, however, that at least a majority, but not substantially more than a majority, of the COMMISSION'S members shall be elected officials of the governing bodies of the governmental subdivisions within the Planning District with each participating county, city, and town having at least one representative, and the other members being qualified voters and residents of the District, who hold no office elected by the people.

Section 2.   Governmental subdivisions which are parties to this Charter Agreements shall appoint members to the COMMISSION on the following basis:

Population	Number and Type of Representative	
	Elected Representative	Non-Elected Representative
1 – 6,999	1	0
7,000 – 19,999	1	1
20,000 – 39,999	2	1
40,000 – 59,999	2	2

For each 20,000 increment of population in excess of 60,000, a member governmental subdivision shall appoint one additional representative, alternating its appointments between elected and non-elected representatives, to assure that a majority of the COMMISSION'S representatives shall be elected officials.

2

Section 3. Vacancies on the COMMISSION shall be filled for the unexpired term in the same manner as the originial appointment was made or according to the practices of the appointing governing body.

Section 4. Any member of the COMMISSION shall be eligible for reappointment but may be removed for cause by the governing body which appointed him.

Section 5. Each member jurisdiction shall appoint an alternate voting representative to serve in the absence of that jurisdiction's duly appointed voting representative. This alternate may be an elected or non-elected representative.

ARTICLE III
Terms of Office and Voting Rights

Section 1. The terms of office of COMMISSION members who are also members of governing bodies shall be coincident with their elected terms of office or such term as their governing bodies shall determine according to their practices. The terms of office of the citizen members shall be three years or such term as their governing bodies shall determine according to their practices.

Section 2. East member of the COMMISSION shall have one equal vote in all matters before the COMMISSION.

ARTICLE IV
Officers

Section 1. Officers of the COMMISSION shall consist of a Chairman and a Vice-Chairman who shall be elected by the membership of the COMMISSION. The COMMISSION may elect other officers as it deems necessary.

Section 2. The Chairman and Vice-Chairman shall be elected for terms of one year or until their successors are elected.

Section 3. COMMISSION officers shall be eligible for reelection.

Section 4. The COMMISSION shall appoint an Executive Director who shall be an employee of the COMMISSION and shall serve at the pleasure of a majority of the membership.

ARTICLE V
Addition or Withdrawal of Members

Section 1. Any governmental subdivision within Planning District Number 7 which is not a party to this Charter Agreement at the effective date thereof may thereafter join the COMMISSION, provided that such governmental subdivision is eligible for membership and that it adopts and executes this Agreement.

Section 2. Any governmental subdivision may withdraw from the COMMISSION by submitting to the COMMISSION in writing, at least 90 days before the end of the COMMISSION'S then current fiscal year, a notice of intent to withdraw. Such withdrawal shall not become effective until the COMMISSION'S fiscal year has ended.

3

ARTICLE VI
Appointments of an Executive Committee and
Adoption of By-Laws

Section 1.   The COMMISSION may designate an Executive Committee and delegate to it such powers as the COMMISSION may determine, provided that these powers are not inconsistent with provision of the Virginia Area Development Act.

Section 2.   The COMMISSION may adopt By-Laws and such other rules as it deems necessary to govern its operations.

ARTICLE VII
Meetings

Section 1.   The COMMISSION shall hold regular meetings on a schedule which will be determined by the membership.

Section 2.   Meetings of the COMMISSION shall be open to the public, however, the COMMISSION may hold executive meetings.

ARTICLE VIII
Amendments

Section 1.   This Charter Agreement may be amended, supplemented, or superseded only by concurring resolutions from a majority of the member governmental subdivisions. All proposed amendments shall be submitted to the COMMISSION for its review and comment to the member governmental subdivisions.

ARTICLE IX
Date of Organization

Section 1.   The organization of the Northern Shenandoah Valley Regional Commission shall be effective on 10th day of May, 1970 or at such time after this date when the Charter Agreement has been adopted and signed by that governmental subdivision whose population when added to the aggregate population of those who have already adopted and signed that Charter Agreement embraces the majority of the population within Planning District Number 7.

4

APPENDIX B
NSVRC Bylaws

****

BYLAWS

of the

NORTHERN SHENANDOAH VALLEY REGIONAL COMMISSION

(Planning District #7)

Adopted March 4, 1971

Amended: October 8, 1981
Amended: June 9, 1983
Amended: March 15, 1990
Amended: June 20, 1991
Amended: June 16, 1994
Amended: May 17, 2001
Amended: April 21, 2011
Amended: January 19, 2012
Amended: April 16, 2015

****

INDEX

BYLAWS
of the
NORTHERN SHENANDOAH VALLEY REGIONAL COMMISSION

ARTICLE I - Name

The name of this organization shall be the Northern Shenandoah Valley Regional Commission, hereinafter referred to as the "COMMISSION."

ARTICLE II – Definitions

Terms used in these Bylaws shall be defined as follows:

a) "Planning District" means all that area lying within the geographic boundaries of Planning District 7 as delineated by the State of Virginia, to-wit: Clarke, Frederick, Page, Shenandoah, Warren Counties, the City of Winchester and all the Towns contained therein.

b) "Year" unless otherwise noted, means the COMMISSION'S fiscal year which shall begin on July 1 and end on the following June 30.

c) "Agreement" means the charter agreement dated January 1, 1970, (effective March 15, 1970) and between the governmental subdivisions that established the COMMISSION.

ARTICLE III - Purposes, Powers and Duties

Section 1 - The purpose of the COMMISSION shall be to promote the orderly and efficient development of the physical, social and economic resources of the Planning District by planning, and encouraging and assisting governmental subdivisions to plan for the future.

Section 2 - The COMMISSION shall have all the rights, powers and duties, and be subject to the limitation and restrictions, set forth in the Agreement and in Article 2 of Chapter 34, of Title 15.1 of the Code of Virginia and any Act amendatory thereof.

ARTICLE IV - Membership and Voting

Section 1 - Members of the COMMISSION shall be appointed by the participating jurisdictions in the manner and for terms as provided by the Agreement.

Section 2 - Each member of the COMMISSION shall be entitled to one vote on all matters before the COMMISSION, but may exercise his vote only in person and during any official meeting of the COMMISSION. However, no vote by any member of the COMMISSION shall be construed as an official or unofficial commitment of the agency or jurisdiction represented by the member unless so authorized by said agency or jurisdiction.

Section 3 - All actions of the COMMISSION, unless otherwise noted in the Agreement or in these bylaws, shall be taken by a majority vote of the members present and voting.

1

ARTICLE V - Officers and Their Duties

Section 1 - The officers of the COMMISSION shall consist of a Chairman, a Vice-Chairman, and a Secretary/Treasurer.

Section 2 - The Chairman shall preside at all meetings of the COMMISSION when present, and shall vote as any other member. The Chairman shall be responsible for the implementation of policies established and actions taken by the COMMISSION. The Chairman may call special meetings of the COMMISSION as required, shall in general act as its spokesman and shall perform such other duties as the COMMISSION may direct.

Section 3 - The Vice-Chairman shall be vested with authority to perform, in the absence of the Chairman, all the duties and exercise all the powers of the Chairman and shall perform such other duties as the COMMISSION may direct.

Section 4 - The Secretary/Treasurer shall keep a record of all resolutions, proceedings and actions of the COMMISSION and give notice of all meeting and perform such other duties as the COMMISSION may direct. The Secretary/Treasurer may, with the permission of the COMMISSION, delegate certain of his duties and responsibilities of the COMMISSION staff. Specifically, the COMMISSION staff shall be responsible for the notice of meetings, the maintenance of all records, notes, and proceedings, and the distribution of copies of the minutes to all members.

The Secretary/Treasurer is the COMMISSION'S custodian of funds and disbursing officer. As custodian, the Secretary/Treasurer is responsible for keeping an accurate record of all sources of moneys. As disbursing officer, the Secretary/Treasurer is responsible for the payment of all bills or of all warrants on requisition when payment is authorized. The Secretary/Treasurer is responsible for keeping a record of money paid out and of receipts or vouchers to cover each expenditure. The Secretary/Treasurer shall make a brief financial report at each regular meeting of the COMMISSION and an audit and an annual report as soon as possible after the end of the COMMISSION'S fiscal year. The Chairman shall appoint an Assistant Secretary/Treasurer who shall be authorized to perform in the absence of the Secretary/Treasurer. All checks drawn on the account of the COMMISSION shall be signed by the Secretary/Treasurer or Assistant Secretary/Treasurer and countersigned by the Executive Director or the Chairman. The Secretary/Treasurer may, with the permission of the COMMISSION, delegate certain of his duties and responsibilities to the COMMISSION staff. Specifically, the Commission staff shall be responsible for receiving and processing all bills, preparing checks for signatures, preparing monthly financial reports, and preparing the annual audit and annual report.

ARTICLE VI - Election of Officers and Executive Committee

Section 1 - Except for the original officers elected by the COMMISSION, officers shall be elected annually at the COMMISSION'S spring meeting for terms of one year and shall be eligible for re-election.

Section 2 - The Chairman shall, at a regular meeting prior to the Spring meeting, appoint a Nominating Committee consisting of not less than three nor more than five members, at least three of whom must be from separate member jurisdictions. The Nominating Committee shall, at the spring meeting, submit the name of one person for each office to be filled, with each officer to be from a different jurisdiction. In addition, the Nominating Committee will submit names of four (4) additional members to serve on the Executive Committee, along with the three officers, ensuring that the Executive Committee will have one representative from the City, one representative from each County, and one representative from a Town. If the name of a Town representative is not submitted as an officer, the member Towns may make a recommendation to the Nominating Committee for the Town representative on the Executive Committee.

2

91

Further nominations may be made by any Commissioner.

Section 3 - A vacancy which occurs in any of the COMMISSION'S offices may be filled by a special election held at a regular meeting. A new officer, so elected, shall complete the unexpired term of the officer he succeeded.

ARTICLE VII – Meetings

Section 1 - Regular meetings shall be held on the third Thursday of each month at a place to be determined by the COMMISSION. The COMMISSION may change the date, time and place of a regular meeting at any prior meeting.

Section 2 - Special meetings may be called by the Chairman at his discretion or must be called by the Chairman upon petition on one-third of the COMMISSION members. At least forty-eight (48) hours' notice must be given to all members of the COMMISSION in writing or by telephone stating the time, place, and purpose of the special meeting. A special meeting may be held without notice provided all members of the COMMISSION are present.

Section 3 - One-third of the appointed COMMISSION members shall constitute a quorum.

Section 4 - The meetings of the COMMISSION shall be open to the public; however, the COMMISSION may hold executive meetings in accordance with the standards of the Virginia Freedom of Information Act.

ARTICLE VIII – Committees

Section 1 - The COMMISSION may establish such standing committees as it deems desirable and the Chairman shall appoint their members.

Section 2 - An Executive Committee shall be established of the officers of the COMMISSION and four (4) At-Large members. The Executive Committee in whole shall include representatives from each of the member Counties, the City and a Town. The Executive Committee shall have such powers and duties as the COMMISSION shall determine.

Section 3 - The Chairman may from time to time establish such special committees as he deems desirable for the effective promulgation of the COMMISSION affairs and shall appoint the members thereto.

Section 4 - Half of the members of any committee shall constitute a quorum. Members may designate voting alternates except that Executive Committee Alternates shall be members of the COMMISSION from the same jurisdiction.

Section 5 - The Chairman of the COMMISSION shall be an ex-officio member of all committees but without vote except for standing committees to which he has been named as a regular member.

ARTICLE IX – Administration

3

Section 1 - The COMMISSION shall employ a staff of qualified professional and other persons, pay to them such compensation as it shall deem necessary and advisable to carry out its duties and implement its projects, programs and other functions.

Section 2 - The chief executive officer of the staff shall be the Executive Director who shall have direct supervision of all other employees of the COMMISSION and direct control, subject to the authority of the COMMISSION, of the management of the affairs of the COMMISSION. The Executive Director shall serve at the pleasure of the majority of the COMMISSION members.

ARTICLE X - Financial Obligations of Member Governmental Subdivisions

Section 1 - Each member governmental subdivision shall contribute funds to the COMMISSION at the same per capita rate as every other member governmental subdivision. The member governmental subdivision share for technical and planning assistance shall be based on the local per capita share as determined by the COMMISSION on an annual basis.

Section 2 - The per capita contribution of each governmental subdivision is due on July 1 of the current fiscal year and shall be paid by each governmental subdivision prior to July 31 of the same year. Failure to comply with this section shall cause forfeiture of Voting Rights enumerated in Section 1, Article III of Charter Agreement, until said contribution is paid in full.

Section 3 - The per capita contribution to the COMMISSION shall be determined at the time of the adoption of the annual budget. The per capita rate may be adjusted annually to provide for expenditure requirements.

Section 4 - An additional assessment may be made upon a governmental subdivision for additional services which are requested by said governmental subdivision and which are not included in the Work Program adopted by the COMMISSION. Such assessment shall be agreed upon by and between the COMMISSION and the appropriate governmental subdivision.

Section 5 - The COMMISSION may receive contributions from the Commonwealth of Virginia in accordance with Section 15.1-1412, Article 2, Title 15.1, Chapter 34, Code of Virginia, 1950, as amended.

Section 6 - The COMMISSION may make application for and accept loans and grants of money or materials or property at any time from any private or charitable source, or the United States of America, or the Commonwealth of Virginia, or any other agency or instrumentality thereof.

ARTICLE XI - Amendment of Bylaws

Any proposed amendment to these Bylaws shall be presented in writing to the members of the COMMISSION at a regular COMMISSION meeting. A three-fourths vote of the members present is required for approval at the next regularly scheduled meeting.

ARTICLE XII - Parliamentary Procedure

4

In all matters of parliamentary procedure not specifically covered by these Bylaws and the charter Agreement, Robert's Rules of Order shall govern.

ARTICLE XIII - Effective Date

These Bylaws shall become effective immediately upon adoption by the COMMISSION.
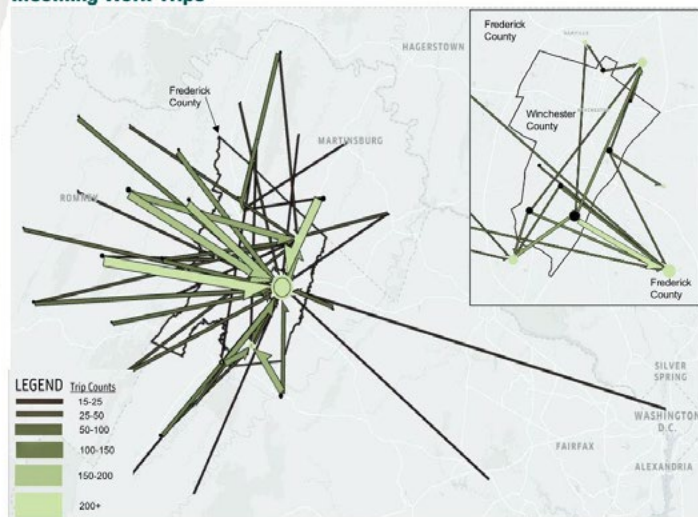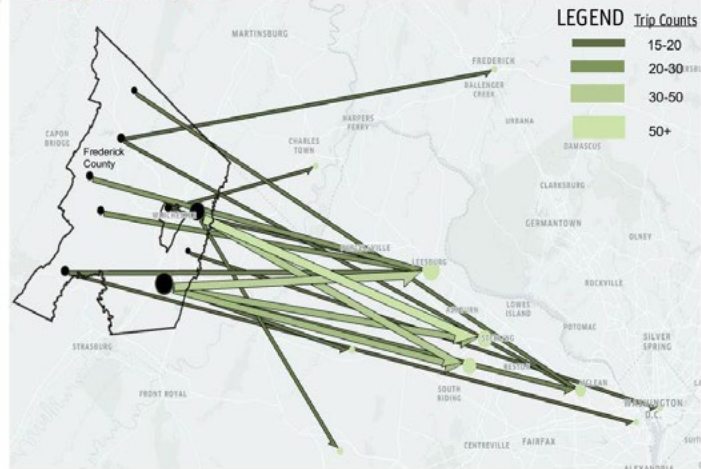
5

APPENDIX C
County Profiles

Frederick County

- **Origins for Trips Ending in Frederick County**
  - **Within Service Area**
    - Winchester City, Shenandoah and Warren Counties
  - **Outside of Service Area**
    - Berkeley, Hampshire, Morgan, Hardy, and Jefferson Counties, WV
- **Destinations for Trips Starting in Frederick County**
  - **Within Service Area**
    - Clarke County, Warren County, and Winchester City
  - **Outside of Service Area**
    - Fairfax, Fauquier, Loudoun, and Prince William Counties; Berkeley County, WV
- **Relevant Demographic Groups**
  - Total population (2021): 90,287
  - 20-64 Population (ACS 5-year avg): 51,900
- **Equity Groups**
  - 65+ Population (ACS 5-year avg): 15,717
- **Types of Multimodal Service**
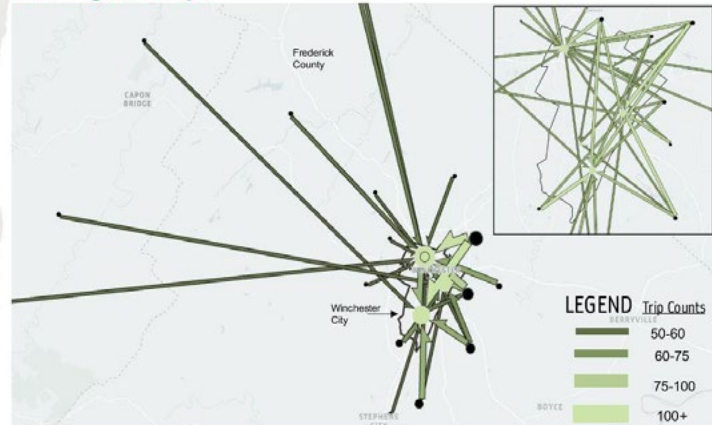 - Walking, biking, carpool, private auto

Incoming Work Trips

Frederick County

- **Origins for Trips Ending in Frederick County**
  - **Within Service Area**
    - Winchester City, Shenandoah and Warren Counties
  - **Outside of Service Area**
    - Berkeley, Hampshire, Morgan, Hardy, and Jefferson Counties, WV
- **Destinations for Trips Starting in Frederick County**
  - **Within Service Area**
    - Clarke County, Warren County, and Winchester City
  - **Outside of Service Area**
    - Fairfax, Fauquier, Loudoun, and Prince William Counties; Berkeley County, WV
- **Relevant Demographic Groups**
  - Total population (2021): 90,287
  - 20-64 Population (ACS 5-year avg): 51,900
- **Equity Groups**
  - 65+ Population (ACS 5-year avg): 15,717
- **Types of Multimodal Service**
  - Walking, biking, carpool, private auto

Outgoing Work Trips

Winchester City

- **Origins for Trips Ending in Winchester City**
  - **Within Service Area**
    - Frederick, Warren, Clarke Counties
  - **Outside of Service Area**
    - Berkeley, Hampshire, Morgan Counties, WV; Loudoun, Jefferson Counties
- **Destinations for Trips Starting in Winchester City**
  - **Within Service Area**
    - Frederick, Clarke, Shenandoah, Warren
  - **Outside of Service Area**
    - Berkeley, Hampshire, Jefferson, Morgan Counties, WV; Loudoun County
- **Relevant Demographic Groups**
  - Total population (2021): 28,194
  - 20-64 Population (ACS 5-year avg): 15,783
- **Equity Groups**
  - 65+ Population (ACS 5-year avg): 4,593
- **Types of Multimodal Service**
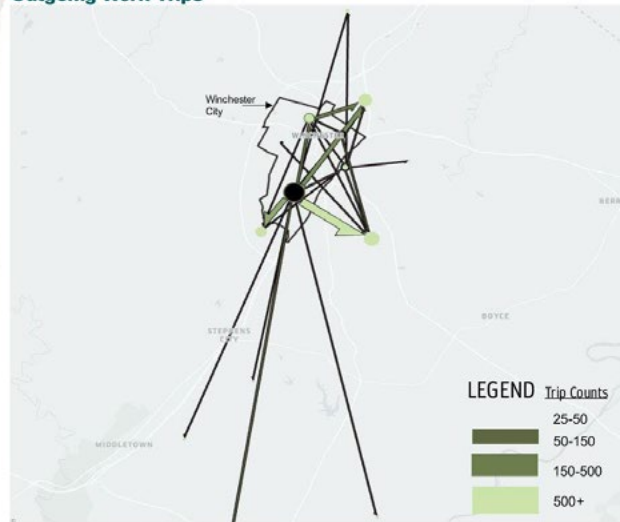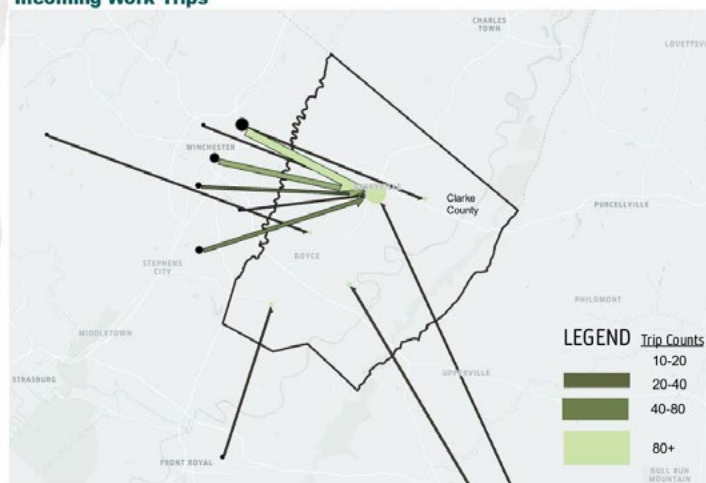 - Walking, biking, carpool, private auto

Incoming Work Trips

Winchester City

- **Origins for Trips Ending in Winchester City**
  - **Within Service Area**
    - Frederick, Warren, Clarke Counties
  - **Outside of Service Area**
    - Berkeley, Hampshire, Morgan Counties, WV; Loudoun, Jefferson Counties
- **Destinations for Trips Starting in Winchester City**
  - **Within Service Area**
    - Frederick, Clarke, Shenandoah, Warren
  - **Outside of Service Area**
    - Berkeley, Hampshire, Jefferson, Morgan Counties, WV; Loudoun County
- **Relevant Demographic Groups**
  - Total population (2021): 28,194
  - 20-64 Population (ACS 5-year avg): 15,783
- **Equity Groups**
  - 65+ Population (ACS 5-year avg): 4,593
- **Types of Multimodal Service**
  - Walking, biking, carpool, private auto

Outgoing Work Trips

Clarke County

- **Origins for Trips Ending in Clarke County**
  - **Within Service Area**
    - Frederick, Warren Counties, Winchester City, VA
  - **Outside of Service Area**
    - Loudoun, Jefferson Counties
- **Destinations for Trips Starting in Clarke County**
  - **Within Service Area**
    - Frederick, Warren Counties, Winchester City
  - **Outside of Service Area**
    - Jefferson County, WV, Loudoun, Fairfax Counties
- **Relevant Demographic Groups**
  - Total population (2021): 14,726
  - 20-64 Population (ACS 5-year avg): 8,365
- **Equity Groups**
  - 65+ Population (ACS 5-year avg): 3,073
- **Types of Multimodal Service**
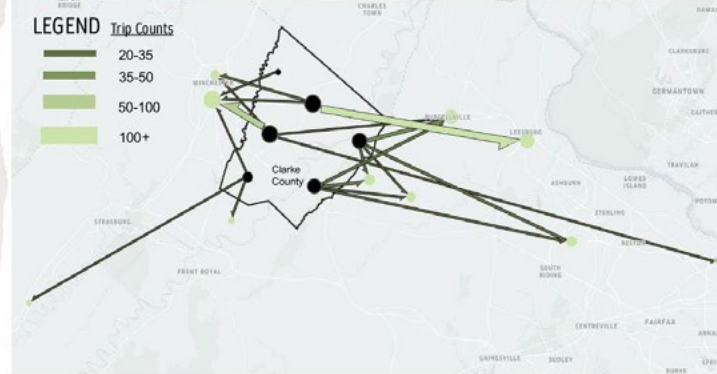 - Walking, biking, carpool, private auto

Incoming Work Trips

Clarke County

- **Origins for Trips Ending in Clarke County**
  - **Within Service Area**
    - Frederick, Warren Counties, Winchester City, VA
  - **Outside of Service Area**
    - Loudoun, Jefferson Counties
- **Destinations for Trips Starting in Clarke County**
  - **Within Service Area**
    - Frederick, Warren Counties, Winchester City
  - **Outside of Service Area**
    - Jefferson County, WV, Loudoun, Fairfax Counties
- **Relevant Demographic Groups**
  - **Total population (2021): 14,726**
  - **20-64 Population (ACS 5-year avg): 8,365**
- **Equity Groups**
  - **65+ Population (ACS 5-year avg): 3,073**
- **Types of Multimodal Service**
  - **Walking, biking, carpool, private auto**

Shenandoah County

- **Origins for Trips Ending in Shenandoah County**
  - **Within Service Area**
    - Frederick, Warren, Page Counties, Winchester City
  - **Outside of Service Area**
    - Rockingham County, WV; Harrisonburg City
- **Destinations for Trips Starting in Shenandoah County**
  - **Within Service Area**
    - Frederick, Page, Warren Counties, Winchester City
  - **Outside of Service Area**
    - Rockingham County, WV; Harrisonburg City
- **Relevant Demographic Groups**
  - **Total population (2021): 44,037**
  - **20-64 Population (ACS 5-year avg): 24,198**
- **Equity Groups**
  - **65+ Population (ACS 5-year avg): 9,505**
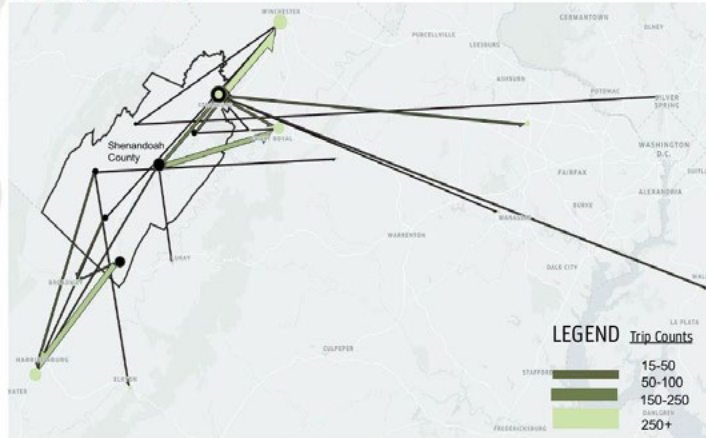- **Types of Multimodal Service**
  - **Walking, biking, carpool, private auto**

Shenandoah County

- **Origins for Trips Ending in Shenandoah County**
  - **Within Service Area**
    - Frederick, Warren, Page Counties, Winchester City
  - **Outside of Service Area**
    - Rockingham County, WV; Harrisonburg City
- **Destinations for Trips Starting in Shenandoah County**
  - **Within Service Area**
    - Frederick, Page, Warren Counties, Winchester City
  - **Outside of Service Area**
    - Rockingham County, WV; Harrisonburg City
- **Relevant Demographic Groups**
  - Total population (2021): 44,037
  - 20-64 Population (ACS 5-year avg): 24,198
- **Equity Groups**
  - 65+ Population (ACS 5-year avg): 9,505
- **Types of Multimodal Service**
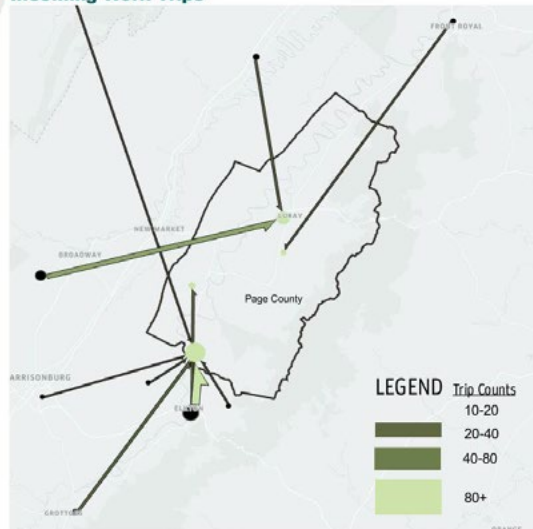 - Walking, biking, carpool, private auto

Outgoing Work Trips

Page County

- **Origins for Trips Ending in Page County**
  - **Within Service Area**
    - Shenandoah, Warren, Frederick Counties
  - **Outside of Service Area**
    - Rockingham, Augusta Counties, Harrisonburg City
- **Destinations for Trips Starting in Page County**
  - **Within Service Area**
    - Frederick, Shenandoah, Warren Counties
  - **Outside of Service Area**
    - Augusta, Rockingham Counties, Harrisonburg City
- **Relevant Demographic Groups**
  - Total population (2021): 23,734
  - 20-64 Population (ACS 5-year avg): 13,583
- **Equity Groups**
  - 65+ Population (ACS 5-year avg): 4,964
- **Types of Multimodal Service**
  - Walking, biking, carpool, private auto

Incoming Work Trips

Page County

- **Origins for Trips Ending in Page County**
  - **Within Service Area**
    - Shenandoah, Warren, Frederick Counties
  - **Outside of Service Area**
    - Rockingham, Augusta Counties, Harrisonburg City
- **Destinations for Trips Starting in Page County**
  - **Within Service Area**
    - Frederick, Shenandoah, Warren Counties
  - **Outside of Service Area**
    - Augusta, Rockingham Counties, Harrisonburg City
- **Relevant Demographic Groups**
  - Total population (2021): 23,734
  - 20-64 Population (ACS 5-year avg): 13,583
- **Equity Groups**
  - 65+ Population (ACS 5-year avg): 4,964
- **Types of Multimodal Service**
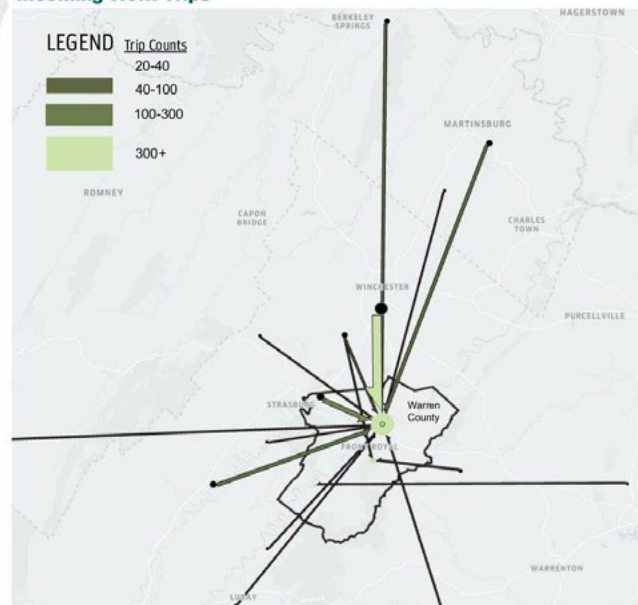 - Walking, biking, carpool, private auto

Outgoing Work Trips

Warren County

- **Origins for Trips Ending in Warren County**
  - **Within Service Area**
    - Frederick, Shenandoah, Page Counties, Winchester City
  - **Outside of Service Area**
    - Fauquier, Prince William Counties
- **Destinations for Trips Starting in Warren County**
  - **Within Service Area**
    - Frederick, Page, Shenandoah Counties, Winchester City
  - **Outside of Service Area**
    - Fauquier, Prince William Counties
- **Relevant Demographic Groups**
  - Total population (2021): 40,442
  - 20-64 Population (ACS 5-year avg): 24,049
- **Equity Groups**
  - 65+ Population (ACS 5-year avg): 6,493
- **Types of Multimodal Service**
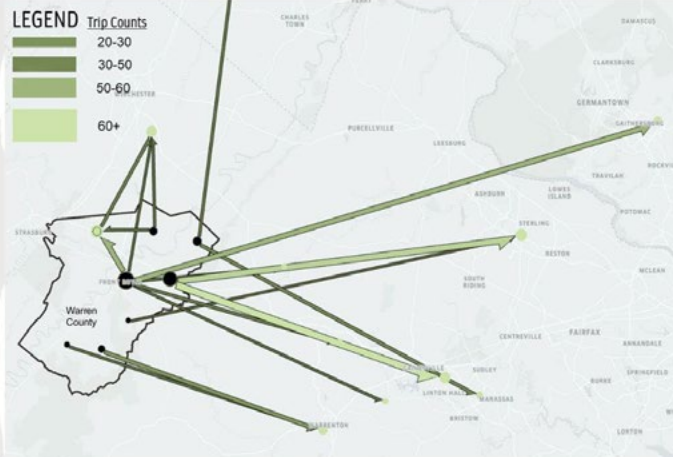 - Walking, biking, carpool, private auto

Incoming Work Trips

Warren County

- **Origins for Trips Ending in Warren County**
  - **Within Service Area**
    - Frederick, Shenandoah, Page Counties, Winchester City
  - **Outside of Service Area**
    - Fauquier, Prince William Counties
- **Destinations for Trips Starting in Warren County**
  - **Within Service Area**
    - Frederick, Page, Shenandoah Counties, Winchester City
  - **Outside of Service Area**
    - Fauquier, Prince William Counties
- **Relevant Demographic Groups**
  - **Total population (2021): 40,442**
  - **20-64 Population (ACS 5-year avg): 24,049**
- **Equity Groups**
  - **65+ Population (ACS 5-year avg): 6,493**
- **Types of Multimodal Service**
  - Walking, biking, carpool, private auto

Outgoing Work Trips

Northern Shenandoah Valley Regional Commission (NSVRC)
Ride Smart Commuter Assistance Program Strategic Plan (CAPSP)

November 2024