



Long-Range Transportation Demand Management (TDM) Plan

Fiscal Years: 2017 to 2022

Approval date: November 13, 2015

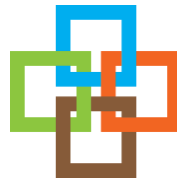
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Fiscal Years: 2017 to 2022

Prepared for:



Prepared by:



FOURSQUARE INTEGRATED
TRANSPORTATION PLANNING

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Chapter 1 – Overview of the Transportation Demand Management Program

History

The City of Alexandria has been at the forefront of TDM efforts in the Commonwealth of Virginia for approximately 25 years. Alexandria was among the first local government members of the regional Commuter Connections (formerly Ridefinders) TDM program operated by the Metropolitan Washington Council of Governments (MWCOC) and continues to be an active member of this network.

The City of Alexandria's designated local program—Local Motion—exists, first and foremost, to serve the businesses and residents of Alexandria and to support the City in achieving its goals for mobility, air quality, and reduction of single-occupancy vehicle (SOV) usage. Since its inception, Local Motion has grown and evolved to meet the changing transportation needs and challenges facing the City.

Beginning in the mid-1980s, the program was initiated through the first rideshare grant provided by the Virginia Department of Transportation (VDOT). Its immediate focus was to provide carpool and vanpool ridematching services. It was not until a few years later that TDM's role in the Alexandria community was considerably augmented through a newly constituted, and much more direct, connection between land use (i.e., new development) and mitigation of related traffic impacts through a variety of TDM strategies.

The early activities of Alexandria's TDM program were focused on employer incentives. These incentives were supported by external consultants and funded by federal Congestion Mitigation and Air Quality (CMAQ) funds, which are allocated by the Virginia Department of Transportation (VDOT) and the Commonwealth Transportation Board (CTB). Those incentives remain the core of Local Motion's services. They center on outreach services provided to private sector employers with more than 100 employees to help them voluntarily implement alternative commute (trip reduction) programs.

In recent years, the program has garnered greater visibility with the Alexandria community and other population segments, including visitors and residents. The opening of the Old Town Transit Shop in 2002 to serve residents, employees, and visitors illustrates this broader external orientation. The TDM program has marked its presence during community events and transportation fairs, which generally draw large concentrations of people and allow broad distribution of promotional media while providing encouragement for alternative modes with small incentives (e.g., grab bags, specially designed totes, pens, writing pads, SmarTrip cards, etc.).

By 2007, the former Alexandria Rideshare program had changed its name to Local Motion to underscore its commitment to increased mobility options across all modes of transportation in the Alexandria community. The rebranded program had increased service offerings, greater visibility with the public, and became increasingly recognized as a valued municipal service (similar to other City programs) relative to its predecessor, Alexandria Rideshare. By that time, the popularity of alternative modes of transportation, principally bicycling, was increasing due to improved on-street amenities (e.g., addition

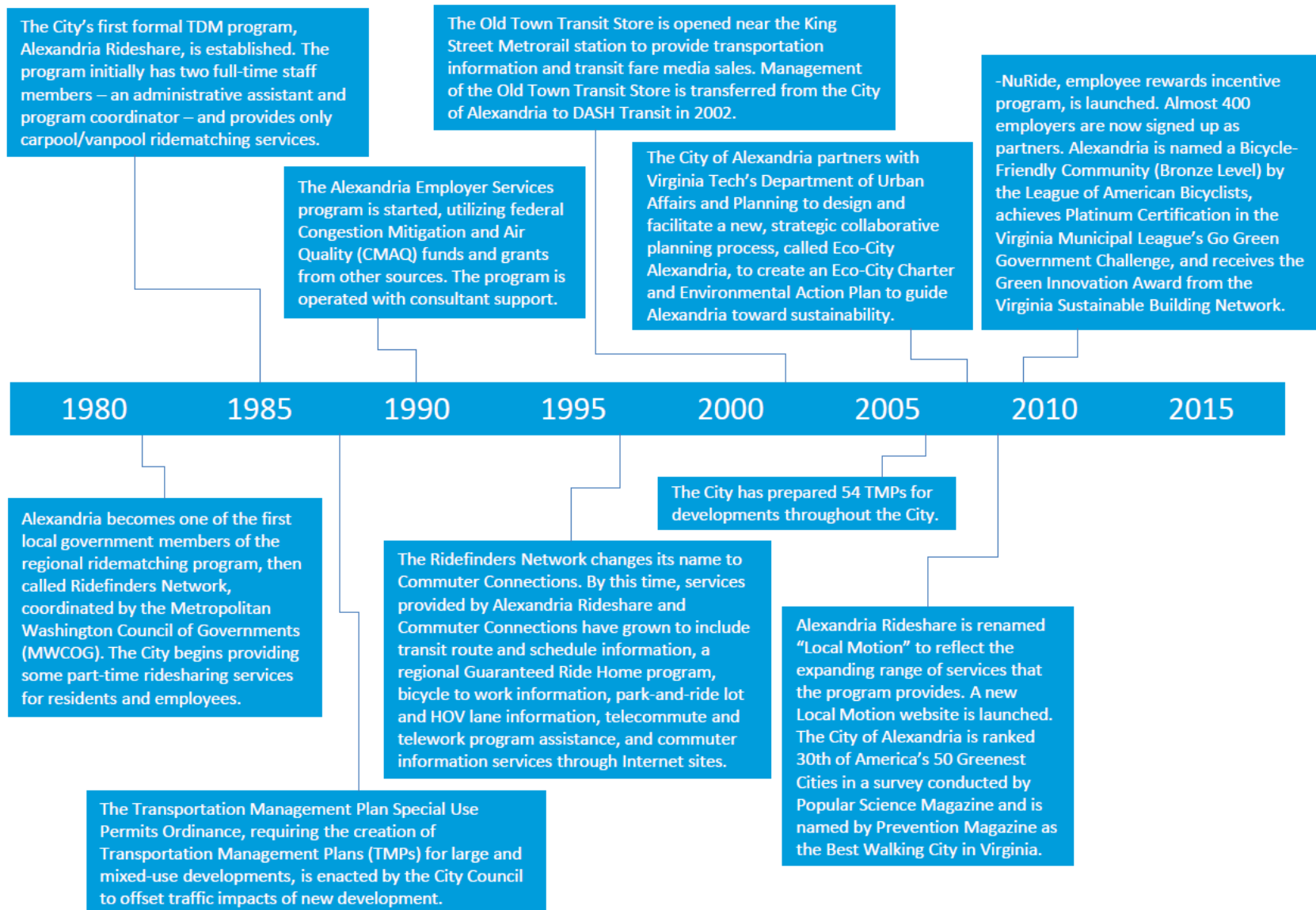


of bicycle racks), and increased connectivity and safety. In response to public input, Capital Bikeshare added several local stations in August 2014, primarily in the Del Ray and Carlyle areas of Alexandria.

Going forward, Local Motion will continue to explore opportunities to provide new and expanded services to meet the transportation needs of Alexandria businesses and residents and to maintain the City of Alexandria as a high quality place to live and work. **Figure 1** showcases several key milestones in the program's history from the 1980s to the present.



FIGURE 1: KEY MILESTONES (1980-2015)



Governance

The Local Motion program has a unique governance structure among other TDM agencies in the Commonwealth of Virginia. It operates as one of many municipal programs in the City of Alexandria, whose activities are overseen by a council-manager form of city government. This form of governance centralizes legislative authority and responsibility in the elected City Council. Meanwhile, administrative authority and responsibility rests with the City Manager. As a program that relies both on local and non-local sources of funding (i.e. state and federal grant programs) to expand its activities or programming, Local Motion must obtain City Council approval for the expenditure of local funds that serve as a match for state or federal funding. By the act of a formal resolution, the City Council must approve project funding requests and authorize the City Manager to act on the City's behalf by applying for grants and entering into grantor/grantee agreements (typically with a state agency, such as the Department of Rail and Public Transportation or the Virginia Department of Transportation) for the purposes of grant execution. The City Council is similarly involved in program funding requests that have no local match requirement (hence, no impact to the City's finances) as in the case of the Congestion Management and Air Quality (CMAQ) program and the Regional Surface Transportation Program (RSTP) funding.

Under Alexandria's charter, the City Council has other powers which can affect the way Local Motion operates as a municipal program. Specifically, the City Council can: determine the needs to be addressed and the service to be provided by the administrative branch of the City government; determine policy in the fields of planning, traffic, finance, etc.; establish administrative departments, offices, and agencies; inquire into the conduct of any office, department, or agency of the City and make investigations; and provide for an independent audit.¹

The Alexandria City Council is composed of a Mayor and six Council members who are elected at-large for three-year terms. Any in-term vacancy is filled by a special election unless the vacancy occurs within six months of the end of the term, at which time a judicial appointment is made. The next general election will occur in November 2015. The Mayor, who is chosen on a separate ballot, presides over meetings of the Council and serves as the ceremonial head of government. The Mayor does not have the power to veto Council action. Council members traditionally choose the person receiving the most votes in the election to serve as Vice Mayor. In the absence or disability of the Mayor, the Vice Mayor performs the mayoral duties. The council is comprised of the following members:

- Mayor William D. Euille
- Vice Mayor Allison Silberberg
- Councilman John T. Chapman
- Councilman Timothy B. Lovain
- Councilwoman Redella S. "Del" Pepper
- Councilman Paul C. Smedberg
- Councilman Justin Wilson

¹ *Know Your City: A Citizen's Guide to Alexandria*



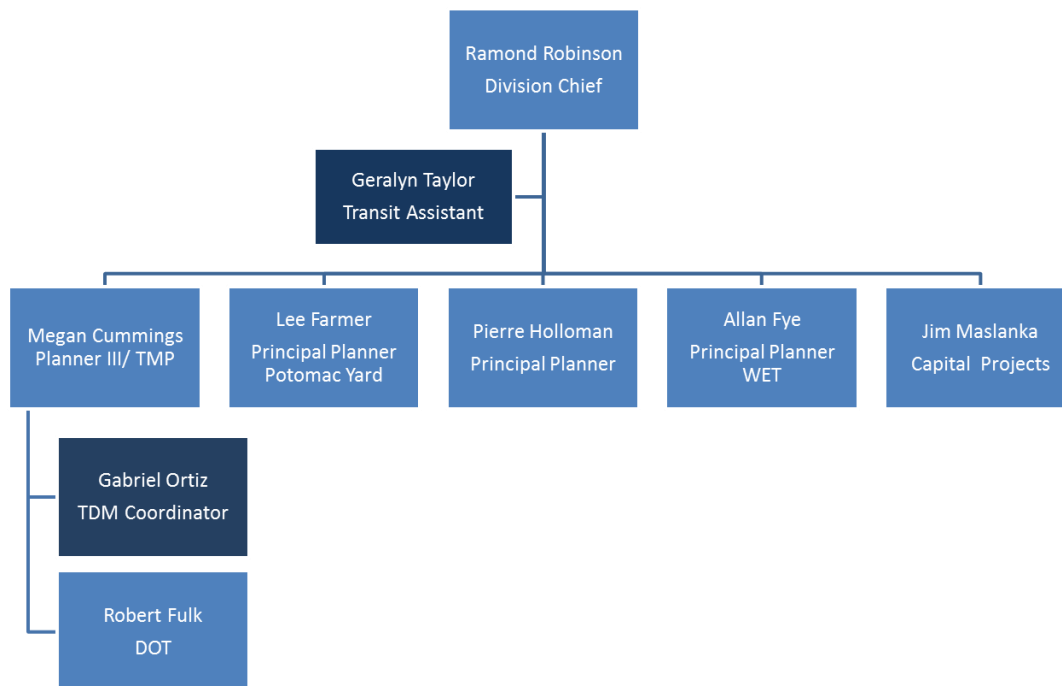
Whereas program/project approval and funding decisions involve the City Council and City Manager at the highest level of Alexandria's government, the independent Transportation Commission plays a significant role in vetting and prioritizing transportation (including TDM-related) projects/activities proposed by City staff before they are finally considered by the City Council. The Transportation Commission solicits public input in the process of making its recommendations, and ensures that all projects are aligned with the City's adopted Comprehensive Transportation Master Plan and support this plan's multi-modal transportation vision.

Organizational Structure and Staffing

The entire Transit Services Division, consisting of Local Motion and related staff (as well as other staff that are not affiliated with Local Motion), comprises one of eight divisions within the larger City Department of Transportation & Environmental Services (T&ES). The other Divisions within T&ES are: Administration, Construction and Inspection, Engineering and Design, Maintenance and Operations, Office of Environmental Quality, Solid Waste, and Transportation Planning. Two divisions— the Office of Environmental Quality and the Office of Transportation Planning— perform complementary functions that support and enhance Local Motion activities. Two staff positions are associated with this grant, the TDM Coordinator and the Transit Assistant (shaded dark blue in **Figure 2** below). These positions report to the Division Chief of the Transit Services Division which reports to the Deputy Director of the Transportation and Environmental Services Department. Positions such as the Division Chief, the Bicycle and Pedestrian Planner, the TMP Coordinator and the Administrative Assistant also work on TDM projects.



FIGURE 2: TDM PROGRAM STRUCTURE



Contracted Staff

For the purposes of this TDM Plan, the City of Alexandria contracted with Foursquare Integrated Transportation Planning, Inc. and Michael Baker International. Specifically, the contractors assisted with project management and addressed the key components required for this TDM Plan. The contract expires upon completion of the plan.

In addition, the City of Alexandria has contracted with NeoNiche Strategies (NNS) to provide marketing services. The city maintains two contracts with NNS for Fiscal Year 2015, the first of which focuses on employer services, with a goal of creating awareness of employer services programs available to help Employers (and their employees) realize tangible benefits of commute alternatives. The contract assigns the following responsibilities to NNS:

- Contacting employers and promoting alternative commute programs
- Maintaining contact with employers with existing programs
- Conducting employee commute surveys
- Developing TDM program recommendations
- Database maintenance and record keeping
- Providing activity reports
- Conducting meetings and trainings
- Processing reimbursement requests

The second contract with NNS is for Grassroots Marketing services, centered on expanding the reach of Local Motion within the Alexandria community, local businesses, employees, and visitors. The contract includes the following tasks and responsibilities:

- Partnership outreach (retail businesses, employers, and destinations) – signing up new partners and providing greater coverage
- Community outreach events – promoting the benefits of reducing SOVs and increasing the use of alternative transportation options
- Logistics and training
- Account services
- Planning/program/project management
- Creative services (graphic design and copywriting)
- Distribution of brochures

TDM Service Area

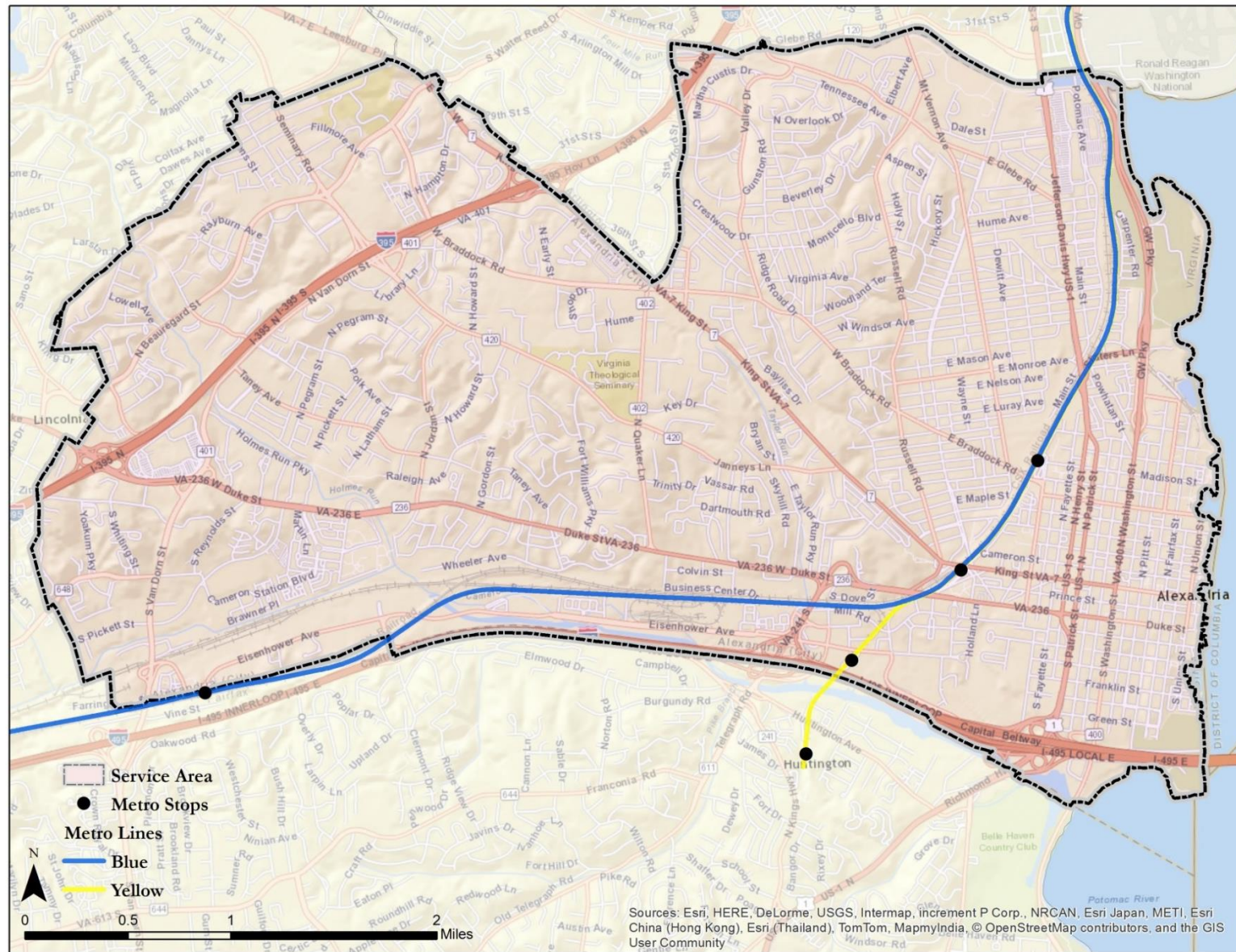
Size of Service Area

Figure 3 illustrates the Local Motion service area within the City of Alexandria, located just southwest of Washington, D.C. The City of Alexandria has a population of 148,892 (2013 ACS), a 6.4 percent increase since 2010. Although the City is only 15.4 square miles, it ranks as the most densely populated cities/counties in Virginia (9,493 people/square mile). Alexandria contains an extensive multimodal transportation network, including: Interstate highways, local roads, HOV lanes, local and commuter buses, local and commuter rail service, bicycle trails, bikeshare stations, sidewalks, water taxi, and trolley. A recent study by the Northern Virginia Regional Council (NVRC) identified Alexandria as a key location for commuter ferry service². Alexandria also contains a diverse array of communities with widely varying transportation needs.

² <https://www.novaregion.org/index.aspx?NID=1141>



FIGURE 3: LOCAL MOTION SERVICE AREA

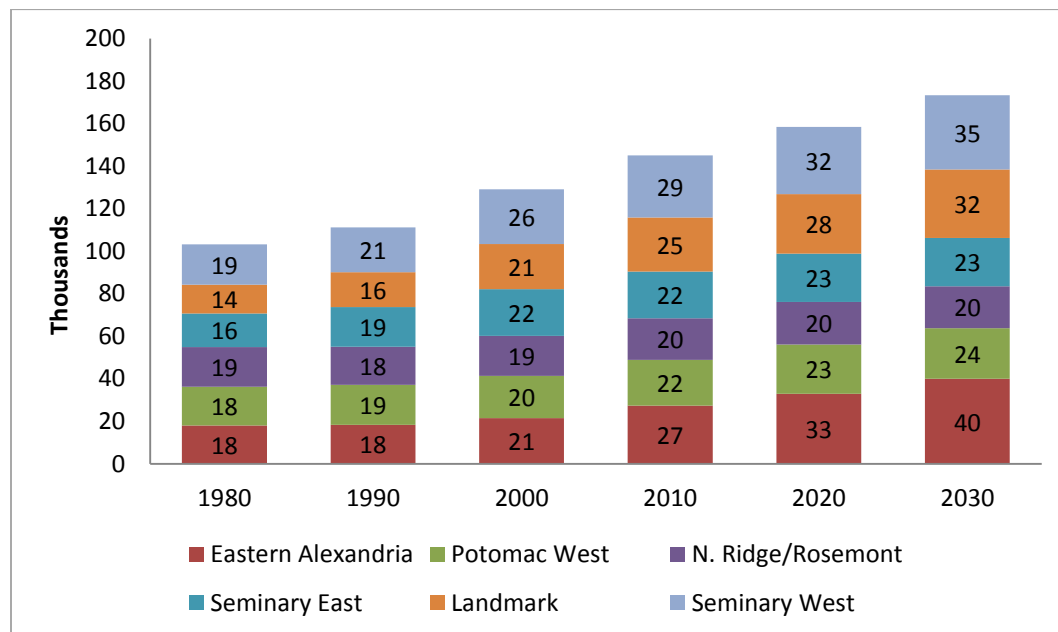


Population, Employment, and Demographics

Alexandria continues to be one of the densest urban areas in the Commonwealth and is home to approximately 148,892 people and 95,024 jobs.³ The City's population increased by 30 percent from 1990 to 2010 and it is projected to grow by another 20 percent over the next 20 years (2010-2030).⁴

Figure 4 shows actual and projected population in each Alexandria sub area from 1980 to 2030. Seminary West currently has the largest population of any sub area in the City (20 percent of residents), followed by Eastern Alexandria (19 percent of residents). Eastern Alexandria, however, has the highest projected population growth rate in the City and is expected to surpass Seminary West in population by 2020. Both Seminary West and Eastern Alexandria are expected to grow by at least two percent annually, which will likely increase congestion on major corridors in these areas (e.g. I-395 and Jefferson Davis Highway) and the need for additional transportation options.

FIGURE 4: ALEXANDRIA POPULATION BY SUB AREA (1980-2030)



The projected age of residents is another important consideration in planning. The aging of the baby-boomer generation is anticipated to significantly impact public budgets due to a dramatic increase in the number of individuals dependent on public health care insurance, social security programs, and public transportation services over the next 20 years. **Figure 5** shows the age distribution of Alexandria residents from 1980 to 2030. Between 2000 and 2030, the number of Alexandria residents age 65 and over is expected to double. While this change is less extreme than what is expected in other areas of the state, it will likely have a significant impact on transportation needs for this segment of the population.

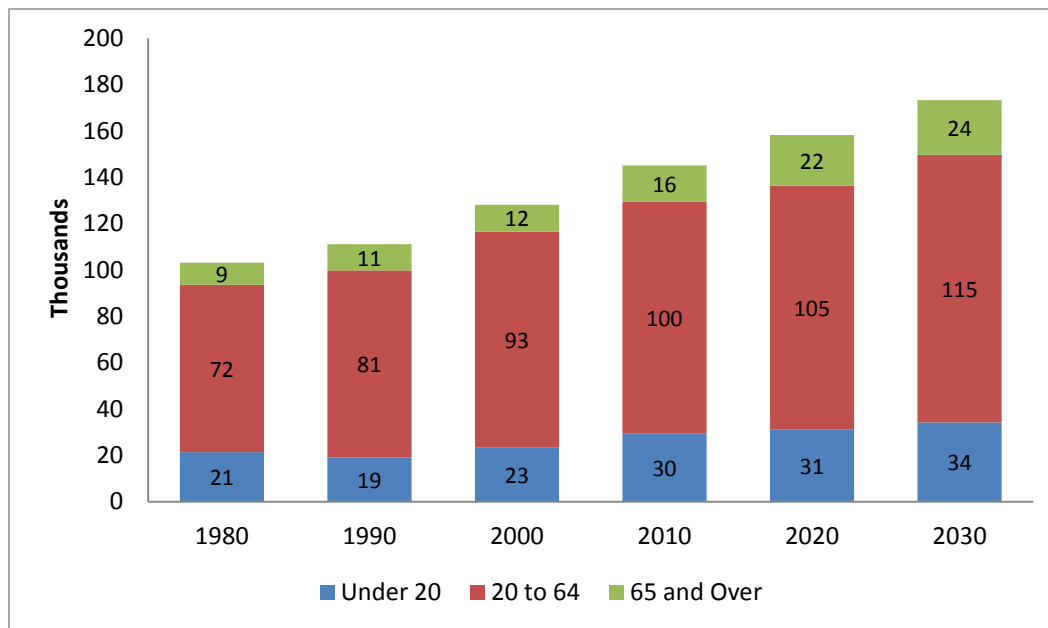
³ U.S. Census American Community Survey (ACS), 2013 & Virginia Employment Commission, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May, June) 2014.

⁴ City of Alexandria FY 2016 DRPT Work Plan

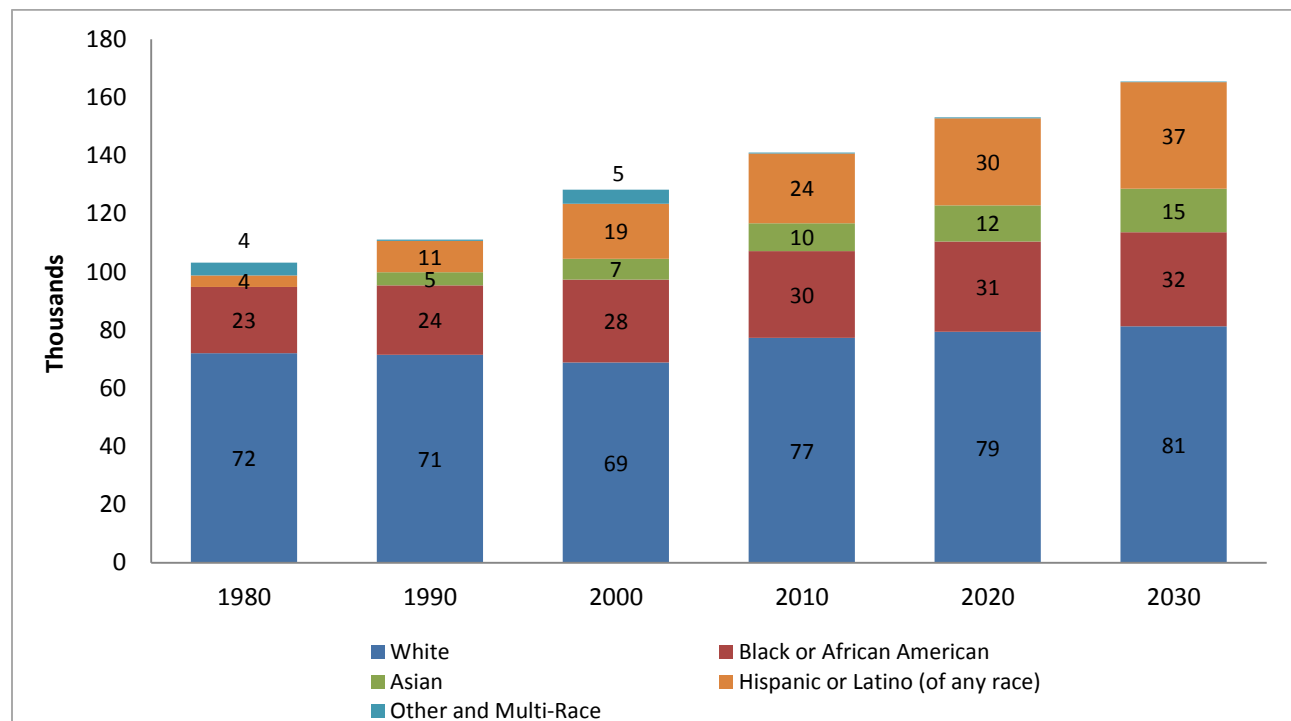


This is a group that is likely to have a greater interest in social mobility travel options (particularly if they are unable to drive) as opposed to the commuting needs of the working population.

FIGURE 5: AGE DISTRIBUTION, PAST AND ANTICIPATED (1980-2030)



Over the last 25 years, Alexandria has become an increasingly diverse city and home to growing Ethiopian, Latin American, and other communities. This trend is expected to continue over the next 20 years. Growth and change in the ethnic composition of Alexandria residents may impact the types of transportation and TDM services needed. It is anticipated, for example, that marketing outreach and promotion may need to be tailored differently to successfully engage hard-to-reach populations, including non-English speakers. This could involve the translation of marketing and application materials into other languages, particularly Spanish. **Figure 6** shows Alexandria's past and anticipated population by race / ethnicity from 1980 to 2030. The Hispanic or Latino (of any race) group is expected to be the fastest growing over the next 20 years.

FIGURE 6: ALEXANDRIA POPULATION BY RACE/ETHNICITY, PAST AND ANTICIPATED (1980-2030)

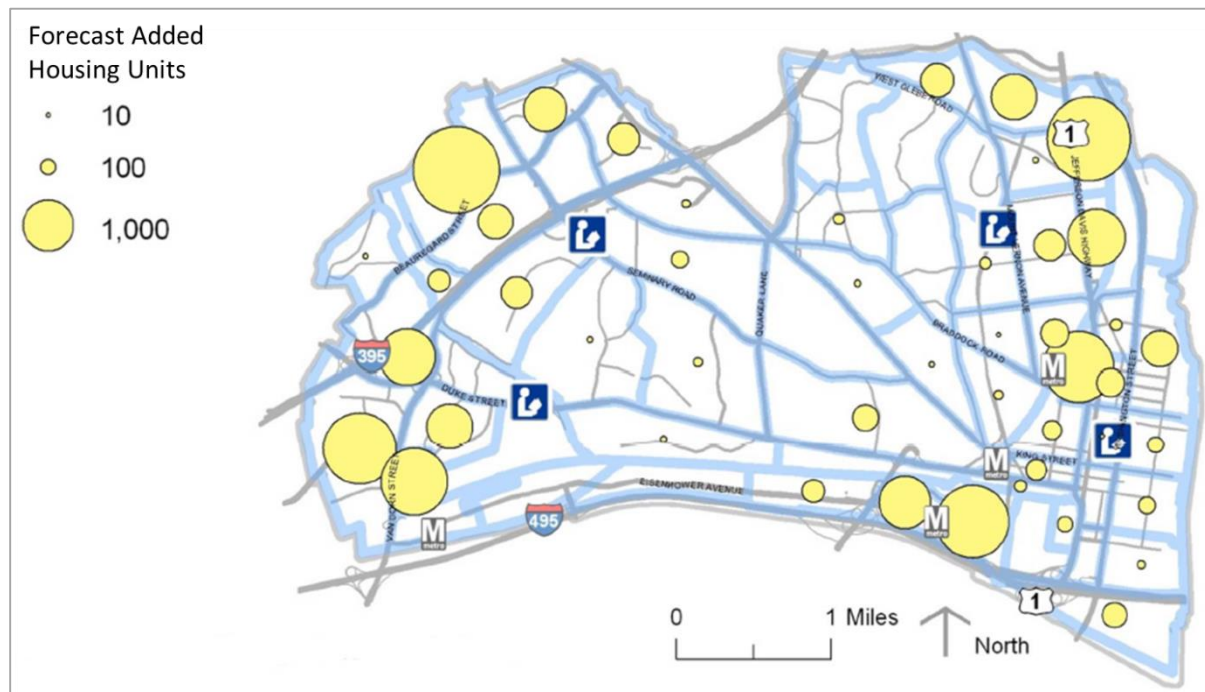
MWCOG recently identified six activity centers within the City of Alexandria. While these activities vary in form and function, they share some common characteristics, they offer a healthy mix of transportation, housing, and employment options and they provide access to opportunity for residents, workers, and businesses.⁵ The six activity centers identified through MWCOG's collaborative process are:

- Beauregard
- Landmark/Van Dorn
- Carlyle/Eisenhower East
- King Street/Old Town
- Braddock Road Metro Area
- Potomac Yard

As shown in **Figure 7** and **Figure 8**, these activity centers are anticipated to account for most of the city's population and employment growth from 2010 to 2040. In many cases, job growth is expected to outpace housing growth, leading to a potentially healthier jobs-housing balance. For example, the Beauregard Street-area had a jobs to housing ratio of 1.1 in 2005 and is expected to climb to 1.5 by 2040.

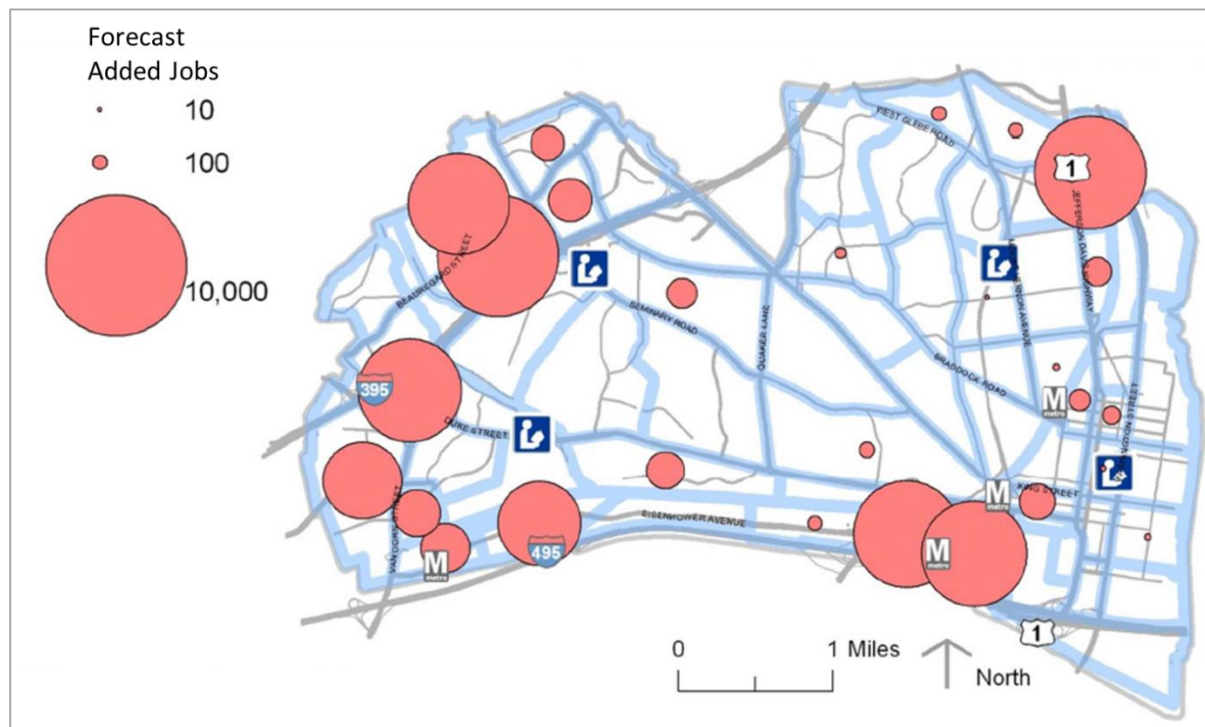
⁵ Source: MWCOG, Place and Opportunity, 2014.

FIGURE 7: ALEXANDRIA HOUSING GROWTH FORECASTS (2010-2040)



Source: The City of Alexandria Development Forecasts, MWCOG

FIGURE 8: ALEXANDRIA EMPLOYMENT GROWTH FORECASTS (2010-2040)



Source: The City of Alexandria Development Forecasts, MWCOG

The City of Alexandria has approximately 6,075 employees, the majority (62.0 percent) of which employ 0-4 employees.⁶ **Table 1** lists the Top 25 Alexandria employers in terms of number of employees. The largest employer, the U.S. Patent and Trade Office, has implemented one of the most aggressive telework strategies in the area, and has realized a variety of benefits from this arrangement.

TABLE 1: ALEXANDRIA'S 25 LARGEST EMPLOYERS (2013)

Employer	Approximate # of employees	Ownership
Alexandria City Public Schools*	1,000-4,999	City
City of Alexandria*	1,000-4,999	City
Commonwealth of Virginia	N/A	State
CRS Facility Service	1,000-4,999	Private
Inova Alexandria Hospital*	1,000-4,999	Private
U.S. Dept. of Defense (Office of Inspector General)	1,000-4,999	Federal
U.S. Patent and Trademark Office	1,000-4,999	Federal
Oliff & Berridge PLC	1,000-4,999	Private
Washington Metro Area Transit Authority	1,000-4,999	City
GSI Inc.	500-999	Private
ABM Janitorial Services M Inc.	500-999	Private
Boat US	500-999	Private
Courtyard-Pentagon South Marriot	500-999	Private
Deloitte	500-999	Private
Grant Thornton LLP	500-999	Private
Institute For Defense Analyses	500-999	Private
Integrated Systems Analysts	500-999	Private
Pentagon Federal Credit Union	500-999	Private
Systems Planning & Analysis	500-999	Private
US Food & Nutrition Svc	500-999	National
Northern Virginia Community College	500-999	State
CNA Corporation	500-999	Private
USDA Food and Nutrition Service	500-999	Federal
Grant Thornton LLP	500-999	Private
Michael Baker International	250-499	Private

Source: City of Alexandria FY 2016 DRPT Work Plan

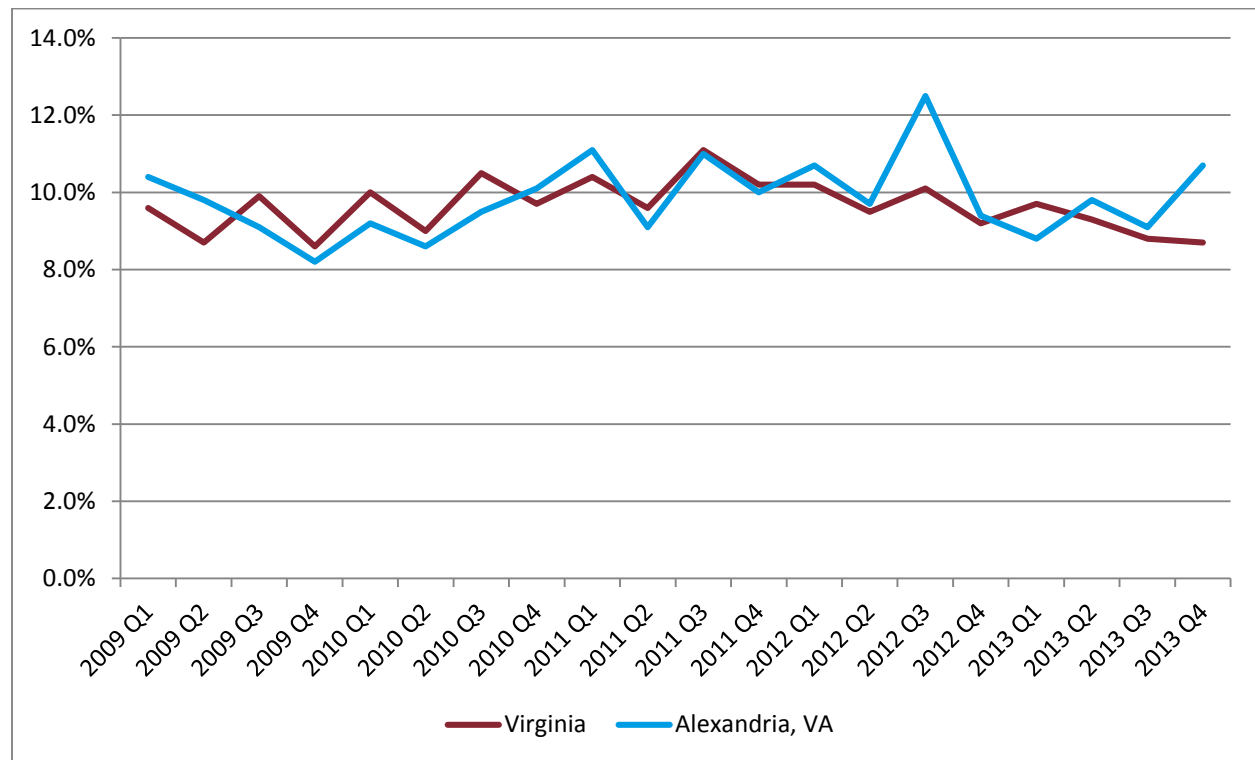
The City's workforce turnover rates have generally mirrored those of Virginia since the first quarter of 2009 (**Figure 9**). While the city's turnover rate had been trending upward since 2010, the turnover rate for the fourth quarter of 2013 (10.7 percent) is only marginally higher than that of the first quarter of

⁶ Virginia Employment Commission, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May, June) 2014.



2009 (10.4 percent).⁷ It is challenging to determine the exact causes for the periodic spikes in workforce turnover; however, industry-specific events could contribute to the quarterly volatility. For example, the turnover rate for the Public Administration sector (NAICS 92) was uncharacteristically high in the third quarter of 2013 (28.0 percent) compared to the quarterly average (10.0 percent) from 2009 to 2013.

FIGURE 9: WORKFORCE TURNOVER IN THE CITY OF ALEXANDRIA AND VIRGINIA (2009-2013)

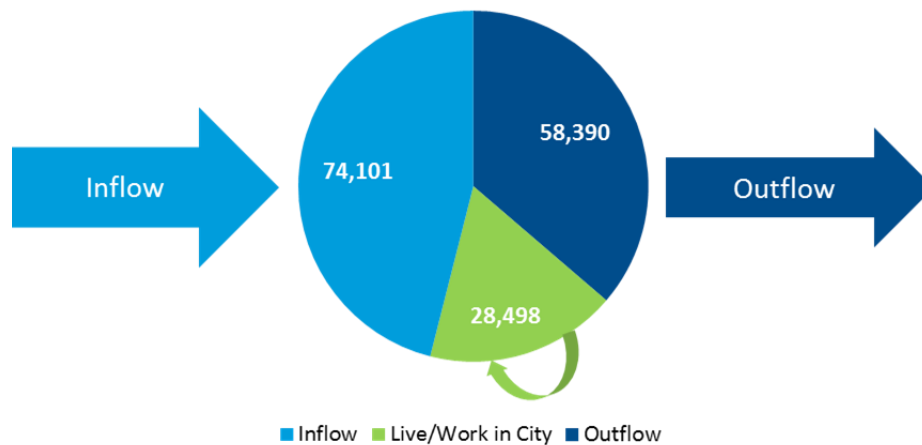


Travel Patterns

Report estimates that 102,599 people are employed in the City of Alexandria, slightly higher than the VEC estimate (95,024) shown earlier. The SOC also provides estimates for the region's employment flows, accounting for those that live and work in the City of Alexandria, those that live in the city and work elsewhere (outflow), and those that live outside the city but work in the city (inflow). **Figure 10** captures these commuting dynamics. According to the SOC, 28,498 Alexandria residents live *and* work in city. Meanwhile, 58,390 residents live in Alexandria, but work elsewhere. Finally, 74,101 employees live outside Alexandria, but work inside the city limits.

⁷ Source: U.S. Census Bureau, Center for Economic Studies, LEHD. <http://qwexplorer.ces.census.gov/>

FIGURE 10: EMPLOYMENT TRAVEL DYNAMICS IN THE CITY OF ALEXANDRIA



The City of Alexandria commissioned a travel survey in 2010 to better understand the City's mode split. The survey found that 43 percent of employed respondents said they primarily drive alone to work, 40 percent primarily use public transit (26 percent train, 14 percent bus), four percent said they carpool or vanpool most days, 11 percent of respondents said they bicycle to work, two percent walk. The survey report cautioned that the results almost certainly over-represent use of alternative modes in the City, noting that regional mode split numbers gathered through the SOC do not support the findings. The 2013 SOC mode split for residents of inner ring jurisdictions (Washington D.C., Alexandria, and Arlington) are:

- Drive alone: 45%
- Transit: 34%
- Bike / Walk: 8%
- Telework / Compressed Work Schedule: 7%
- Car / Vanpool: 6%

Transit Service

The City of Alexandria currently has seven rail and bus options for commuters. The DASH, Metrobus, Fairfax Connector, Metrorail and Virginia Railway Expressway (VRE), King Street Trolley, and Crystal City-Potomac Yard Metroway collectively form the public transportation system for the City of Alexandria and the region as a whole.

- **DASH** – The DASH system provides bus service within the City of Alexandria and connects with Metrobus, Metrorail, VRE, and other local bus systems. DASH serves all of the Alexandria Metrorail stations and the Pentagon Metrorail station during morning and evening peak periods.
- **Washington Metropolitan Area Transit Authority (WMATA) Metrobus** – WMATA operates Metrobus, which consists of 335 routes and 15,000 bus stops throughout Virginia (including the City of Alexandria), Washington D.C., and Maryland.
- **Washington Metropolitan Area Transit Authority (WMATA) Metrorail** – The Washington Metropolitan Area Transit Authority also operates Metrorail, which consists of 106 miles of rail lines

and 86 stations throughout Virginia, Washington D.C., and Maryland. The City of Alexandria is served by four stations; a fifth station at Potomac Yard is currently under consideration and has been the subject of ongoing planning efforts.

- **Fairfax Connector** – The Fairfax Connector is a bus system that serves a number of communities throughout Fairfax County as well as areas of Alexandria and Arlington. The bus connects people with employment centers, transit stations, and park and ride lots.
- **Virginia Regional Transit (VRE)** – Commuter rail service, operating Monday through Friday from as early as 5:05 a.m. until as late as 8:25 p.m. depending on the route, and mainly serves people traveling to and from work. Service is provided from Northern Virginia suburbs to Alexandria, Crystal City, and downtown Washington D.C.
- **King Street Trolley** – The King Street Trolley is a free service that transports residents, visitors, and those who work in Old Town, between the King Street Metrorail Station and the Potomac River waterfront. The trolley operates along the one-and-a-half mile route seven days a week.
- **Crystal City-Potomac Yard Metroway** – The new Metroway premium transit service, which opened in late August 2015, began with a strong start, raising weekday ridership to nearly 1,500 per day. This exceeds ridership of the 9S bus (the Crystal City/Potomac Yard shuttle, which was replaced by Metroway) by 50 percent and builds on unchanged 9A bus ridership (which also operates through the four Alexandria Metroway stations). The Metroway operates seven days a week, as early as 5:30 a.m. (Monday-Friday) and as late as midnight (Friday and Saturday). The Metroway has 12-minute headways on weekdays and 20-minute headways on weekends.

Partnerships

Virginia uses a well-developed approach of program partners at all levels—state, regional, and local agencies—to make significant impacts in this area. A 2010 Report to the Virginia General Assembly titled *How Virginia Is Using Transit and Transportation Demand Management Programs to Address Highway Congestion and Single Occupant Vehicle (SOV) Travel* identifies these program partners as:

- Virginia Department of Transportation (VDOT);
- State Office of Intermodal Planning and Investment;
- Department of Rail and Public Transportation (DRPT);
- Planning District Commissions (PDCs);
- Metropolitan Planning Organizations (MPOs);
- Transportation Management Associations (TMAs);
- 60 transit agencies;
- 18 Transportation Demand Management (TDM) agencies or local Commuter Services programs; and
- A network of private companies, such as VPSI (national vanpool company), NuRide (national ridematching service through employers that use incentives) and participants in DRPT's Telework!VA program.



Service Delivery Partners

- **Local and Regional Public Transit Providers** – The Washington Metropolitan Area Transit Authority (WMATA), DASH, and the King Street Trolley are the key public transportation entities in the City of Alexandria.
 - WMATA provides rail, bus, and paratransit services regionally and provides oversight for funding, operating, and expanding the transit facilities. Environmental planning documents are currently underway to evaluate a potential new Metrorail station in the Potomac Yard area of the City. The Mayor of Alexandria serves as an Alternate Director of the Metro Board.
 - The DASH system provides bus service within the City of Alexandria and connects with Metrobus, Metrorail, VRE, and other local bus systems. DASH serves all of the Alexandria Metrorail stations and the Pentagon Metrorail station during morning and evening peak periods. Service expansions of DASH system routes are anticipated to play an important role in providing improved mobility options throughout the City. DASH also plays a key role in the operations of Local Motion’s call center which assists in information requests.
 - The King Street Trolley is a free service that transports residents, visitors, and those who work in Old Town, between the King Street Metrorail Station and the Potomac River waterfront. There are currently plans to expand service into the Del Ray neighborhood of the City.
- **Regional TDM Programs** – As a program of the National Capital Region Transportation Planning Board (TPB) coordinated by the Metropolitan Washington Council of Governments (MWCOC), Commuter Connections is a regional network of member transportation organizations that includes the City of Alexandria and its Local Motion program, among many others. Commuter Connections promotes and advertises rideshare/TDM programs in Maryland, Virginia, and the District of Columbia on its website, including information of infrastructure components that support these programs, such as park-and-ride locations, HOV facilities, transit facilities, and transit stores.

Members of the Commuter Connections network also provide information on a variety of commuter programs (Guaranteed Ride Home, ridesharing, transit, teleworking, transit, bicycling/walking), employer programs (computerized ridematching for carpools/vanpools, Guaranteed Ride Home program information and registration, telework program development, transit information, Live Near Your Work Initiative, Air Quality Action Days development, etc.), and commuting resources (telework centers, vanpool services, rideshare programs, carsharing, etc.). Due to its extensive database for registering applicants for ridesharing and the Guaranteed Home Program, and creating carpool and vanpool matches, the Local Motion program relies fully on MWCOC for this function. However, Local Motion provides support to residents who need technical assistance with the registration process.

- **Neighboring Jurisdictions** – The Alexandria City Council and the Arlington Board have recently engaged in joint dialogue and collaborative efforts with respect to transportation needs and challenges that transcend their individual boundaries, including projects such as the Crystal City-Potomac Yard Transitway and the Columbia Pike Transit Initiative. Both the Council and the Board



agreed that significant investments in multi-modal transportation projects, including high capacity transit, are needed to support future growth in the region. There is also strong interest in improving the connectivity between the two areas. The City of Alexandria will be participating with Arlington County in an environmental analysis to study streetcars as a possible option for connecting the two jurisdictions. Additionally, Local Motion will continue to meet with Arlington County's TDM program to learn more about its evaluation and performance measurement activities, as well as service offerings.

- **Advocacy Groups** – Local Motion often partners with other like-minded advocacy groups, such as the Washington Area Bicyclist Association. WABA is a non-profit organization in the greater Washington, DC region that promotes bicycling as an affordable mode of transportation. They provide a number of bicycle oriented services, including trainings, events, safety classes, and discussion forums for the District of Columbia, the City of Alexandria, and the counties of Arlington, Fairfax, Montgomery, and Prince George's. Local Motion continues to partner with Commuter Connections and WABA to host an annual Bike to Work Day. In 2013, the event resulted in nearly 15,000 commuters bicycling to work, a 15 percent increase from the previous year.
- **Independent local organizations (Economic Development, Tourism, etc.)** – Local Motion is in the early stages of establishing a collaborative partnership with the following groups: the Alexandria Convention and Visitors Association (ACVA), the Alexandria Economic Development Partnership (AEDP) and the Alexandria Chamber of Commerce. By viewing these agencies as both stakeholders and partners of Local Motion's mobility and commuter service offerings, the program can leverage the resources of these groups to assist in promoting its services and to serve as broad distribution channels to their membership base.
- **Private Providers** – While Local Motion does not work directly with private companies in the formation of vanpools (like several TDM programs in Virginia, primarily GWRideConnect in Fredericksburg), Zipcar and NuRide are the two partners that contribute to Local Motion's service offerings. The free NuRide program offers incentives and rewards to commuters who walk, bike, telecommute, carpool, vanpool, take a subway, train, bus, or work a compressed week. Meanwhile, the Zipcar service provides carsharing options designed to replace car ownership, resulting in savings to both residents and businesses.

State and Regional Funding Partners

- **Virginia Department of Rail and Public Transportation (DRPT)** – DRPT is a significant promoter and funding partner of TDM programs throughout Virginia, including the Local Motion program. DRPT provides technical assistance, training, marketing support, and financial support to Local Motion through two major grant programs-- Transportation Demand Management (TDM) Operating Assistance and Transportation Management Project programs funded through the Commonwealth's Transportation Efficiency Improvement Funds (TEIF). DRPT also administers CMAQ and RSTP funds for TDM projects that are approved through the VDOT/NVTA allocation process.
- **Virginia Department of Transportation (VDOT)** – VDOT is another significant program funder of Local Motion's Employer Outreach program, as well as other TDM supportive projects, such as bicycle-friendly infrastructure at transit stops and on buses, Old Town Transit Shop operations, a grant-funded public transit intern position to augment current transit staff, etc. VDOT controls



Congestion Management and Air Quality (CMAQ) and Regional Surface Transportation Improvement Program (RSTP) funds in the Commonwealth.

- **Northern Virginia Transportation Commission (NVTC)** – The NVTC manages and controls the functions, affairs, and property of the Northern Virginia Transportation District, which is comprised of six member jurisdictions, including Alexandria. NVTC provides a policy forum for its region and allocates state, regional, and federal transit assistance. NVTC allocates CMAQ and RSTP funding for projects throughout the region, including those proposed by Local Motion.

Regional Planning / Coordination Partners

- **National Capital Region Transportation Planning Board (TPB)** – The TPB is the federally designated Metropolitan Planning Organization (MPO) for the region, and plays an important role as the regional forum for transportation planning. The TPB has been associated with the Metropolitan Washington Council of Governments (MWCOC) since 1996; while it functions as an independent body, staff support is provided by MWCOC's Department of Transportation Planning.

The TPB prepares plans and programs that the federal government must approve in order for federal-aid transportation funds to flow to the region. The TPB does not exercise direct control over funding and does not implement projects, but it does perform a range of activities that promote an integrated approach to transportation development. The requirements of federal law compel the key transportation players in the region to work through the TPB process.

TPB members include representatives of local governments, (including the City of Alexandria) state transportation agencies; the Maryland and Virginia General Assemblies; the Washington Metropolitan Area Transit Authority; and non-voting members from the Metropolitan Washington Airports Authority and federal agencies. City Council Member Kerry Donley represents the City of Alexandria as a member of the TPB.

Public Outreach/Participation

While the City of Alexandria does not explicitly conduct public outreach pertaining to service expansion and grant applications/awards, the city engages the public in various phases of planning, programming, and engineering.

In efforts to increase mobility options in the City of Alexandria, Local Motion staff participate in an array of public outreach activities, including the expansion of Capital Bikeshare. Staff attended over five Capital Bikeshare community meetings in 2014 to gain input from residents on the system, ultimately leading to the addition of eight new stations in the city, primarily in the Del Ray and Carlyle areas.

In addition, this TDMP offers several opportunities for input on the quality and scope of TDM services. The public feedback ultimately provides critical information on customer satisfaction and on potential changes/additions to TDM programs and services. The ultimate goal of the outreach was to reach all types of users.



Chapter 2 – Existing TDM Services and Staffing

Ridematching

Local Motion provides information to residents and employers through our website, at events, social media, electronic and printed newsletters, and through promotional materials on how to get around without driving alone. Local motion shares information about MWCOC (of which the City of Alexandria is a member) ridematching service, Commuter Connections, through our website and promotional materials. Commuter Connections provides individuals with an online portal that connects commuters in order to reveal shared interest in carpooling or vanpool participation. Upon request, Local Motion staff are able to provide users with technical assistance on the use of the Commuter Connection's ridematching software or the registration process.

Local Motion provides links to transit system maps, schedules, fares, and trip planner tools (if available) for DASH, Capital Bikeshare, Metrobus/Metrorail, Fairfax Connector, and Virginia Railway Express (VRE) through our website. The site also features a link to CarFreeAtoZ.com a multi-modal trip planning tool developed out of Arlington County's Commuter Services Bureau. These tools can be accessed through our website via computer or smart phone. Local Motion distributes printed transit maps through our Local Motion Partners, Alexandria Mobile Transit Store Kiosk, at events, and through our information packets given to employers and new homeowners.

Vanpool Assistance

The Local Motion Van Start program for vanpools provides incentives for new vanpool formations that have the City of Alexandria as their destination. Local Motion promotes the formation of vanpools through our website, at events, and through our employer services program.

The Local Motion Van Save program is designed to assist existing established vanpools with commutes that end in the City of Alexandria, that are experiencing an emergency loss of passengers. Both programs subsidize empty seats over a defined period of time.

The Van Start / Save programs are open to all vanpools that have trips that terminate in the City of Alexandria. Eligible and approved vanpools may receive financial assistance of up to \$200, or the actual monthly rider fare, whichever is less, per monthly vacant passenger seat, up to a maximum of \$800 for a seven passenger van and up to \$2,000 for a 15 passenger van.

Vanpool Program Eligibility Requirements

- The vanpool final destination must be within the City of Alexandria
- The vanpool must meet the federal guidelines for a "commuter highway vehicle" under 26 U.S.C §132 (f) as shown below.
 - the seating capacity of vehicle is at least 6 adults (not including the driver), and
 - at least 80 percent of the mileage use of which can reasonably be expected to be for the purposes of transporting employees in connection with travel between their residences (Commuter Lot) and their place of employment, and on trips during which the number of



employees transported for such purposes is at least half of the adult seating capacity of such vehicle (not including the driver).

- A private vanpool owner/operator must certify that the van is appropriately insured under a Commercial Auto Policy or is covered by the AdVANtage program, a self-insurance pool for Virginia vanpools.
- The vanpool owner/operator or coordinator must demonstrate continuous aggressive recruiting for new passengers (i.e. posters at workplaces, newspaper advertisements, etc.). Additional assistance to recruit passengers will be provided by Local Motion and/or by one of Virginia's commuter assistance/TDM programs at both the origin and destination areas.
- A vanpool owner/operator or coordinator may not apply for or receive financial assistance from this program if 50 percent or more of the total riders have been in another vanpool which received other financial assistance for vanpool start up or empty seats in the past 12 months.
- Vanpool owner/operators or coordinators must submit a passenger roster with an authorized signature for each eligible month that subsidy is needed and qualifies.

Van Start Only

- Van Start vanpools must be new and not have operated for more than three months.
- Van Start owner/operators or coordinators must demonstrate that at least 50 percent of the passenger capacity is full by supplying the names and telephone numbers of existing passengers for verification.
- Van Start owner/operators or coordinators that receive Van Start funds may not apply for or receive Van Save funds for at least 12 months after the last Van Start payment is received.

Van Save Only

- Van Save Vanpools must have been in operation for a minimum of 6 months and may not have received any financial assistance for empty seats or vanpool operation for the past 12 months.
- To be eligible for Van Save the vanpool must have lost at least 25 percent of its paid passengers for more than 30 days.

Residential Outreach

Local Motion reaches residents through new homeowner transportation information welcome packets, annual events, the Alexandria Transit Store, the Local Motion website, and monthly e-newsletters. Local Motion staff participate in outreach events throughout the year to increase awareness among residents about our programs and to encourage them to consider walking, biking, taking public transit, or sharing the ride. Local Motion staff participated in the following events in FY2015:

- Bike to Work Day (led by Local Motion staff)
- Try Transit Week
- Community Festivals (Friendship Firehouse, Irish, VietFest, Cambodian Day, Alexandria Earth Day Family Fall, Food and Wine, Alexandria Family, and Youth Arts Festivals)
- Farmers Markets (Old Town, West End, Four Mile Run, and Del Ray)



- Community Events (Art League, Holiday Craft Fair, Artfete, Burke Book Sale, Chinquapin Family Night, Cheerleading Invitational, Duncan Library Book Sale, Barrett Library Spring Fling, TC Williams Titan Expo , BTWD - Market Square, Burke Branch Library, and Old Town Arts & Crafts)
- Rideshare Fair (no pledges)

Employer Outreach

Local Motion's employer services program provides businesses and commuters assistance for using economical and eco-friendly transportation options. The Employer Services Outreach Specialist works with companies to tailor a program specifically for that organization that will help realize the bottom-line benefits of commute alternatives. We also provide a monthly employer services newsletter complete with useful transportation information and breaking news for businesses and employees.

Local Motion provides complimentary assistance to businesses through an array of services:

- **Conduct Employee Transportation Survey** — As a starting point for developing a transportation benefit program, we develop a comprehensive survey to help companies understand their employees' commuting patterns and needs.
- **Provide transit benefit assistance** — Local Motion assists in determining which tax-free transit benefits [IRS Section 132(f)] are right for a company and help them throughout the implementation process, including open enrollment for employees.
- **Supply transportation brochures** — Our easy Brochure Service provides companies with free brochures for their employees for rail, bus, carsharing, bicycle, pedestrian, and other transportation options.
- **Host employer seminars and workshops** — Local Motion sponsors employer-oriented events on interesting and pertinent transportation and commuting topics throughout the year.
- **Present on-site promotions** — Seminars, special events and transportation fairs help educate employees about transportation options.
- **Assistance for Bicycle Friendly Business** — Local Motion representatives help businesses gain recognition for their efforts to promote bicycle programs among employees through the Bicycle Friendly Business program sponsored by the League of American Bicyclists.
- **Create parking management plans** — Local Motion helps develop strategies to reduce the demand for costly parking spaces at worksites.
- **Deliver ongoing support**— Local Motion provides continued support for business' transportation benefits coordinator and staff through our newsletter and our knowledgeable staff who are always available to assist you.

Commuter Challenge

The City's Local Motion program holds an Annual Commuter Challenge in April. This city-wide competition encourages Alexandria employers and employees to leave their cars at home, and try walking, biking, carpool/vanpool, bus, train, trolley or telework options. This past year, thirty-seven companies competed for one of three Gold, Silver, and Bronze prizes, almost double from last year's challenge. Winners were determined by calculating a total commute score, which is the average number of non-SOV trips logged per employee.



Telework

Local Motion offers support to employees and employers to develop or improve the company's telework program. The benefits of telework for both employers and employees are detailed on Local Motion's website. Telework programs are also promoted through our Employer Outreach program.

Marketing and Promotion

The Local Motion Grassroots Marketing (GRM) Program targets both local businesses and the community at large, to create awareness, inform, educate, and ultimately build advocacy to effect positive behavior change. The Local Motion website offers materials for small business, larger employers, their employees, and residents to educate them about their transportation options in the City and region. Retail partners and bigger employers can obtain employer kits, educational pamphlets/brochures, transportation system maps to include in new employee orientation packets, meeting materials, and Local Motion displays for work events. Local Motion's marketing street team attends festivals and events as a way to provide transportation information to residents. Residents can also benefit from a variety of multi-modal information about their travel options, as well as resources and tools included on the website. Anyone can sign up to receive a Transportation Alternatives e-newsletter or follow Local Motion on Facebook. Marketing efforts are focused primarily on promoting transit and biking (25 percent each of marketing efforts). The remaining 50 percent of marketing efforts focus is on carpool (20 percent), vanpool (20 percent), and telework (10 percent) promotion.

Guaranteed/Emergency Ride Home Program

Local Motion provides residents and workers who commute to and from work by carpool, vanpool, walking, bicycling, or public transportation a minimum of twice a week with information regarding how to sign up for the Metropolitan Washington Council of Governments (MWCOC) Guaranteed Ride Home (GRH) program. MWCOC offers the GRH service through their Commuter Connections program. The City of Alexandria is a member of MWCOC and as such Alexandria residents of access to MWCOC programs such as Commuter Connections and GRH.

Bikesharing

Alexandria joined the regional Capital Bikeshare network in September 2012 with eight stations, and added eight more stations in Del Ray and Carlyle in August 2014. Local Motion is responsible for bikeshare promotion. Bikesharing is promoted through the Local Motion website, new resident information packets, marketing materials, bicycle related events, and employer outreach efforts.

Carsharing

The City of Alexandria teamed up with Zipcar and Enterprise Carshare to offer a free 1-year membership for residents and businesses through a special program called Carshare Alexandria!. The City program for residents reimburses first-time Zipcar or Enterprise Carshare customers the application fee and annual membership fee within 30 days of signing up for a membership. Within the City of Alexandria there are 10 Enterprise and five Zipcar vehicles available for use.



The City reimburses employers the \$75 set-up fee and 50% of each employee's \$25 annual membership within 30 days of signing up for a Zipcar membership. Zipcar for Business accounts also benefit from discounted usage rates.

The Carshare Alexandria! program is promoted through the Local Motion website. Local Motion staff are responsible for managing the relationship with Zipcar and Enterprise Carshare and processing the reimbursements.

Commuter Stores

Local Motion oversees the administrative operations of the Alexandria Mobile Transit Store Kiosk which used to operate out of a building near the King Street Metrorail station, but which was converted into a mobile operation in June 2015. The Mobile Transit Kiosk provides transportation and commuter information, such as bus and commuter rail schedules and Guaranteed Ride Home sign up, and transit fare media sales, such as SmarTrip™ Cards, transit passes, and Capital Bikeshare memberships. The Mobile Transit Store Kiosk sets up at various locations around the City, including Metro Stations, Farmers Markets, shopping centers, and large residences. The mobile kiosk has consistent stops each month and attends Alexandria special events throughout the year. The kiosk is stationed at each location for four hours at a time during periods of the day when there is high pedestrian traffic at each location. The Local Motion call center will continue to serve customers through a contract with DASH. **Table 2** shows the performance of the brick and mortar Transit Store.

TABLE 2: FY2014 COMMUTER STORE PERFORMANCE

Customer Interactions	FY2014 Average Monthly (Number of People)	FY2014 Annual Totals (Number of People)
Transit Information Via Phone	985	11,824
Transit Information Via Walk In	67	804
Transit Literature Picked up by Walk in	22	265
Door Counter	1666	19,989
Total Transit Info/Literature Distributed	1755	21,058

Sales	FY2014 Average Monthly (Number of Tickets)	FY2014 Annual Totals (Number of Tickets)
DASH Bus pass	179	2,148
Student Summer Pass	10*	19
Electronic DASH Pass	118	1,414
SmarTrip™ card	389	4,672
WMATA Metrobus/Rail pass	248	2,979
WMATA Rail only pass/ fare card	120	1,439
WMATA tokens/senior/disabled smart card	395	4,735
VRE ticket	679	8,142

*Student Summer Passes are only sold during May and June



School Pool

Local Motion piloted a school pool program in FY2013 and implemented a ridesharing program that encouraged parents and children to share rides to and from selected schools. Due to privacy concerns and a lack of interest from Public School administrators and parents the program was discontinued in FY2015. However, Local Motion has planned for FY2016 to work with Alexandria Public Schools to develop recommendation and strategies so that schools can have their own Congestion Management Plans. Local Motion promotes Bike to School Day and biking in general.

Other Services

Local Motion administers transit subsidies for the City's employees. The program is also responsible for coordinating with other City Departments (e.g., Planning and Zoning, Office of Transit Services, Office of Environmental Services) and cross-cutting initiatives, such as Eco-City Alexandria, to link TDM efforts with related City policies, strategies, and efforts. Within TES, Local Motion assists with site plan review for potential TDM impacts and related coordination of approximately 60 approved Transportation Management Plans (TMPs) throughout the City.



Chapter 3 – Mission, Goals and Objectives

This chapter outlines Local Motion’s mission, vision, goals, and objectives, developed through a collaborative process that included a review of previous plans as well as a comprehensive look at the organization’s past and future. Defining the items described in this chapter will be crucial to Local Motion’s continued success as a leading provider of TDM services in the region. Local Motion will use its mission, vision, and goals and objectives to establish benchmarks by which to judge ongoing and future progress, as well as to assess program aspects that should be modified or improved.

Mission

To provide Alexandria residents, employees, and visitors with transportation information and services that offer solutions to driving alone.

Vision

A thriving city where everyone is able to easily navigate by walking, biking, transit, and ridesharing.

Goals & Objectives

- 1. Shift individual and community habits and attitudes towards sustainable forms of travel.**
 - a. Raise awareness of travel options.
 - b. Promote the benefits of walking, biking, using transit, and ridesharing.
- 2. Preserve the unique character of the city while promoting and expanding the benefits of TDM for all.**
 - a. Reach diverse communities.
 - b. Increase non-SOV mode share.
- 3. Foster an organizational culture that inspires excellence and accountability.**
 - a. Provide high quality customer service.
 - b. Operate financially responsible and effective programs.
 - c. Use data and performance measures to improve programs and services

Performance measures are described in **Table 13** in Chapter 8 of this report.



Chapter 4 – TDM Program Organization and Operations Review

Recent Changes and Trends

Table 3 details select statistics on customers served from FY2013 to FY2015 through Local Motion's various customer programs, not including the Alexandria Mobile Transit Store Kiosk. Notably, revenue derived from the sale of DASH passes through the City of Alexandria's Employee Benefits program has increased significantly (56 percent) since FY2013. Additionally, given that Facebook likes (310 percent increase), subscribers to the electronic newsletter (101 percent increase), and new website visitors (78 percent increase) have each gone up markedly in the last three years, Local Motion's communications efforts have successfully raised the program's profile.

Regarding customer participation in MWCOC's Commuter Connections programs, while Alexandria has seen a greater overall number of Guaranteed Ride Home program applicants in recent years, ridematching match list requests have decreased by 54 percent; applicants to the rideshare program increased from FY2013 to FY2014 but dropped again during the following fiscal year. Finally, Local Motion has picked up its efforts to market directly to consumers in recent years: the number of events coordinated has increased 16 by percent; recorded customer engagements have increased by 53 percent; and pieces mailed to new homeowners have risen by 18 percent.

TABLE 3: RECENT TRENDS: CUSTOMER PROGRAMS, FY2013-FY2015

Program	FY2013	FY2014	FY2015	FY2013-FY2015 Percent Change
Carshare Alexandria				
<i>New Participants</i>	66	92	67	2%
City of Alexandria Employee Benefits Program				
<i>New Participants</i>	84	67	87	4%
<i>DASH Pass Sales Revenue</i>	\$1,995.00	\$2,800.00	\$3,120.00	56%
Communications				
<i>Facebook Likes</i>	1000	3366	4,103	310%
<i>eNews Subscribers</i>	28,713	43,978	57,643	101%
<i>New Website Visitors</i>	9,874	14,450	17,529	78%
Commuter Connections				
<i>New Guarantee Ride Home Applicants</i>	31 ⁸	63	59	90%
<i>Matchlist Requests</i>	179	106	83	-54%

⁸ Figure does not include applicants from January through June 2013.



Program	FY2013	FY2014	FY2015	FY2013-FY2015 Percent Change
<i>Rideshare Applicants</i>	47	63	43	-9%
Grassroots Marketing				
<i>Events</i>	45	42	52	16%
<i>Customer Engagements</i>	14,525	21,760	22,190	53%
New Homeowner Mailings				
<i>Pieces Mailed</i>	875	1749	1,031	18%

Source: City of Alexandria

As mentioned, Local Motion oversees the administrative operations of the Alexandria Mobile Transit Store Kiosk, which was previously operated out of a building near the King Street Metrorail station. This operation became exclusively mobile in June 2015, a process that temporarily ceased all store actions during this month. As a result, FY2015 figures shown in **Table 4**, which depicts information on customers served as well as passes sold and revenue at the Alexandria Transit Store from FY2013 to FY2015, exclude June 2015 from any calculations.

In summary, regarding customer interaction and transit information provided, dissemination of literature as well as discussions by phone have generally declined over the past three fiscal years. It should be noted however that the Transit Store closed in June, and there was a gap between that time and when the mobile store began operating. Moreover, revenue from SmarTrip cards and electronic DASH passes has increased significantly (by 25 and 95 percent, respectively). In addition, although some products increased sales from FY2014 to FY2015, overall, sales of WMATA products have dropped noticeably from FY2013 to FY2015.

TABLE 4: RECENT TRENDS: ALEXANDRIA TRANSIT STORE, FY2013-FY2015

Item	FY2013	FY2014	FY2015	FY2013-FY2015 Percent Change
Customer Interaction (Number of Customers)				
<i>Transit Information Provided via Phone</i>	13,236	11,824	9,277	-30%
<i>Transit Information Provided via Walk-In</i>	1,745	804	692	-60%
<i>Transit Literature Picked up by Walk in</i>	491	265	308	-37%
<i>Transit Information Provided by Door Counter</i>	24,008	19,989	18,582	-23%
<i>Total Transit Information / Literature Provided (Not Including by Phone)</i>	26,244	21,058	19,582	-25%
Sales by Amount (Revenue Raised)				
<i>DASH Pass</i>	\$98,160.00	\$55,640.00	\$91,720.00	-7%



Item	FY2013	FY2014	FY2015	FY2013-FY2015 Percent Change
<i>Summer Student Pass⁹</i>	N/A	\$1,025.00	\$845.00	N/A
<i>Electronic DASH Pass</i>	\$16,170.00	\$30,320.00	\$31,478.75	95%
<i>SmarTrip® Card</i>	\$33,205.00	\$6,086.00	\$41,558.00	25%
<i>WMATA Metrobus / Rail Pass</i>	\$51,590.00	\$27,369.75	\$35,140.00	-32%
<i>WMATA Rail only Pass / Fare Card</i>	\$65,029.00	\$6,157.50	\$36,004.00	-45%
<i>WMATA Tokens/Senior/Disabled Smart Card</i>	\$12,878.00	\$14,485.00	\$9,670.00	-25%
<i>VRE Ticket</i>	\$463,662.43	347,785.89	\$10,995.55	10%
Sales by Volume (Number of Passes)				
<i>DASH Pass</i>	2,810	2,148	2,293	-18%
<i>Summer Student Pass</i>	N/A	19	16	N/A
<i>Electronic DASH Pass</i>	462	1,414	790	71%
<i>SmarTrip® Card</i>	6,634	4,672	4,587	-31%
<i>WMATA Metrobus / Rail Pass</i>	3,187	2,979	2,232	-30%
<i>WMATA Rail only Pass / Fare Card</i>	4,312	1,439	1,327	-69%
<i>WMATA Tokens/Senior/Disabled Smart Card</i>	2,194	4,735	4,835	120%
<i>VRE Ticket</i>	6,991	8,142	6,396	-9%

Source: City of Alexandria

Land Use Plan

The City of Alexandria is expected to add approximately 52,000 new jobs, 43,000 new residents, and 24,000 new housing units within the next 30 years. The City is committed to growing sustainably and in a manner consistent with existing neighborhoods by investing in dedicated transit corridors to frame where and how future growth will occur.

Alexandria's Transportation Master Plan outlines a transit concept that secures dedicated, congestion-free, transit rights-of-way for future transit services. The plan identified three primary transit corridors: corridor A in the vicinity of Route 1, Corridor B in the general vicinity of Van Dorn/Shirlington, and Corridor C in proximity to Duke Street. Development review consists of ensuring rights-of-way, encouraging dense, mixed-use development around transit stations, and adequate pedestrian and bicycle facilities to accommodate the proposed corridors.

In its long-range neighborhood planning, the City supports transit-supportive land uses, including dense residential and mixed-use projects along transit corridors and in station areas. Each of the 18 Small Area Plans identify how each neighborhood planning area will develop to accommodate new residents and

⁹ Not offered in FY2013.



new jobs, within the existing and planned transportation infrastructure. Recent neighborhood plans such as the Beauregard Small Area Plan and the Eisenhower East Small Area Plan call for redeveloping low-density areas into dense, vibrant, mixed-use town centers oriented around proposed (Beauregard) and existing transit infrastructure (Eisenhower East).

Existing Technologies

Local Motion provides residents, employers, and visitors with information and services through its website, alexandriava.gov/localmotion, which also operates on mobile devices such as smart phones. Through the website, Local Motion links commuters to extensive information on how to get around (bike and walk; bus and rail; rideshare; and travel tool options) and City programs, such as Carshare Alexandria, telework programs, and the Guaranteed Ride Home program (GRH). Local Motion also gets the word out about travel options through Facebook, which is used regularly to update the public and promote events and campaigns, and through e-newsletters.

Evolving technology, such as e-ticketing for VRE users and additional SmarTrip® card kiosks at Metro stations, has changed the way many residents purchase their fare media. Additionally, fewer residents and workers are using paper schedules and are instead using smart phones or computers to get the travel information they need for their commute. To adapt to these changing trends in commuter habits, Local Motion has closed the brick-and-mortar Transit Store and has launched the Mobile Transit Store Kiosk.

Program Assessment (Peer, Stakeholder, and Public Outreach)

This section describes the methods and methodology for gathering input from peer agencies, stakeholders, key partners, and the general public on the perceptions of Local Motion TDM services and provides insight into past successes, areas to strengthen relationships and feedback regarding possible future Local Motion endeavors. This section is a component of the process to review and assess program services and organizational structure, and specifically addressed DRPT TDM plan requirements to:

- Conduct a peer review of organizational structure (including staffing), services and budgets with at least three peer programs (at least one of which needs to be outside of Virginia) with similar service are, population and workforce.
- Conduct interviews with key regional stakeholders (e.g., MPO/PDC staff, local elected officials or business interests) to determine the level of support for TDM within the community.
- Conduct focus groups with TDM program users to discuss perspectives on existing services and any perceived needs for changes to service or route structure.

Public Engagement Summary

Stakeholder Interviews

In the preparation of the Alexandria TDMP Update and per DRPT requirements, a variety of stakeholders were engaged to solicit feedback on the relationships, interactions and level of support for the Local Motion TDM efforts within the community and region. In consultation with Local Motion staff, as shown in **Table 5**, the following stakeholders were identified and interviewed:



TABLE 5: STAKEHOLDER INTERVIEWEES

Name	Title	Organization
Nicholas Ramfos	Director – Alternative Commute Programs	MWCOG
Fatemeh Allahdoust	Transportation Planning Manager – Alternative Transportation / TDM Program	VDOT
Chris Arabia	Manager of Mobility Programs	DRPT
Janet Gregor	TMP Coordinator	Carlyle Community Council

In summary, all participants indicated a strong support for Local Motion and highlighted positive relationships and joint initiatives with the staff. Key quotes included:

- *“Really like that they think locally but act regionally.”*
- *“It seems at times they may get lost under the shadow of all the initiatives conducted by Arlington, but Local Motion is doing their own things and very successfully.”*
- *“Alexandria doesn’t do things on their own. They seek and give input and have more discussions than other agencies.”*
- *“The overall environment is very progressive and the staff are dedicated...we are constantly amazed. Local Motion is committed to making it work, always willing to visit and provide us with information.”*

Additional highlights included:

- Local Motion seen as the early adopter/leader.
- Staff reach out and consult with DRPT regarding input on events, insight on past practice and genuinely embraces a collaborative approach.
- We share their wishes for wanting to get people together for more exchanges of lessons learned (gain from shared experiences).

Comments indicating room for improvement:

- We’d welcome even more opportunities to provide additional visibility.
- They could benefit from more reporting to help target their initiatives.
- We do not see many changes to the [TDMP] survey year after year; they seem to be a similar set of questions which may be complicated for people. We would welcome more opportunity to share in the development of this data collection mechanism as well as interpretation of the results.



Additional remarks indicated that Alexandria may feel constrained by a smaller staff and as a result less likely to implement some programs to their maximum. However, the community has density, is transit supportive, and will ultimately feature a new Metro stop. Stakeholders anticipate stronger employer outreach going forward to maintain the awareness and great work done to date.

Complete responses from each interviewee are provided in Appendix A.

Peer Reviews

Four peer interviews were conducted as part of the plan in efforts to explore best practices from around the country. The peer reviews evaluated comparable transportation demand management programs, focusing on relevant characteristics, such as target beneficiaries, size, and program approach. The first two interviews were held with staff in the City of Boulder, Colorado (population 103,166) and the City of Cambridge, Massachusetts (population 107,289). These cities are similar in population-size to the City of Alexandria and were also selected due to their positions in significant metropolitan areas (Denver and Boston, respectively). The third and fourth interviews were conducted with sister TDM agencies in Virginia. One peer review was conducted for GWRideConnect, which serves Stafford, King George, Caroline, and Spotsylvania counties and the City of Fredericksburg. The other in-state review evaluated Arlington County Commuter Services. Each agency is different in the way in which it encourages TDM; the out-of-state interviews are summarized in **Table 6**, while the in-state interviews are summarized in **Table 7**.



TABLE 6: OUT-OF-STATE PEER REVIEW SUMMARIES

	City of Boulder, Colorado	City of Cambridge, MA
Contact	Chris Hagelin, Senior Transportation Planner Hagelinc@bouldercolorado.gov	Stephanie Groll, Parking and TDM Officer sgroll@cambridgema.gov
Type of Agency	City Department within transportation division	City Department
FTEs Dedicated to TDM	2	2
Business and industries that are prevalent in region	University of Colorado at Boulder, Federal Labs, Ball Aerospace, IBM, and most recently, Google.	Tech firms, Universities
Commuting Patterns	Cost commuters head to Denver. SOV, transit, biking, walking all prevalent.	Most commute within Cambridge or across the Charles River to Boston. ii. 43% of commuters walk to work (who live in Cambridge) iii. 7% residents bike to work
Perceived TDM Emphasis	Commuter benefits	Parking management as a tool to reduce SOV travel and invigorate other TDM programs



	City of Boulder, Colorado	City of Cambridge, MA
Cornerstone of your TDM program	EcoPass <ul style="list-style-type: none"> • Represents the largest parts of the city's TDM budget. • EcoPass provides unlimited transit rides throughout the region and is a RTD (regional transit) program that is administered locally through the city and Boulder Transportation Connections (BTC), the TMO/TMA. • All downtown Boulder employees are automatically enrolled. • All students at Univ. of Colorado are automatically enrolled. • Business outside of downtown can opt to buy into the program. \$130/employee per year, 85% retention rate after 3-year commitment. • Neighborhoods: approximately 50 neighborhoods participate. Many HOAs and community groups pool resources together and receive subsidy for joint effort. 	Parking and Transportation Demand Ordinance (PTDM) <ul style="list-style-type: none"> • Passed in 1998 • Pertains to non-residential property owners • Participation is triggered when an owner of non-residential property proposes to add parking above the registered number • Ordinance requires commitment to implement vehicle trip reduction measures, such as: subsidized MBTA passes and other incentives; shuttle services; ride-sharing services; bicycle and pedestrian facilities; flexible working hours; preferential parking for Low Emission Vehicles/Zero Emission Vehicles/bicycles/carpools/vanpools • City can shut down parking in event of non-compliance
Popular Programs with Employers	EcoPass (above), bikeshare, carshare, Employee Transportation Coordinators (ETC) - company representatives who promote and support transportation options within their companies	Transit subsidies, privately funded shuttle (EZ Ride), Emergency Ride Home, web-based requests for bicycle racks
Effective Outreach	'Connect Boulder' meetings and events	Attending transportation fairs, Bike Workshops
Regional Coordination	RTD (regional transit) and Boulder Transportation Connections (TMA) also have active roles in TDM.	Limited



TDM Strategic Plan FY2017-FY2022

	City of Boulder, Colorado	City of Cambridge, MA
Other Initiatives	<p>"Boulder Junction"</p> <ul style="list-style-type: none"> • Proposed development center (20 blocks) that will host a range of TDM services • Serve as the city's second transit hub – the station will be surrounded by mixed-use development • Designated "TDM District" – a special tax district where property owners will pay tax and all residents and employees will get an EcoPass, a carshare membership, and half price bikeshare passes 	<p>CitySmart</p> <ul style="list-style-type: none"> • Provides information and resources on non-SOV travel • Offers downloadable maps, guides, tips, schedules, and more
Other Comments	Mr. Hagelin would be happy to chat with the City anytime	



TABLE 7: IN-STATE PEER REVIEW SUMMARIES

	GW Ride Connects - Serving Stafford, King George, Caroline, Spotsylvania Counties and City of Fredericksburg, VA	Arlington County, VA
Contact	Diana Utz, GWRideConnect Director, utz@gwregion.org	Bobbi Greenberg, Arlington County Commuter Services (ACCS) Interim Bureau Chief / Marketing Director, bgreenberg@arlingtonva.us
Type of Agency	A TDM agency that is a service of the GWRC, a Planning District Commission District in Virginia	County Bureau within Department of Environmental Services, Transportation Division
FTEs Dedicated to TDM	2 FTEs, 2 part-time FTEs	2 FTEs, 65 Consultants
Business and industries that are prevalent in region	Federal/Military, Insurance, Healthcare	Federal, Defense Contractors, Hospital/Health and Science, Law, Professional Services
Commuting Patterns	<p>Internal commuting is dominated by trips within Stafford and Spotsylvania Counties. External commute trips comprise 42 percent of all trips and are mostly to Prince William County and Fairfax County, VA.</p> <p>Mode Share: 76% drive alone to work 14% carpool or rideshare 3% used public transportation, and 4% work from home</p>	<p>Commuting to and within Arlington County is dominated by trips to the Rosslyn-Ballston Corridor, Pentagon City/Crystal City, Shirlington, and the Columbia Pike corridor. Commute trips through or from Arlington are predominately to downtown Washington, DC and Fairfax, VA. Both of these employment centers accessibly via heavy rail (Metrorail) and bus.</p> <p>Arlington County Mode Share: 66% drive alone to work 7% carpool or rideshare 18% used public transportation 2% walk/bike, and 7% work from home.</p>
Perceived TDM Emphasis	Vanpool Assistance and Ridematching	Arlington Transportation Partners (employer and multi-family residential TDM services), Commuter Stores, Car-Free Diet Marketing campaign, WalkArlington, BikeArlington and Bikesharing.



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Cornerstone of your TDM program	Ridematching, Vanpool Assistance, and Transit Promotion	Commuter Stores and CommuterDirect.com (fare media sales and information), Arlington Transportation Partners (ATP) - Employer and Multi-family Residential Services, Marketing, Site Plans, Bikesharing, WalkArlington and BikeArlington.
Popular Programs with Employers	Guaranteed-Ride Home, Ridematching and Vanpool formation	CommuterDirect.com, Arlington Transportation Partners (ATP) services: Transit Benefit Assistance, Champions Program, Brochure Services, Retail Partnerships and Employee Commute Surveys.
Effective Outreach	Social marketing using google ad word, Facebook, and Facebook advertising, Commute Fairy radio ads, employer outreach fairs, I-95 Express Lanes Target Market Campaign	Car-Free Diet/Dieta Cero-Auto, BikeArlington, WalkArlington, and Commuter Stores.
Regional Coordination	GWRideConnect works with the Fredericksburg Area Metropolitan Planning Organization (FAMPO), Virginia DOT, DRPT, and the cities in Counties in the GW region. GWRideConnect staff serve on eight regional transit and TDM committees.	ACCS works with the Metropolitan Washington Council of Governments (MWCOG), Virginia DOT, and DRPT. ACCS participates in regional TDM planning initiatives, including advisory committees for TDM plans for the Northern Virginia area (such as the completed SuperNoVa regional transit/TDM vision plan) and corridors (such as the currently ongoing I-66 Transit/TDM Plans for inside and outside the Beltway).
Other Initiatives	Lease Commuter Parking spaces and assist VDOT with commuter lots for the region. Marketing and information support for FREDericksburg Regional Transit (FRED)	TDM Research through Mobility Lab™
Other Comments	GWRideConnect is a full service TDM agency that assists residents getting to work with limited resources and transit infrastructure. GWRideConnect specialized in vanpool formation in the state of Virginia and offers a full suite of services, specifically for vanpools	



Digital Survey

A web-based survey, open for approximately one month, was utilized in order to efficiently obtain input from a large audience. The survey was concise, taking less than 10 minutes to complete, and was placed on the city's website and distributed through email and newsletter blasts. In all, approximately 140 people responded to the survey, providing input on familiarity with Local Motion, organizational needs, and TDM programs and services. The following is a summary of the input received:

- **57% of respondents have some familiarity** with Local Motion and its programs.
- **Information**, whether related to transit, bicycle programs, or general transportation services, was identified as the most important transportation need for organizations
- Approximately **20%** of respondents said that **there are opportunities to speak about commuter-related topics** with their respective organizations
- **Digital communication** (social media and email) was identified as the most effective way to inform organizations/communities about Local Motion programs and services. Nearly twice as many respondents selected "social media" (64) over "local newspapers" (33) as an effective tool.

Please see the graphics below for additional detail.

FIGURE 11: HOW FAMILIAR ARE YOU WITH LOCAL MOTION AND ITS PROGRAMS?

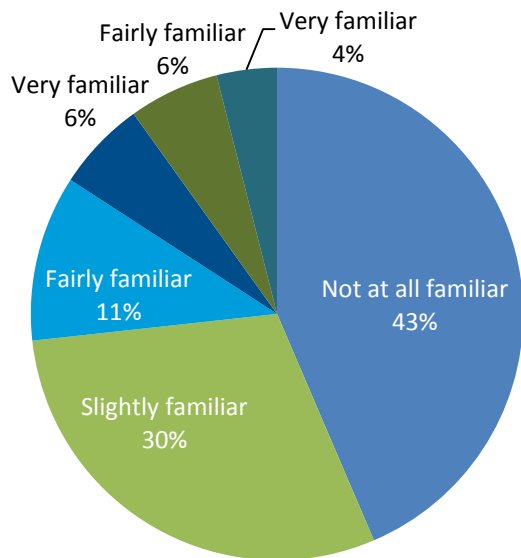
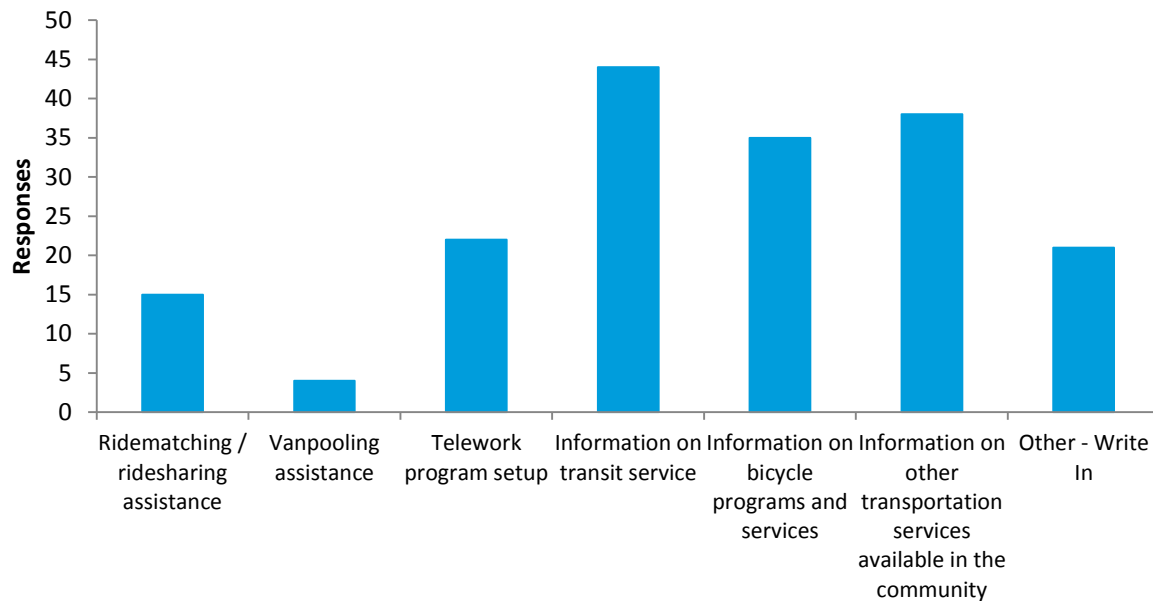


FIGURE 12: FROM YOUR PERSPECTIVE, WHAT ARE THE MOST IMPORTANT TRANSPORTATION NEEDS OF YOUR ORGANIZATION? (CHECK ALL THAT APPLY)



HOW COULD LOCAL MOTION HELP YOUR ORGANIZATION'S MEMBERS OR CLIENTS TO BETTER MEET THEIR TRANSPORTATION NEEDS?

Approximately 70 respondents provided input to this question, offering a range of potential solutions. Some of the overarching themes include:

- More information – on routes, services, schedule changes, slugging, carpools
- Continue to utilize social media
- More bike racks, better bike facilities
- Improve bus routes and service
- Provide lunchtime seminars on different options
- Continue promoting alternate modes of transportation.

FIGURE 13: IS THERE AN OPPORTUNITY TO SPEAK OR PRESENT COMMUTER-RELATED TOPICS TO YOUR ORGANIZATION?

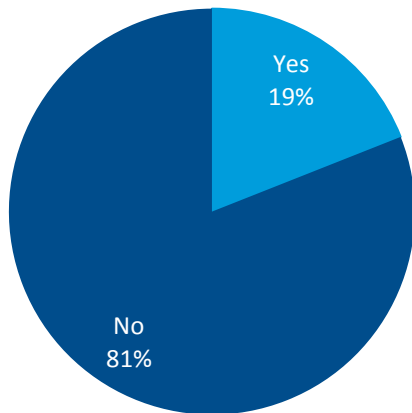
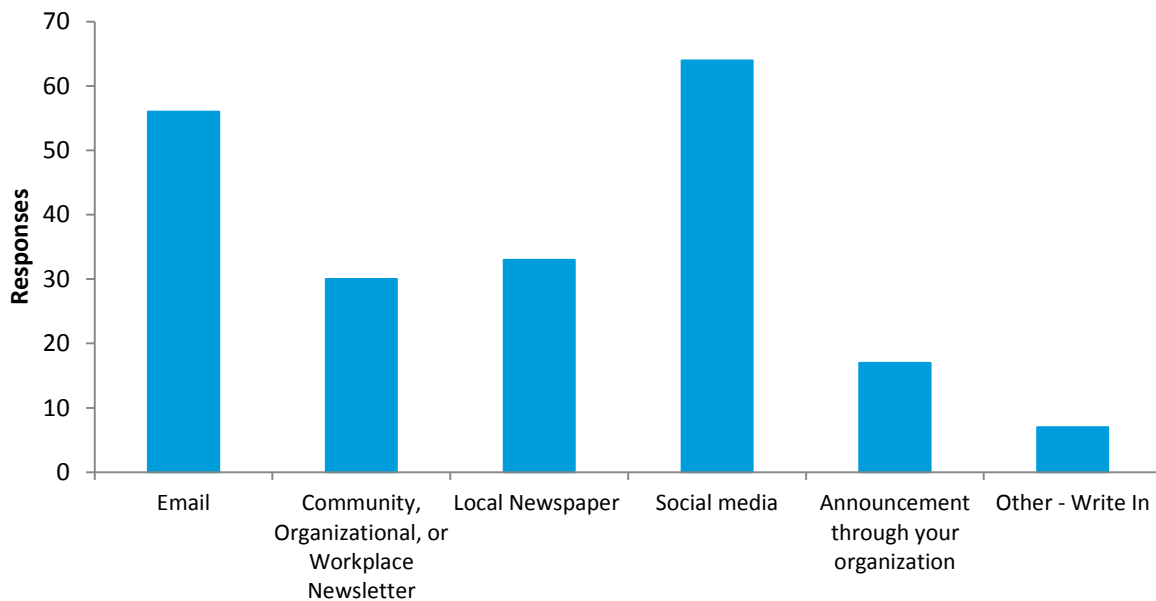


FIGURE 14: WHAT ARE EFFECTIVE WAYS TO INFORM MEMBERS OF YOUR ORGANIZATION OR COMMUNITY ABOUT THE PROGRAMS AND SERVICES OFFERED BY LOCAL MOTION? (CHECK ALL THAT APPLY)



OTHER COMMENTS OR SUGGESTIONS (OPEN-ENDED)

Over 30 respondents provided general comments or suggestions. Examples include:

- *Glad to see your tables at the farmers markets.*
- *Work with Capital Bikeshare to get more stations installed south and north of King Street along Washington Street.*
- *Providing real time info could smooth-out commute.*



- *Connecting the existing Metroway service to Columbia Pike will help achieve the original goal of enhanced regional mobility.*
- *Better coordination between dash & metro schedules.*

Focus Group

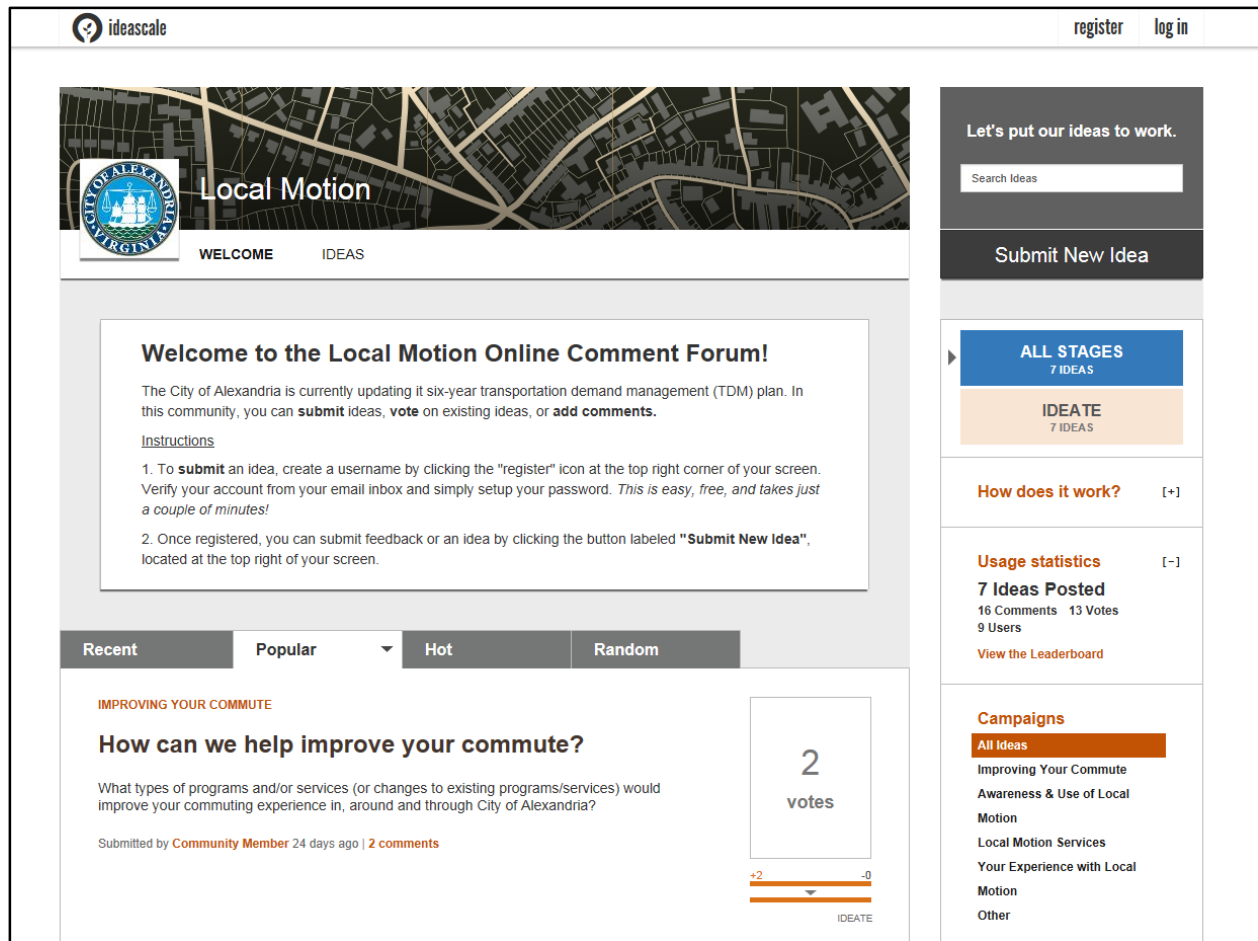
An interactive forum was developed using “IdeaScale”, a digital engagement platform that allows participants to share ideas and vote/comment on other users’ ideas. The IdeaScale site was designed as a web-based “Focus Group” and remained open for several weeks. Email invitations to participate were sent to specifically chosen individuals representing various organizations and groups known to Local Motion, including regional partners, employer liaisons, and other city/department staff. The forum generally focused on several key topics, including: improving commutes, familiarity with Local Motion, “spreading the word” about Local Motion, and user experience. The input is summarized (italicized) below:

- **How can we help improve your commute?**
 - *Better access to the Metro stations. More bus service, better walking and biking routes. In my case a better walking/biking route to the Van Dorn Metro would be a significant improvement.*
 - *There are several ways to commute; car, bike, transit, walk. However to get to transit you must walk or bike. By improving conditions for people who walk or bike you increase those who use transit and thus taking cars off the road. The Washington region is growing and to keep congestion at a reasonable level we must improve facilities for those who walk and bike.*
- **Are you familiar with Local Motion?**
 - *I watch the Local Motion website for relevant information*
 - *I am aware of all the services Local Motion provides, they have been a good source of transportation information for the residents of Alexandria*
- **Spreading the Word**
 - *Local Motion, perhaps coordinating with other groups both public and private could, hold a "ride through Alexandria" event where some major roads would be open only to people walking or riding a bicycle - perhaps between Metro stations on a Sunday morning.*
 - *Use employer services program to get information to those working in the City. New hire orientation programs, transportation fairs and special events, expanding participation in the Employer Challenge, closing down a street for Car Free Day and getting employers engaged with the event and expanding employer participation in Bike to Work Day would be good starting points.*
- **Tell us about your experience(s)!**
 - *Again it is the info that Local Motion provides that I find useful. I use Bikeshare, I find the Wash-area Bike Forum useful. Local Motion as a source of what is happening relative to complete Streets is of great interest to me.*



- *I think the communication that Local Motion provides is a catalyst for those who are looking for information on how to improve their transportation needs.*
- **Other**
 - *The city needs to begin planning to provide transportation solutions for the TSA before the employees arrive.*
 - *It would be much better, for many reasons, if TDM for developments contributed to increased DASH service instead of all these rush-hour-only, one-community-only private shuttles were running around and taking up valuable space at/near metro stations.*
 - *Shuttles may be a good idea for employers who may not be close to a rail line. Perhaps some of the employers would be willing to chip in for the costs.*
 - *Suggest the city contact some of the larger companies/organizations to see if there is something that can be worked out that would benefit all.*
 - *TDM Flex Pass - consider creating a TDM flex pass that combines transit, bikeshare, and carshare (comments below)*
 - *This would be great not only for commuters but its simplicity would help visitors to the area deal with transportation.*
 - *This is a good idea and would help streamline the various modes of travel allowing for program users to use each of the alternatives in a seamless manner if they chose to do so.*
 - *This would be a good idea to explore. Also I have read where some cities are testing a phone app that does the same thing which would definitely be useful, everybody has a cell phone....*





The homepage of the Local Motion "IdeaScale" site.

Chapter 5 – Service Changes and Expansion Plan

Local Motion service changes and expansion plan was developed to strategically respond to the current management capacity, the needs of our community, Citywide goals, and identified areas of improvement for our program. The strategies developed for this TDMP's were designed to help us achieve our goals and objectives and respond to the needs of our users.

Service Changes and Expansion Projects - Overview

Table 8 summarizes the planned service changes and expansion projects, including the base year cost, implementation year (schedule), staffing or contractor expenses, and identified funding. All of the planned service changes and expansion projects are funded.

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

Following table provides a detailed description of each planned service change or expansion project, by TDM service category.

TABLE 8: PROPOSED TDM PROGRAM SERVICE CHANGES AND EXPANSION PLAN FY2017 - FY2021

Service Change or Expansion Project	TDM Service Category	Implementation Year	Base Year Cost	Ongoing Operating?	Staff or Contractor	Funding Identified
Rebranding	Marketing and Outreach	FY2016	\$400,000	No	Contractor	CMAQ/RSTP Carryover
Transit Options Visibility	Marketing and Promotion	FY2016	\$125,000	No	Contractor	CMAQ/RSTP Carryover
Performance Monitoring Program	Reporting	FY2016	\$400,000	Yes – Annual Survey Expense	Contractor	CMAQ/RSTP Carryover
Neighborhood Transit Access Pilot	Research and Commuter Assistance	FY2016	\$ 573,000	No	Contractor	CMAQ/RSTP Carryover

Service Changes and Expansion Projects – Narrative Detail

Marketing and Outreach

Rebranding

Projected Costs and Staffing:

Base Year Cost: \$400,000



Ongoing Cost: No

Staffing: Contractor Assistance

When compared to other neighboring branded city initiatives and TDM organizations brands, Local Motion's brand does not carry the same weight in our community nor have the same level of visibility. A Google search of "Local Motion Alexandria" brings up a yoga studio as the first hit, followed by the TDM agency, followed by more yoga studio pages. Local Motion is making it a priority in FY2016 to rebrand Alexandria's TDM program to ensure that our name and logo are easily recognizable, unique, and instantly convey the nature of our programs and services and that our style and messaging is consistent.

Description:

Rebranding will involve multiple deliverables that will be provided under one rebranding contract:

- Design and implement a before and after rebranding survey that captures changes in familiarity and associations with Local Motion's brand;
- Design a new name, logo, slogan, and style guide to be used on our website and all print materials;
- Resign the website with new branding and style, update all content to be engaging, clear, and reflect current service offerings and create a Spanish language version of our website;
- Update the content and style of printed materials (e.g. New Homeowner promotional materials) and in that process update the current Alexandria bike map to include DASH, Metroway, Metrorail and VRE Stations; and
- Design and execute a new brand campaign with paid advertising and promotional events.

Rationale and Return on Investment:

As our Employer Outreach and Grassroots Marketing service offerings grow to better reach all residents, employees, and employers in Alexandria; we have an opportunity to make a lasting impression with a strong brand presence. Investing in content development and messaging will carry forward for years to come. Greater brand strength and a more user friendly website and promotional materials will make it easier for residents and employees to find the information they need to make smart and sustainable decisions regarding how they commute and move about the city.



Transit Options Visibility

Projected Costs and Staffing:

Base Year Cost: \$125,000

Ongoing Cost: No

Staffing: Contractor Assistance

Informational pamphlets on display at Alexandria businesses provide an important way for employees to access and possess transit information. However, pamphlets tend to provide excellent information to those who know they are seeking specific information, they do not usually attract casual observers. Transit Screen, large TV displays that show the real-time transit information of the nearest transit services, is dynamic and eye catching and has greater potential to spark interest in the otherwise uninterested passersby. Similarly a detailed City map clearly illustrating the robust transportation options, printed and mounted to make it easy for two to three people to gather around and explore their transportation options also has a general enough utility to attract the attention of a drive alone commuter.

Description:

Local Motion will offer local employers the opportunity to receive a TransitScreen to be used in their lobby or other easily visible common area at no initial cost. Local Motion will subsidize the cost of the monitor and installation as well as six-months of transit feed to the monitor. In return the employer will be required to sign a contract agreeing to continue to pay for the transit feed for an additional year and a half. At the end of the two-year period employers have the option to continue paying for their feed or return the equipment to Alexandria. The number of employers who receive the subsidy is limited to the total budget for this program enhancement and is estimated at 25 employers. In addition to transit screens employers and residences will be offered the opportunity to receive a large printed and mounted map of Alexandria that displays the transportation options within the city.

Rationale and Return on Investment:

The spread of high quality, user friendly, and attractive transportation information will benefit the employees, residents, and visitors that come into contact with the information. This initiative will also generate interest from other employers and residences that are in competition to attract and retain staff or renters who will be able to request screens and or maps and pay for the cost of them out of their TMP budgets.



Reporting

Performance Monitoring Program

Projected Costs and Staffing:

Base Year Cost: \$400,000

Ongoing Cost: Yes - \$40,000 a year for an Annual TDM Survey and Report

Staffing: Contractor Assistance

Local Motion currently uses MWCOG's State of the Commute and annual performance measures such as the number of calls received at the Call Center and number of flyer distributed at events to track our program's performance. These tools could be improved in ways that would support how we design our marketing and information materials, how we track the impact of our services, and how we ensure the highest level of customer service and brand integrity.

Description:

The Performance Monitoring contract will include multiple deliverables:

- Design and implement a Mobility Study and perceptions of mobility in Alexandria. The study must include information on existing conditions in transit, bike, walking, and car sharing, show the most common trip patterns in the and out of the City, show transit propensity of city neighborhoods, as well as information on average travel time, distance, and mode of local commuters. The study must also include a survey of residents and employees that provides better insights into what obstacles (perceived or actual) prevent people from using alternatives to driving alone.
- Based off of the Mobility Study, design neighborhood level TDM guides that show residents and employees in a specific neighborhood transportation information that is specific to that area. Information could include a neighborhood specific map, directions using non-SOV options to 10 major destinations within Alexandria, to the nearest Metro and VRE stations, and to select locations outside of Alexandria, key data access and frequency of transit service in that neighborhood. Neighborhood stakeholders should be engaged to help select the information and locations that they want highlighted in their TDM guide.
- Develop TDM performance measures specific to Alexandria's context and programming, identify potential data sources for missing data, and create a data management and collection plan based off of the performance measures.
- Design and conduct an annual commuter survey and report.

Rationale and Return on Investment:

The ability to establish a baseline and then track Local Motion's performance will support program development, future grant application competitiveness, and help Local Motion to make a better case to the public about how our programs work. An initial investment in starting up our performance monitoring program will require comparatively low maintenance costs, but will continue to improve our performance for years to come.



Research and Commuter Assistance

Neighborhood Transit Access Pilot

Projected Costs and Staffing:

Base Year Cost: \$573,000

Ongoing Cost: No - \$533,000 in FY17 and FY18 for a three year pilot and \$50,000 in FY19 to study the impact of the pilot.

Staffing: Contractor Assistance

The City of Alexandria is served by 10 DASH routes and numerous Metrobus routes, in addition to the Yellow and Blue lines of Metrorail. Nevertheless there are significant pockets of the city that experience low transit accessibility. Though transit exists on the fringes of these residential neighborhoods that service typically only comes every 30 minutes, even in the peak periods, and requires walking significant distances that make using the service very inconvenient. Neighborhood Circulators are an additional tool that can be leveraged to help reduce SOV trips.

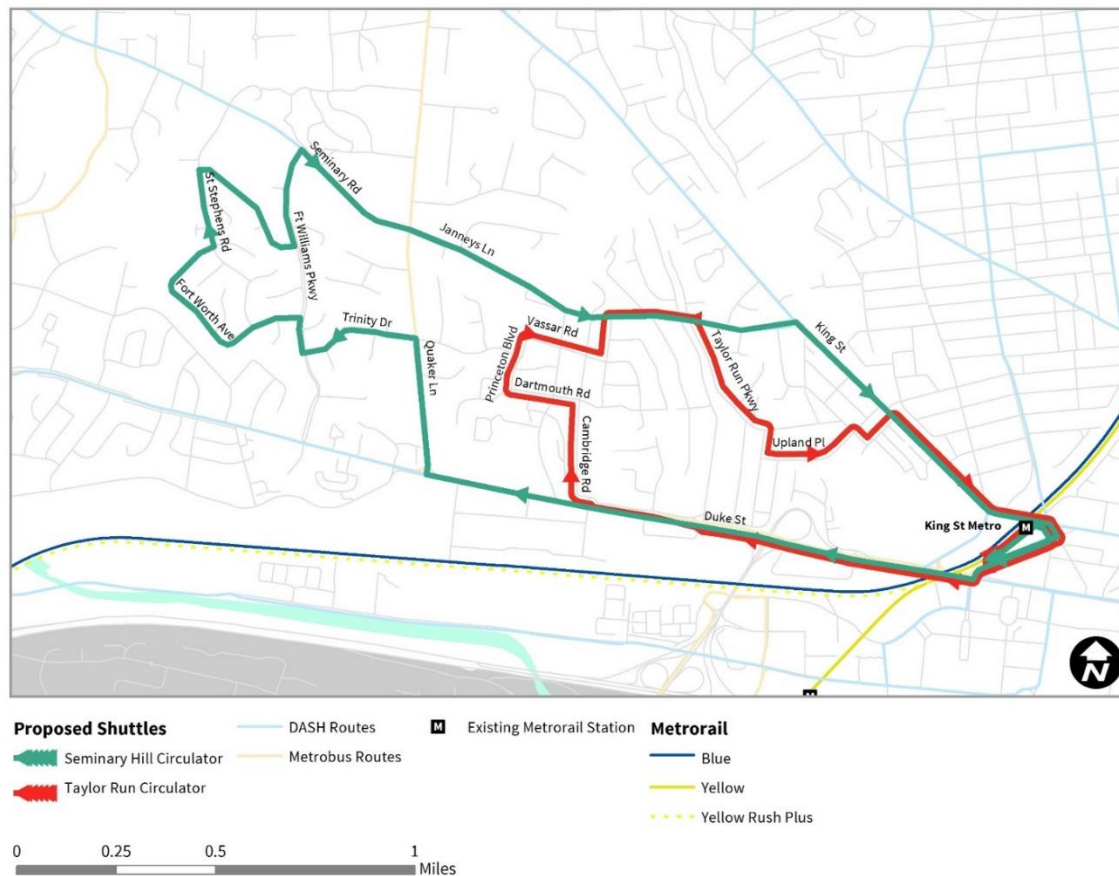
Description:

The City of Alexandria Neighborhood Circulator Pilot program will provide circulator service to two neighborhoods in the City that are currently not well connected to transit, and in particular Metrorail. This will take place over a three year period. Unlike existing transit services that primarily operate on arterials, these two Circulators will penetrate into two neighborhoods directly west of the King Street Metrorail Station, also a key transit hub for bus service. The Circulators will be express service in that they will only have stops in the neighborhoods, not to and from the neighborhoods, and will come every 15-20 minutes, but only during the peak periods. Targeting single-family home residential neighborhoods provides the City with a method by which to access the value in providing direct access to mass transit in a very focused way and gauge the performance of such service by tracking ridership, surveying riders, and ultimately evaluating the impact on SOV mode shift.

As a budgeting example, two possible Circulator routes are illustrated in **Figure 15**. Final decisions what neighborhoods should pilot the circulators will be determined through a complete study of transit access and need as well as stakeholder input. The longer route drawn in **Figure 15**, labeled as Seminary Hill, could operate every 15.5 minutes for seven hours per day (peak periods). At a rate of \$100 per service hour (the average for the Washington region), this would cost approximately \$354,000 annually. The shorter loop, labeled as Taylor Run, could operate every 20 minutes for seven hours per day, and would cost approximately \$178,000 annually. Over a three-year period, the total cost to operate both routes would be approximately \$1,596,000.



FIGURE 15: CIRCULATOR BUDGETING EXAMPLE MAP



Rationale and Return on Investment:

The City of Alexandria has very specific goals of reducing single-occupancy (SOV) mode share. To accomplish this goal they have developed a wide array of strategies including Transportation Management Plans, a multi-faceted TDM program, and robust transit service. A three year pilot provides the City with adequate time for ridership on the routes to mature and to make adjustments to enhance service based on customer feedback. At the end of the three year period the City will have valuable information on the validity of this tool and if continued investments are warranted.

Chapter 6 – Financial Plan

Local Motion’s Financial Plan consists of an operating plan and an analysis of the program’s current and projected staffing and contractor needs. Local Motion’s programs and services do not have capital expenses. All expenses and revenues presented in this plan are year of expenditure dollars.

Operating Plan

Local Motion has prepared operating revenue projections, a baseline operating plan that is constrained by projected annual revenues and an enhanced operating plan that incorporates additional revenue from prior year carryover funds and program enhancements presented in the Chapter 5: Service Changes and Expansion Plan.

Operating Revenue Projections

Table 9 presents Local Motion’s identified revenues for FY2016, as well as their projected revenues for FY2017-FY2022. Local Motion has five funding sources – federal Congestion Mitigation and Air Quality Grant (CMAQ) and Regional Surface Transportation Program (RSTP) funding; the Virginia Department of Rail and Public Transportation’s (DPRT) TDM Operations Grant, local funding used to “match” DPRT’s grant funding, and the Virginia Department of Transportation (VDOT) Employer Outreach Grant.

The CMAQ/RSPT program provides funding for transportation initiatives that reduce the negative air quality impact of automobile travel in areas of the country that are determined to be in non-attainment for at least one of the national air quality standards. The amount of CMAQ/RSPT funding allocated in the region is determined in a cooperative process led by the region’s metropolitan planning organization, the Metropolitan Washington Council of Governments (MWCOC). The City of Alexandria and other Northern Virginia jurisdictions submit project requests for CMAQ and RSTP funds to the Northern Virginia Transportation Authority (NVTA). NVTA prepares a list of project recommendations that is included in VDOT’s Six-Year Improvement Program, which is approved by the Commonwealth Transportation Board (CTB) in June of each year.

MWCOC programs available CMAQ/RSTP funding on a six-year basis and current projections extend from FY2016 to FY2021. It was assumed that the amount of funding available in FY2022 will remain consistent with the amount of funding programmed for previous years. CMAQ/RSTP operating funding is used to support all of Local Motion’s programs.

The projection of DRPT TDM Operations grant funding and the associated local match is based on an assumed increase of three percent a year, reflecting the need to increase funding slightly each year to account for inflation and increased program costs. It is not assuming that these funding sources will otherwise grow during the six-year period. The DPRT grant must be matched at 20 percent of the awarded amount with local funding. Should the council approve additional local funding for TDM, it is possible that the program may apply for a larger DRPT grant during the six-year period.

Funding from all grants is shown in **Table 9**.



TABLE 9: LOCAL MOTION REVENUES FY16, FY17-FY22 PROJECTIONS

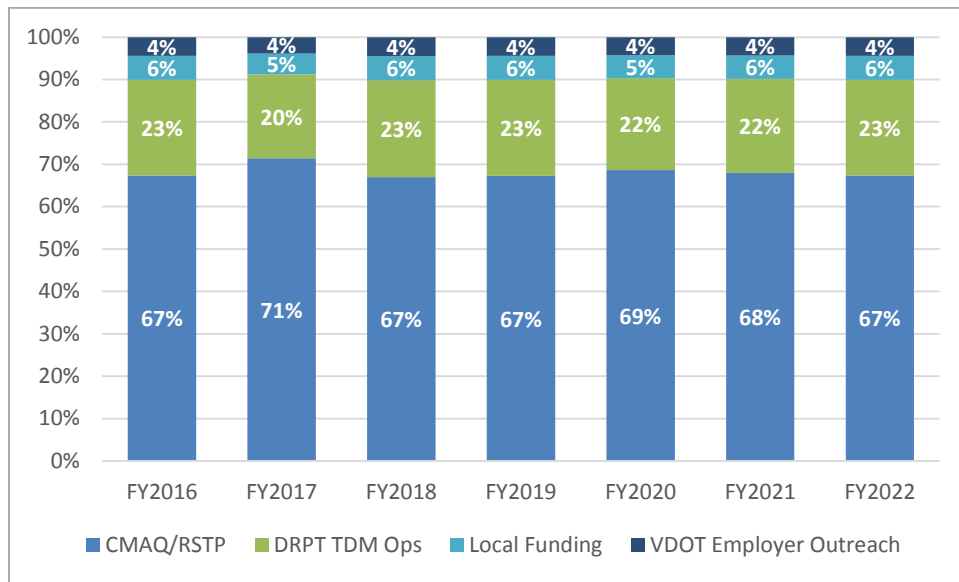
	FY2016	Percent of Total	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
CMAQ/RSTP TDM	\$461,000	43%	\$638,000	\$493,000	\$526,000	\$600,000	\$600,000	\$600,000
CMAQ/RSTP Transit Store*	\$257,143	24%	\$257,143	\$257,143	\$257,143	\$257,143	\$257,143	\$257,143
DRPT	\$241,022	23%	\$248,253	\$255,700	\$263,371	\$271,272	\$279,411	\$287,793
Local Match	\$60,255	6%	\$62,063	\$63,925	\$65,842	\$67,818	\$69,852	\$71,948
VDOT	\$46,000	4%	\$47,380	\$48,801	\$48,801	\$48,801	\$48,801	\$48,801
Total Revenues	\$1,065,420	100%	\$1,252,838	\$1,118,569	\$1,161,158	\$1,245,034	\$1,255,207	\$1,265,685

*Local Motion's Transit Store funding operates as a sinking fund. Local Motion receives \$600,000 for the transit store/mobile transit store in FY2016, FY2018, and FY2021 and must distribute the funding across the grant period.

As shown in **Figure 16**, in FY2016 67 percent of Local Motion's total funding will come from CMAQ/RSTP funding, 23 percent from the DRPT TDM Operations Grant, 6 percent from local funding, and 4 percent from VDOT. This composition of funding sources is not anticipated to change over the six-year period. However, exploring additional potential funding sources over the six-year period should be considered. Major changes to either the DPRT TDM Operations grant or the federal CMAQ program may result in financial instability for the Local Motion program. The federal CMAQ program will be subject to change, including changes to the available amount of funding and eligible activities and organizations, when the current federal transportation bill, MAP-21, renewal occurs. MAP-21 is currently operating on extensions, and will likely be renewed during the six-year period covered by this plan.



FIGURE 16: LOCAL MOTION REVENUES FY16, FY17-FY22 PROJECTIONS –SOURCE BY PERCENT OF TOTAL



Baseline Operating Plan

Local Motion’s baseline operating plan is presented in **Table 10**, by program category and individual program. Administrative expenses include the cost of staff time to operate each program, travel and training expenses, and the cost to prepare a TDM Plan and Communication’s Plan update every six years. Programming expenses include the cost of vendor contracts as well as program materials and supplies. Local Motion’s baseline operating budget is projected to remain stable from FY2016 through FY2022, due to the release of a request for proposals for new Marketing Communications and Outreach contract. Although a vendor has not yet been selected for the contract, the baseline budget reflects Local Motion’s estimate for what it will cost to provide the high quality services that the City of Alexandria needs to reduce drive alone commuting. Both administrative and programming expenses were assumed to increase at three percent per year, a rate consistent with inflation.

The baseline operating plan is constrained by available revenue.



TDM Strategic Plan FY2017-FY2022

TABLE 10: BASELINE LOCAL MOTION FY16, FY17-FY22 OPERATING PROJECTIONS

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Administration							
Employer Outreach	\$58,907	\$60,674	\$62,495	\$64,369	\$66,300	\$68,289	\$70,338
Grassroots Marketing	\$58,907	\$60,674	\$62,495	\$64,369	\$66,300	\$68,289	\$70,338
Transit Store/Call Center	\$26,181	\$26,966	\$27,775	\$28,609	\$29,467	\$30,351	\$31,261
Commute Assistance/ Subsidy	\$39,271	\$40,450	\$41,663	\$42,913	\$44,200	\$45,526	\$46,892
Capital Bikeshare	\$13,090	\$13,483	\$13,888	\$14,304	\$14,733	\$15,175	\$15,631
Long-range Planning	\$-	\$-	\$-	\$-	\$-	\$75,059	\$-
Training, Travel, Admin	\$17,865	\$18,401	\$18,953	\$19,522	\$20,108	\$20,711	\$21,332
Administration Sub Total	\$214,222	\$220,649	\$227,269	\$234,087	\$241,109	\$323,402	\$255,793
Programming							
Employer Outreach	\$239,382	\$246,563	\$253,960	\$261,579	\$269,426	\$277,509	\$285,834
Grassroots Marketing	\$183,382	\$188,883	\$194,550	\$200,386	\$206,398	\$212,590	\$218,967
Transit Store/Call Center	\$314,382	\$373,813	\$385,028	\$396,578	\$408,476	\$420,730	\$433,352
Commute Assistance/ Subsidy	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911
Capital Bikeshare	\$15,000	\$18,450	\$21,004	\$21,634	\$22,283	\$22,951	\$23,640
Programming Sub Total	\$767,145	\$843,159	\$870,454	\$896,568	\$923,465	\$951,169	\$979,704
Total Operating	\$981,367	\$1,063,808	\$1,097,723	\$1,130,654	\$1,164,574	\$1,274,571	\$1,235,497
Baseline Operating Surplus/Deficit	\$84,052	\$189,030	\$20,846	\$30,503	\$80,460	\$(19,364)	\$30,188

Enhanced Operating Plan (Service Changes and Expansion Programs)

Table 12 presents the enhanced operating plan, reflecting the programs described in Chapter 5: Service Changes and Expansion Programs. The majority of these program enhancement cannot be funded within Local Motion's existing annual operating revenue flows; however, Local Motion has carryover CMAQ/RSTP funding that can be spent on program enhancements shown in **Table 11**. Carryover CMAQ/RSTP funding has positioned Local Motion to be able to make sizable investments into one-time expenses to improve Local Motion's service offerings, brand recognition, performance monitoring, and overall impact.

While most planned enhancements are one-time investments, Local Motion intends to explore potential funding sources for ongoing expenses that will need funding once all the carryover funds have been spent. Local Motion will have ongoing performance monitoring costs once the initial measure and performance monitoring system have been developed.

TABLE 11: LOCAL MOTION REVENUES FY16, FY17-FY22 PROJECTIONS WITH CMAQ/RSTP CARRYOVER

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Carryover CMAQ/RSTP	\$1,375,000	\$580,000	\$550,000	\$192,000	\$-	\$-	\$-
CMAQ/RSTP TDM	\$461,000	\$638,000	\$493,000	\$526,000	\$600,000	\$600,000	\$600,000
CMAQ/RSTP Transit Store	\$257,143	\$257,143	\$257,143	\$257,143	\$257,143	\$257,143	\$257,143
DRPT	\$241,022	\$248,253	\$255,700	\$263,371	\$271,272	\$279,411	\$287,793
Local Match	\$60,255	\$62,063	\$63,925	\$65,842	\$67,818	\$69,852	\$71,948
VDOT	\$46,000	\$47,380	\$48,801	\$48,801	\$48,801	\$48,801	\$48,801
Total Revenues	\$2,440,420	\$1,832,838	\$1,668,569	\$1,353,158	\$1,245,034	\$1,255,207	\$1,265,685

TABLE 12: ENHANCED LOCAL MOTION OPERATING EXPENSES, FY2017-FY2022

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Administration							
Employer Outreach	\$58,907	\$60,674	\$62,495	\$64,369	\$66,300	\$68,289	\$70,338
Grassroots Marketing	\$58,907	\$60,674	\$62,495	\$64,369	\$66,300	\$68,289	\$70,338
Transit Store/Call Center	\$26,181	\$26,966	\$27,775	\$28,609	\$29,467	\$30,351	\$31,261
Commute Assistance/ Subsidy	\$39,271	\$40,450	\$41,663	\$42,913	\$44,200	\$45,526	\$46,892
Capital Bikeshare	\$13,090	\$13,483	\$13,888	\$14,304	\$14,733	\$15,175	\$15,631
Long-range Planning	\$-	\$-	\$-	\$-	\$-	\$75,059	\$-
Training, Travel, Admin	\$17,865	\$18,401	\$18,953	\$19,522	\$20,108	\$20,711	\$21,332
Administration Sub Total	\$214,222	\$220,649	\$227,269	\$234,087	\$241,109	\$323,402	\$255,793
Programming							
Employer Outreach	\$239,382	\$246,563	\$253,960	\$261,579	\$269,426	\$277,509	\$285,834
Grassroots Marketing	\$183,382	\$188,883	\$194,550	\$200,386	\$206,398	\$212,590	\$218,967
Transit Store/Call Center	\$314,382	\$373,813	\$385,028	\$396,578	\$408,476	\$420,730	\$433,352
Commute Assistance/ Subsidy	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911
Capital Bikeshare	\$15,000	\$18,450	\$21,004	\$21,634	\$22,283	\$22,951	\$23,640
Programming Sub Total	\$767,145	\$843,159	\$870,454	\$896,568	\$923,465	\$951,169	\$979,704
Enhancements							
Rebranding	\$400,000	\$-	\$-	\$-	\$-	\$-	\$-
Transit Visibility	\$125,000	\$-	\$-	\$-	\$-	\$-	\$-
Performance Program	\$400,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Neighborhood Transit Access Pilot	\$573,000	\$533,000	\$533,000	\$50,000			
Enhancements Sub Total	\$1,498,000	\$573,000	\$573,000	\$90,000	\$40,000	\$40,000	\$40,000
Total Operating	\$2,479,367	\$1,636,808	\$1,670,723	\$1,220,654	\$1,204,574	\$1,314,571	\$1,275,497
Operating Surplus/Deficit	(\$38,948)	\$196,030	\$(2,154)	\$132,503	\$40,460	\$(59,364)	\$(9,812)

Staffing and Contractor Assistance

Local Motion currently has two full-time equivalent (FTE) staff, including the Transportation Demand Management Coordinator and a Transit Specialist II. **Table 13** projects the need for staffing resources, growing at a constrained three percent per year in line with the constrained operating revenue projections, for the six-year period. Staff salaries, fringe benefits, and indirect costs comprise just under 20 percent total program funding in FY2016.

TABLE 13: STAFFING RESOURCES, FY2016 AND FY2017-FY2022 PROJECTIONS

	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Existing Staff (2 FTEs) – Salaries, Fringe, and Indirect Costs	\$196,357	\$202,248	\$208,315	\$214,565	\$221,002	\$227,632	\$234,461
Proportion of Projected Operating Revenues Total	18%	15%	18%	17%	18%	18%	19%

Table 14 provides a summary of the responsibilities of each Local Motion staff member. TDM is a labor-intensive activity, requiring individualized service to assist commuters and employers with their unique transportation needs. While providing information online and through marketing materials and the media are effective and important elements of TDM, it is often difficult for TDM agencies to expand their services without having additional staff capacity to work with commuters and employers that request or could benefit from individualized assistance.

TABLE 14: SUMMARY OF STAFF RESPONSIBILITIES

Staff Position	Summary of Staff Responsibilities
TDM Coordinator	Manage the day-to-day operations of the City of Alexandria's TDM program, Local Motion Assist in organizing and implementing public events and marketing campaigns; developing and writing promotional materials Work with the community and external partners, Federal, State and City entities, to ensure the coordinated operation, outreach, and communication of Local Motion program and services. Prepare and oversee the presentation of grant applications to enhance the funding of TDM improvements within the City Monitor expenditures on projects and prepare related written and analytical reports Manage all aspects of contracts held with consultants hired to perform various duties for the City Assist residents and employers with commute planning Manage interns hired by the Transportation Planning Division Oversee the administrative operations of the Alexandria Transit Store Coordinate Bike to Work Day pit stop and event Attend MWCOG TDM meetings and trainings
Transit Specialist II	Coordinate and staff annual Transportation Demand Management events Manage the City of Alexandria's Commuter Connection Rideshare database Maintain brochure inventory Attend MWCOG TDM meetings and trainings Assist residents and employers with commute planning Respond and fulfill resident and employer TDM related requests and inquires Manage the City of Alexandria's employee transportation benefit program Present TDM related information at all City of Alexandria new employer orientations Serve as back-up Paratransit Coordinator for City of Alexandria DOT program Attend MWCOG Ridematching Committee Meetings

Contractors are critical to executing Local Motion's day-to-day outreach. Local Motion's Transit Store (soon to be Mobile Transit Store) and Call Center are operated and staffed through a contract with DASH. The Mobile Store and Call Center will be staffed by two full-time commuter consultants for the duration of this planning period. Currently, Local Motion's Employer Outreach and Grassroots Marketing Programs are staffed by one outreach consultant each, both through a contract with NeoNiche Strategies LLC. Local Motion's recently released request for proposals for expanded Employer Outreach and Marketing services will likely result in an additional outreach consultant for Employer services and an additional half-time equivalent for Grassroots Marketing. The program enhancements call for additional contractor assistance for rebranding, developing a performance monitoring program, and the neighborhood transit access pilot.

Chapter 7 – TDM Program Monitoring and Evaluation

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

Current Performance Measures

Local Motion uses performance measurement as a tool for accountability, transparency, and to demonstrate that TDM is an effective use of public transportation funding. Local Motion currently tracks numerous metrics to monitor program performance over time and regularly produces and submits reports to the Virginia Department of Rail and Public Transportation (DRPT). Each metric is used to report on each Local Motion program activity. **Table 15** outlines the performance measures reported. All metrics are reported annually and are compared to previous years.

TABLE 15: PERFORMANCE MEASURES

Program Area	Performance Measure
Carshare Alexandria!	Total New Participants for Reimbursement
	Total Participants for Reimbursement (Cumulative)
	Total Surveyed
	Total Participants
New Homeowner Mailings	Number of pieces
	Price per piece
	Total cost per month
City of Alexandria Employee Benefits Program	Total New Participants
	Total Removed Participants
	Total Participants at End of the Month
	Total Benefit-Eligible City Employees at End of the Month
	Proportion of City Employees Participating at End of the Month
	Number of monthly DASH passes sold by the City
	Number of DASH passes provided to City employees
	Total revenue from DASH pass sales
Communications	Facebook Likes
	eNews Subscribers (Total)
	Returning Visitors (Observed Users)
	Unique IP Addresses (Estimated Visitors)
	New Incoming Visitors (Estimated number of visits)
	Unique Page Views (Pages)
	Number of times a page, image or file is viewed (Hits)
Employer Outreach Activity	Total Employers, by level
	Personal Contact (e.g. Voice, Letter, Personal Email)
	Broadcast Contact (e.g. Letters, Flyers, Newsletter or Broadcast E-mail)
	On-Site Events/Promotions
	Sales Meetings/ Site Visits
	Employers Surveyed
Alexandria Transit Store	Customer Activity
	Transit Information Via Phone

Program Area	Performance Measure
Alexandria Transit Store	Transit Information Via Walk In
	Transit Literature Picked up by Walk in
	Door Counter
	Total Transit Info/Lit
	Sales By Volume
	DASH Bus pass sales
	Student Summer Pass
	Electronic DASH Pass
	SmarTrip card sales
	WMATA Metrobus
	WMATA Rail only pass/ fare card sales
	WMATA - Tokens/Senior/Disabled smart cards
	VRE ticket sales
	Sales By \$ Amount
	DASH Bus pass sales
	Student Summer Pass
	Electronic DASH Pass
	SmarTrip card sales
	WMATA Metrobus/Rail pass sales
	WMATA Rail only pass/ fare card sales
	WMATA tokens/senior/disabled smart card sales
	VRE ticket sales
Commuter Connections	New Guaranteed Ride Home Applicants
	Match list Requests
	Rideshare Applicants
Grass Roots Marketing	Retail Partners
	Events
	Customer Engagements
	Pledges
	Premiums Distributed

Local Motion's data collection process is regular and ongoing. Local Motion staff maintain an Excel spreadsheet that they update regularly. The spreadsheet serves as a comprehensive inventory of Local Motions' activities. Local Motion staff create quarterly reports to DRPT. The quarterly report consists of each program element of the annual work plan that Local Motion submits to DRPT and the corresponding performance measures to quantify program achievements in the specified quarter and overtime. Local Motion also produces an annual summary of program activities at the end of each fiscal year.

Chapter 8 – TDMP Monitoring and Evaluation

Proposed performance measures

As described in Chapter 7, Local Motion currently produces regular reports on program participation. In order to monitor the progress of the TDMP, Local Motion should specifically tie the current performance metrics to the TDMP's goals and objectives to better track and more transparently report progress toward meeting them. It is recommended that Local Motion produce an annual summary table to report on the metrics identified in **Table 16**. Many of the recommended metrics are already reported to the City of Alexandria and DRPT while other metrics will only be updated every three years when the new State of the Commute Survey is released.

TABLE 16: PROPOSED PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Data Source
Shift individual and community habits and attitudes towards sustainable forms of travel.	Raise awareness of travel options.	Number of Employers Working with Local Motion	DRPT Report
		Number of Retail Establishments Working with Local Motion	Grassroots Marketing Report
	Promote the benefits of walking, biking, using transit, and ridesharing.	External Employer and Community Events Attended and Number of Individuals Reached	Grassroots Marketing Report
		Brochures/Newsletters Requested and Distributed	DRPT Report
		Website/Facebook clicks	DRPT Report
Preserve the unique character of the city while promoting and expanding the benefits of TDM for all.	Reach diverse communities.	Resident Awareness of Transportation Demand Management (TDM) Services	New survey
		Resident Use of Transportation Demand Management (TDM) Services	New survey
		Alexandria Workers Use of TDM Services	New survey
	Increase non-SOV mode share.	Drive Alone Commute Mode Share	COG State of the Commute and new survey
		Vehicle Trips and Miles Travel on an Average Weekday	New survey
		Public Transit Ridership Growth	Transit Service Division reports
		Bicycle Usage in Alexandria	BPAC counts
Foster an organizational culture that inspires excellence and accountability.	Provide high quality customer service.	Customer Satisfaction Net Promoter Scores/ for Mobile Store	New survey
	Operate financially responsible and effective programs.	Resident Awareness of TDM Services	New survey
		Resident Use of TDM Services	New survey and TMP reports
		Alexandria Workers Use of TDM Services	TMP reports
	Use data and performance measures to improve programs and services	Annual Performance Report	New report

Appendix A – Stakeholder Interview Summaries

In the preparation of the Alexandria TDMP Update and per DRPT requirements, a variety of stakeholders were engaged to solicit feedback on the relationships, interactions and level of support for the Local Motion TDM efforts within the community and region. In consultation with Local Motion staff, the following stakeholders were identified and interviewed:

Name	Title	Organization
Nicholas Ramfos	Director – Alternative Commute Programs	MWCOG
Fatemeh Allahdoust	Transportation Planning Manager – Alternative Transportation / TDM Program	VDOT
Chris Arabia	Manager of Mobility Programs	DRPT
Janet Gregor	TMP Coordinator	Carlyle Community Council

The summarized responses highlight comments received on the nature of the Local Motion/stakeholder relationship, collaboration, vision, and general perception of TDM programs and community-based efforts.

Name:	Nicholas Ramfos
	Director – Alternative Commute Programs
	MWCOG – Commuter Connections
	nramfos@mwkog.org
Question:	Feedback:
Please describe the nature and extent of coordination between your organization and the City of Alexandria's Local Motion Transportation Demand Management program(s)?	<p>We are linked to Local Motion through our Ridematching networks and software support. We also provide the Guaranteed Ride Home program support, and conduct close coordination with their employer outreach. A specific example is from a few years ago, when we worked Local Motion staff on an employer challenge project, where we provided them a customized software model. Since, we have held continuing meetings for pros and cons of this software program. We made changes last year, which helped launched other jurisdictional efforts, with Local Motion seen as the early adopter/leader.</p> <p>We work with them on their pool rewards and car pool incentives. We've provided assistance with bike stops, Bike to Work and Car Free day events.</p>
Do you share data or otherwise support of Local Motion's day-to-day efforts?	We coordinate data and reporting as part of the State of the Commute data sharing, quarterly reports, ridesharing database matches. They provide us with in depth analysis of employer outreach activities on quarterly basis.

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In what areas do you see potential for growth in your personal/organization's relationship with the City of Alexandria Local Motion program(s)?	<p>We would love to see expanded pool rewards – not just here but regionally. We would wish to continue to grow our cooperating activities, for example during the proffers process for developers in the city to negotiate traffic mitigation strategies, MWCOG comes out to present information in partnership with them. We'd welcome even more opportunities to provide additional visibility for these trip reduction efforts.</p> <p>We would like to see the Car Free continue to grow, working with cross-promotion, and gaining more pledges, and increased outreach. Likewise, we'd appreciate more help getting pool rewards promoted across the region.</p>
What, if any, additional information would you wish to impart to the City of Alexandria's TDM Plan Update from your personal or organization's perspective?	Really like that they think locally but act regionally. They are a great partner which reaches out to consult with us. They let others know that they are part of a larger network. They provide constructive feedback on various initiatives, including benefits beyond the City of Alexandria but towards all commuters. In this manner, Local Motion has struck a balance on a win-win perspective.

Name:	Fatemeh Allahdoust
	Transportation Planning Manager
	Alternative Transportation / TDM Program
	Virginia Department of Transportation - NOVA
	Fatemeh.Allahdoust@VDOT.Virginia.gov
Question:	Feedback:
Please describe the nature and extent of coordination between your organization and the City of Alexandria's Local Motion Transportation Demand Management program(s)?	VDOT provides partial employee outreach funding to the City of Alexandria. We partner with Local Motion staff to provide information and resources regarding Telework!VA and NuRide for the promotion of non-SOV commute alternatives.
Do you share data or otherwise support of Local Motion's day-to-day efforts?	Local Motion shares the data they collect on behalf of Commuter Connections.
In what areas do you see potential for growth in your personal/organization's relationship with the City of Alexandria Local Motion program(s)?	We would welcome more partnership to provide technical assistance for the Telework!VA program, but we recognize that even with some additional funding resources they may be constrained regarding staff to implement.
What, if any, additional	Local Motion has been very responsive and we wish they had more

information would you wish to impart to the City of Alexandria's TDM Plan Update from your personal or organization's perspective?	resources. They could benefit from more reporting to help target their initiatives. In general they could further promote the good work they are doing, as Alexandria is a major business/commute location. It seems at times they may get lost under the shadow of all the initiative conducted by Arlington, but Local Motion is doing their own things and very successfully.
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Name:	Chris Arabia
	Manager of Mobility Programs
	Virginia Department of Rail and Public Transportation
	Christopher.Arabia@drpt.virginia.gov
Question:	Feedback:
Please describe the nature and extent of coordination between your organization and the City of Alexandria's Local Motion Transportation Demand Management program(s)?	<p>Our role with Local Motion is as the majority grantor and provider of 80% of agency funding. Staff reach out and consult with DRPT regarding input on events, insight on past practice and genuinely embraces a collaborative approach.</p> <p>With several programs, DRPT worked with Local Motion on transition of transit store to mobile store, providing them with the best approach. We've worked with them on their Ambassador program and provided input into their long-range TDM plan providing them with requested feedback on what strategies make the most sense. Now working with them on shorter term plans (like TDPs for familiarity).</p> <p>We work with Local Motion on Try Transit Week, a broad based promotion, which includes full coordination and kick-off, DRPT developed template proclamation, media release, print/Facebook ads and a link to state website.</p>
Do you share data or otherwise support of Local Motion's day-to-day efforts?	<p>We share information with Local Motion staff, particularly if other jurisdictions are doing something similar, and try to help them leverage other experiences. We don't do much survey work with them, wish for more opportunities.</p> <p>Amtrak marketing (King St. station) and Telework!VA shared website, training modules. VDOT – Telework just for Northern Virginia. Sales force to work with Alexandria staff, to provide technical expertise in setting up/data security.</p>
In what areas do you see potential for growth in your personal/organization's relationship with the City of Alexandria Local Motion	Implementing performance reporting – to show why more money is needed. With bulletproof data, all TDM agencies can make the argument for effectiveness of TDM, "make the case" for how additional resources will effect a positive outcome. We'd welcome more coordination on local promotions within jurisdiction – perhaps

program(s)?	<p>state initiatives with local flavor.</p> <p>Growth in van pooling, we see this as the ultimate public/private partnership, with unmet and untapped potential – see Vanpool Alliance (in reference to a bigger regional program).</p>
What, if any, additional information would you wish to impart to the City of Alexandria's TDM Plan Update from your personal or organization's perspective?	<p>Alexandria doesn't do things on their own. They seek and give input and have more discussions than other agencies. We share their wishes for wanting to get people together for more exchanges of lessons learned (gain from shared experiences). We note that Local Motion proactively uses our funding for further training, local summit attendance, and to grow capabilities of their staff.</p> <p>Local Motion has a good program, the community features density, is transit supportive, and will feature a new metro stop – we'll be looking to see them do more with employer outreach to maintain the awareness and great work done to date, and don't want to see this visibility drop off.</p>

Name:	Janet Gregor
	TMP Coordinator
	Carlyle Community Council
	jgregor@carlylecouncil.com
Question:	Feedback:
Please describe the nature and extent of coordination between your organization and the City of Alexandria's Local Motion Transportation Demand Management program(s)?	<p>We are a local TMP, established with the City of Alexandria and encompassing employer and resident members. Of the approximately 60 TMPs in City, we are oldest and largest by far, working with City Transportation staff. In my role, I deal with employer outreach and residents and do this in coordination with Local Motion staff who prepare an annual TMP report. We share the mission to reduce SOV vehicles, and for my area I work with their staff to find out how people are getting to work and their knowledge of the array of transit benefits offered.</p> <p>Co-sponsored ride-share fair, outdoor in a park. To encourage people to do vanpools. 3 different providers, food, DJ, and information during lunchtime. We had van vendors onsite and received a great turn out. Local motion collected signup info and vendors did so as well. We view this as a "Down payment on education process" towards this mode share, as immediate results, behavior changes following the event were less certain.</p> <p>We work with Local Motion for Commuter Challenge, Try Transit, and the Car Free event – which is coming up. Last year for a Car Free activity, we held an event at a restaurant with Local Motion, happy</p>

	<p>hour/after work event where participants were encouraged to sign a pledge for giveaways (great turnout).</p> <p>We do have two bike share stations (Capital Bikeshare), including discounted membership to residents and employees. We work with Local Motion to track annual corporate memberships (50 at a time for \$25 and offered to participants for another \$25 = \$50 price for \$85 in value). We get great feedback from participants. This is an easy promotion to manage and promote – good all around.</p>
Do you share data or otherwise support of Local Motion's day-to-day efforts?	<p>We work with Local Motion staff to administer the requirement for an annual survey. The survey form is provided to us, and we add Carlisle specific questions to the survey to gain local perspective. Our people to the field work/survey distribution. We do not see many changes to the survey year after year, they seem to be a similar set of questions which may be complicated for people. We would welcome more opportunity to share in the development of this data collection mechanism as well as interpretation of the results.</p> <p>We have data from our bike share service, but do not know if Local Motion has asked for it/has use for it.</p>
In what areas do you see potential for growth in your personal/organization's relationship with the City of Alexandria Local Motion program(s)?	<p>Would love to accelerate the ability for car sharing to come to Carlyle. There have been some need to restart, based on vendors, and the process seems to lag in getting a new provider for the City. We would welcome greater opportunity to coordinate our advocacy for this and similar events.</p>
What, if any, additional information would you wish to impart to the City of Alexandria's TDM Plan Update from your personal or organization's perspective?	<p>We work well with Gabe, and Local Motion and the City have been an incredible resource. The overall environment is very progressive and the staff are dedicated...we are constantly amazed. Local Motion is committed to making it work, always willing to visit and provide us with information. They helped us with determining the location for installation of bike racks...you can tell these types of services are important to them. Their Mobile store visits our location twice a month. We hope to have another ride share fair.</p> <p>We would welcome more coordination with DASH. It has proven hard to reach vanpool participants, hard to assemble critical mass. Hard to know how process works. It is a collaborative process, but hard to make progress. Not sure what happens after initial contact with those expressing interest. Again, we've welcome input into the applicability of effectiveness of the annual survey and perhaps help to refine the process to be less reliant on voluntary/sole source data collection due to credibility issues of the results.</p>