

TRANSPORTATION DEMAND MANAGEMENT PLAN

Fiscal Years 2016-2021



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CHAPTER 1: OVERVIEW OF TRANSPORTATION DEMAND MANAGEMENT PROGRAM

TDM HISTORY AND OVERVIEW

Transportation Demand Management (TDM) involves application of strategies aimed at reducing and redistributing travel demand. Fairfax County Transportation Services Group (FCTSG) is the designated TDM program in Fairfax County, responsible for promoting and marketing a wide array of travel options and alternatives that reduce peak period vehicle trips in the county, including carpools, vanpools, transit, bicycling, walking, telecommuting, and flexible work schedules. FCTSG's customers include anyone who lives in, works in, or travels through Fairfax County on a regular basis. FCTSG's efforts build upon a wide range of services and facilities – including park and ride lots, bicycle and pedestrian infrastructure, and transit services – in Fairfax County that support sustainable travel choices and reduce traffic congestion.

TDM has been a component of the transportation services offered in Fairfax County since 1984. Initially, the TDM services were divided into two programs: RideSources, a carpooling/ridematching service, and Employer Services, which worked with employers in the county. Later RideSources and Employer Services were incorporated into the Transportation Services Group (TSG), and other TDM services were added to promote a fuller array of transportation options in the county.

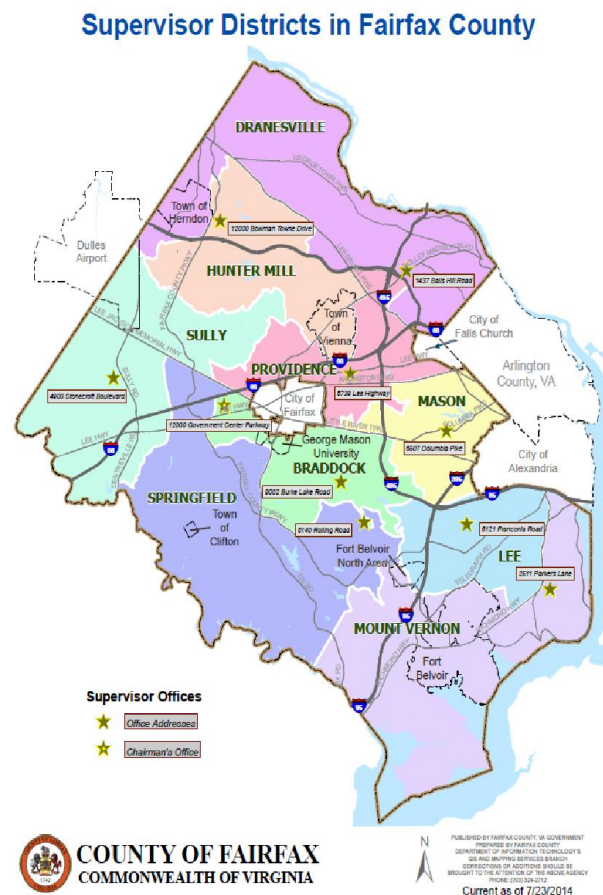
GOVERNANCE

The Fairfax County Transportation Services Group is operated as a program of the Fairfax County Department of Transportation (FCDOT) and is an integrated part of the county government. All of the county government agencies are governed by an elected body, the Board of Supervisors, which is comprised of nine members representing geographical jurisdictions and one chairperson. While the Director of Transportation oversees FCDOT, the Board of Supervisors is the ultimate governing body for FCTSG.

TDM strategies implemented by the Fairfax County Transportation Services Group enhance Fairfax County's **quality of life**, **environmental sustainability**, and **economic vitality** by:

- Helping residents and employees in the County get to work with less stress and time stuck in traffic congestion.
- Helping promote businesses that are making a difference for their employees and communities.
- Leveraging the County and State's investments in transit, park-and-ride, and bicycle and pedestrian infrastructure by promoting use of these options.
- Reducing air pollution and greenhouse gas emissions.

Figure 1. Fairfax County Commuter Services Group Service Area



TDM SERVICE AREA

FCTSG provides a range of TDM services to Fairfax County. The 400-square-mile service area includes the City of Fairfax, Falls Church, the Town of Vienna, and the Town of Herndon.



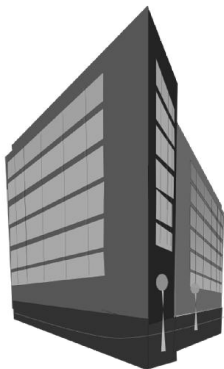
Fairfax County is home to about 1.1 million residents.¹ Though population growth has slowed since 2000, the county is forecasted to grow to 1.35 million by 2040.² About half of Fairfax County residents (age 16 years and older) are employed, comprising a large commuter base.³ The area's growing senior population now comprises 11 percent of the population and is expected to almost double to 19 percent by

¹ Virginia Employment Commission (2014). "Virginia Community Profile: Fairfax County." Available at: http://virginialmi.com/report_center/community_profiles/5104000059.pdf.

² Ibid.

³ 2009-2013 American Community Survey 5-Year Estimates.

2030. This anticipated demographic shift may have important impacts on the transportation needs within the service area, increasing the role of non-work travel needs in addition to more traditional commuter services.⁴



Fairfax County has a thriving business community, and is the primary economic engine for the greater metropolitan area and the Commonwealth of Virginia. The county is home to more than 33,746 employer establishments, including ten Fortune 500 businesses. Table 1 lists the top ten largest employers in Fairfax County. The key markets are

1. Fairfax County Public Schools
2. County of Fairfax
3. U.S. Department of Defense
4. Inova Health System
5. Booz, Allen and Hamilton
6. George Mason University
7. Federal Home Loan Mortgage
8. Navy Federal Credit Union
9. Northrop Grumman Corporation
10. Accenture National Securities

comprised of knowledge- and technology-based sectors, including federal government contracting, information technology services, research and development/technical services, telecommunications, green and environmental services, and life sciences.⁵ There are approximately 575,800 jobs in Fairfax County.⁶ The average job turnover is 34.4%.⁷

Table 1. Top Ten Largest Employers in Fairfax County



While primarily suburban, Fairfax County has several major activity centers, including major employers, shopping, and higher-density residential development. More urban development patterns are planned for particular areas, including Tysons Corner where there are plans for transit-oriented development around its four new Metrorail stations. Reston and Herndon, located along VA 267 (the Dulles Toll Road) also are important centers for jobs, residences, and retail development within the county. The Wiehle-Reston East Metrorail station opened in Reston in 2014, with transit-oriented development already under construction. The Route 28 corridor – including areas of Chantilly and Centreville – centered along VA 28 in the western portion of the county, has recently experienced significant growth and development into a major center for retail, residences, and employment. Other major activity centers within the service area include Springfield, Merrifield/Dunn Loring, Lorton, Fort Belvoir, Falls Church, Seven Corners, southern Alexandria, and Fairfax Center and the City of Fairfax, which is home to George Mason University.

⁴ FCTSG Long Range TDM Plan

⁵ Fairfax County Economic Development Authority, Profile: Fairfax County (2013).

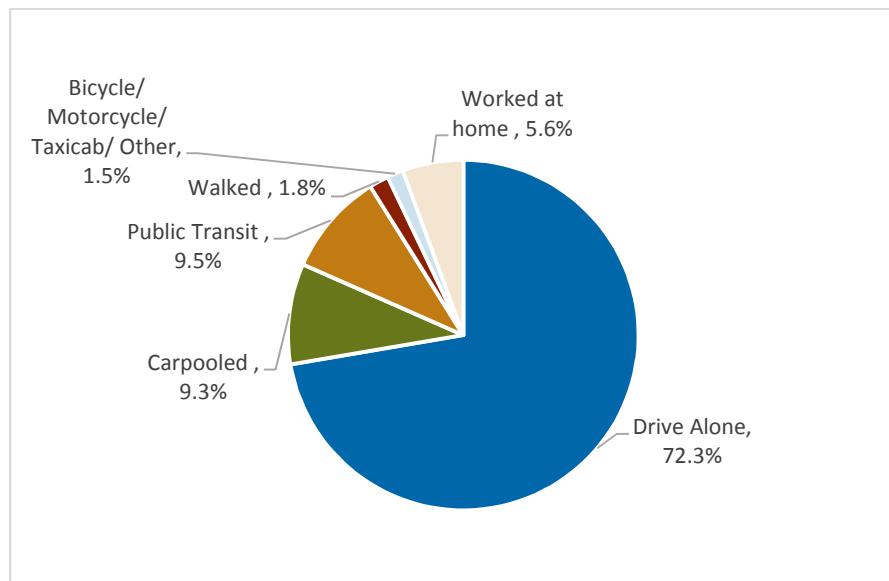
⁶ Virginia Employment Commission (2014). "Virginia Community Profile: Fairfax County." Available at: http://virginialmi.com/report_center/community_profiles/5104000059.pdf.

⁷ Ibid.

TRAVEL PATTERNS

About half of the county's residents work within the county. Other significant places of employment for residents include the District of Columbia (16%), Arlington County (8%), Alexandria (6%), and Loudoun County (4%). The average travel time for county residents to work is 32 minutes. Over 72 percent of the county's residents commute to work by driving alone, as shown in Figure 2.⁸

Figure 2. Commuting Mode Split for Residents of Fairfax County



Source: 2011-2013 American Community Survey 3-Year Estimates.

As Fairfax County has increasingly become a hub for employment within the Washington, DC region, many workers are also commuting into the county from other jurisdictions. About 20 percent of workers come into the county from Loudoun and Prince William counties, as residential growth has increased in those areas (approximately 10% of Fairfax County workers come from each of these two counties), followed by 5% of workers from Arlington County, and smaller amounts from Montgomery County, MD; Prince George's County, MD; Alexandria, VA; the District of Columbia, Stafford County, VA; and other counties.⁹

FCTSG's TDM program serves all of those who live and work in its service area, helping them to choose options other than driving alone.

⁸ 2011-2013 American Community Survey 3-Year Estimates.

⁹ 2006-2010 American Community Survey.

TRANSPORTATION AND DEVELOPMENT: A DYNAMIC CONTEXT

Fairfax County is served by an extensive multimodal transportation system, providing access to local, regional, national and international destinations (via Dulles International Airport). The context of transportation options in Fairfax County is exceptionally dynamic. Over the past few years, a wide array of new transportation investments and services have expanded the array of transit, ridesharing, bicycling, and walking opportunities available to residents and employees in the county. These changes have included a near doubling in the number of Metrorail stations in the County with the opening of the Silver Line through Tysons Corner to Reston; the most significant changes in Fairfax Connector bus services in the County's history; new fast options for high-occupancy vehicles on the I-495 Beltway Express Lanes; and a significant expansion in bicycle facilities, pedestrian improvements, and bus stop enhancements.

Over the next several years, due to increased state and local transportation funding, as well as Phase II of the Silver Line, transportation enhancements are expected to continue, with an array of new transit, ridesharing, and bicycle/pedestrian projects coming. These changes will continue to increase the value and need for TDM program services – to help raise awareness of these new options and encourage businesses and residents to utilize them.

Key elements of Fairfax County's transportation options and recent changes are highlighted below.

Major Highways and Express Lanes. The three major interstates in the service area (I-66, I-95, and I-495) are among the busiest and most congested in the country. Additionally, the Dulles Toll Road is a tolled highway operated by the Metropolitan Washington Airports Authority, which traverses northern Fairfax County, along with a free airport access roadway located in the median, which is also used by some transit services. The Dulles Toll Road offers a peak-period HOV-2 lane, which is used by carpools, vanpools, and buses. Peak-period HOV-2 restrictions along I-66 (one lane outside the Beltway and all lanes inside the Beltway) also accommodate high occupancy trips.

Express Lanes, which are privately operated high-occupancy toll (HOT) lanes, were created on the I-495 Beltway and I-95 through Fairfax County, providing faster and more reliable travel options connecting

The past few years have seen some of the most significant enhancements to transportation options in the County's history, including substantial new transit, ridesharing, and bicycle/pedestrian infrastructure. The Silver Line Metrorail, Fairfax County Connector bus service changes, new HOV-3 lanes on the Beltway, and investments in bicycling, along with plans for Phase II of the Silver Line, and transit-oriented development create great potential for shifts to carpools, vanpools, transit, and non-motorized modes. Marketing and support for these new options will be important for their success.



both of these major corridors. The Express Lanes in both corridors provide free access for HOV-3+ vehicles, transit, and motorcycles, while other drivers pay a toll that varies based on the level of traffic congestion. The I-495 Express Lanes opened in late 2012, and provide new direct connections to Merrifield and Tysons activity centers. The I-95 Express Lanes, which traverse 29 miles from Stafford County to a point between Duke Street and Edsall Road along I-395, just south of the City of Alexandria, opened to travelers in December 2014. The I-95 Express Lanes are reversible lanes that extended and added additional capacity to previously existing HOV-3 lanes along I-95. As part of the I-95 Express Lanes project, VDOT also expanded park-and-ride lots. Due to the previously existing HOV-3 lanes, the I-95/I-395 corridor has a unique casual carpooling system called “slugging”, in which drivers pick up passengers in order to utilize the free HOV-3 lanes.

Transit Services - Fairfax County is well served by a range of transit services. Virginia Railway Express (VRE) provides commuter rail service along two routes, and serves five stations in Fairfax County. The Silver Line Phase I, which added 11.7 miles of track serving McLean, Tysons, and Reston, opened in 2014. This first phase of the Silver Line added five new Metrorail stations in the county, increasing the number of stations in the County to eleven, including the termini of four of the six Metrorail lines (Blue, Orange, Yellow, and Silver).



Bus service also is available throughout the county, provided by Fairfax Connector, Metrobus, and CUE in the City of Fairfax. Effective with the start of new Silver Line Metrorail service, Fairfax Connector implemented the most significant changes to bus service since Fairfax Connector assumed operation of Metrobus routes in Northern Fairfax County in 1994. In total, approximately 40 percent of the total system service was changed, including starting service on 16 new routes, modifying service on 28 existing routes, and eliminating five routes. The Connector also started three new circulator routes in the Tysons area, and for the first time serves the McLean and northern Falls Church areas.

FCDOT has also initiated an Intelligent Transportation Systems (ITS) project that will provide the technology for computer aided dispatching and automatic vehicle location systems (CAD/AVL), and also includes new system capability for stop annunciation and real time passenger information. Full system implementation is expected to occur in early FY 2016. In addition to technology improvements, the Department has also evaluated bus stops across the county and is designing and constructing improvements to increase bus stop safety.



Park and Ride Facilities - In total, there are 47 park and ride facilities – including both surface lots and garages – located in the service area, including 27 with access to VRE and/or Metrorail stations.¹⁰ In 2014, the Wiehle Reston East garage opened, providing 2,300 commuter parking spaces and an

¹⁰ <http://www.fairfaxcounty.gov/connector/parkandrides/>

innovative bike room, in concert with the opening of the Silver Line. All facilities except those at Metrorail stations are free of charge. A Smart Trip Card (or credit card at certain stations) is required to enter and exit these facilities. Most Park and Ride facilities are surface lots where you can park your vehicle and catch a bus or carpool/vanpool to your destination. The Rolling Valley, Springfield Plaza, and Sydenstricker Road Park and Ride lots and two “informal” locations along Old Keene Mill Road in the Springfield area are known as slug-lines, where travelers join carpools to take advantage of the HOV lanes on I-95.¹¹



Bicycle-Pedestrian Improvements – Fairfax County has undertaken significant efforts to enhance bicycle and pedestrian access, particularly around the new Metrorail stations in Tysons and Reston, but also countywide. The County adopted its first ever Bicycle Master Plan in late 2014, which sets the stage for many improvements in the future. FCDOT is working with the Virginia Department of Transportation to identify roadways that can be retrofitted with on-road bike lanes or wide curb lanes to better accommodate bicycles, and has identified priorities for a significant number of bicycle projects. FCDOT also developed an innovative Bike Room as part of the construction of the park-and-ride garage at the Wiehle-Reston East Station, and completed a Reston Bike Share Feasibility Study in June 2014, which recommended that Fairfax County move forward to bring bike sharing to Reston.



New Transportation Projects and Funding – New transportation funding has become available to initiate a number of transportation projects across the county. Most notably, additional revenue has also become available as a result of the state transportation funding plan approved in 2013 by the General Assembly (HB 2313), with some funds directly available to the County and others allocated by the Northern Virginia Transportation Authority (NVTA). The law requires that each locality’s total long-term benefit from these funds be approximately equal to the proportion of the fees and taxes received attributed to that locality. As a result, the County will annually benefit from approximately \$122.8 million in regional transportation revenues annually beginning in FY 2014. In addition, Fairfax County voters have approved local bond funding for transportation. About \$110 million in bond funding for transportation projects was approved by voters in fall 2007, and an additional \$100 million in bonds was approved in fall 2014 to be used for spot road improvements, pedestrian improvements, and bicycle projects. In addition, annual funds from the County’s commercial and industrial real estate tax rate are used for transportation. Largely as a result of the new state and regional funding, the Fairfax County Board of Supervisors approved in January 2014 \$1.4 billion in transportation project priorities over a six year period, including new and existing road projects, sidewalks, trails, and bicycle lanes.

¹¹ For more information, see: http://www.slug-lines.com/Slugging/About_slugging.asp

Land Use Development – In concert with new Metrorail stations and other transportation options, Fairfax County has also been revising land use plans to foster more transit-, bicycle-, and pedestrian-oriented development. In June 2010, the County approved a new Comprehensive Plan Amendment for Tysons, and in February 2014, the Board of Supervisors adopted the Reston Transit Stations Comprehensive Plan amendment, which addresses land development near the Wiehle-Reston East station and future Phase II Silver Line stations. The adopted Plan envisions high-density urban development in the station areas, including development of street grids and implementation of urban design standards, which are supportive of transit, bicycling, and walking.

Significant On-going and Upcoming Transportation Projects

Several major projects are currently under development that will help to address congestion and expand transportation options in the Fairfax County service area:

I-66 Express Lanes / HOV Restrictions – VDOT is planning to develop Express Lanes on I-66 outside the Beltway and to convert I-66 inside the Beltway to HOT lanes in both directions at rush hours. Under these plans, existing HOV-2 lanes will be changed to HOV-3 lanes to improve the flow of traffic on the Beltway and allow for lower occupancy vehicles to pay a toll to use the lanes. These changes inside the Beltway are proposed to begin in 2017, and may increase transit use. They could also result in an increase of informal carpooling (or slugging) for commuters seeking to meet the new HOV restrictions.

Silver Line Phase II – The second phase of the Silver Line development, anticipated to open in 2019, will extend the line through Fairfax County, past Dulles Airport and into Loudoun County, including three new stops in Fairfax County: Reston Town Center, Herndon, and Innovation Center

Transit Improvements – The Fairfax County 10-year Transit Development Plan outlines recommended changes to existing bus service. Already existing bus routes were rerouted to serve the new Silver Line Metrorail stations.

BRAC-related Improvements – In support of the Base Realignment and Closure (BRAC) action at Fort Belvoir, over \$900 million in transportation improvements are being implemented, including Route 1 widening, the I-95 HOV ramp to Fort Belvoir North Area, the I-395 HOV ramp to Mark Center, and other improvements near the Mark Center.

Route 1 Bus Rapid Transit (BRT) – Fairfax County Board of Supervisors recently endorsed the recommendation of the Route 1 Multimodal Alternatives Analysis recommending BRT on Route 1.

Park and Ride Facilities – VDOT's Park and Ride Investment Strategy for planned enhancements includes two projects in Fairfax County: expansion (300 additional spaces) of the Stringfellow Road lot I-66 Exit 55, and the construction of a new lot on Old Keene Mill Road near I-95 Exit 169.

Carsharing at Metro Stations – New carsharing stations are being planned at Metro stations in partnership with Enterprise.

PROGRAM STRUCTURE AND STAFFING

FCTSG reports to the director of FCDOT. While TDM activities are separate from Fairfax Connector (which provides transit services and also conducts transit-related marketing), there is some overlap between the two sections as some of the FCTSG staff and resources are shared with Fairfax Connector marketing and activities.

FCTSG employs ten staff members that manage and operate TDM services in the county. FCTSG is led by the Section Chief, who oversees employer outreach, public information, and marketing. FCTSG staff include transportation planners, communications/marketing experts, and administrative staff. There is also a Park and Ride Coordinator, whose position supports TDM objectives. As necessary, FCTSG hires consultants to support marketing projects, program planning, and major promotional campaigns. Figure 3 and Figure 4 illustrate the organizational structure of the FCDOT and the FCTSG team, respectively.

Figure 3. Fairfax County Department of Transportation Organizational Chart

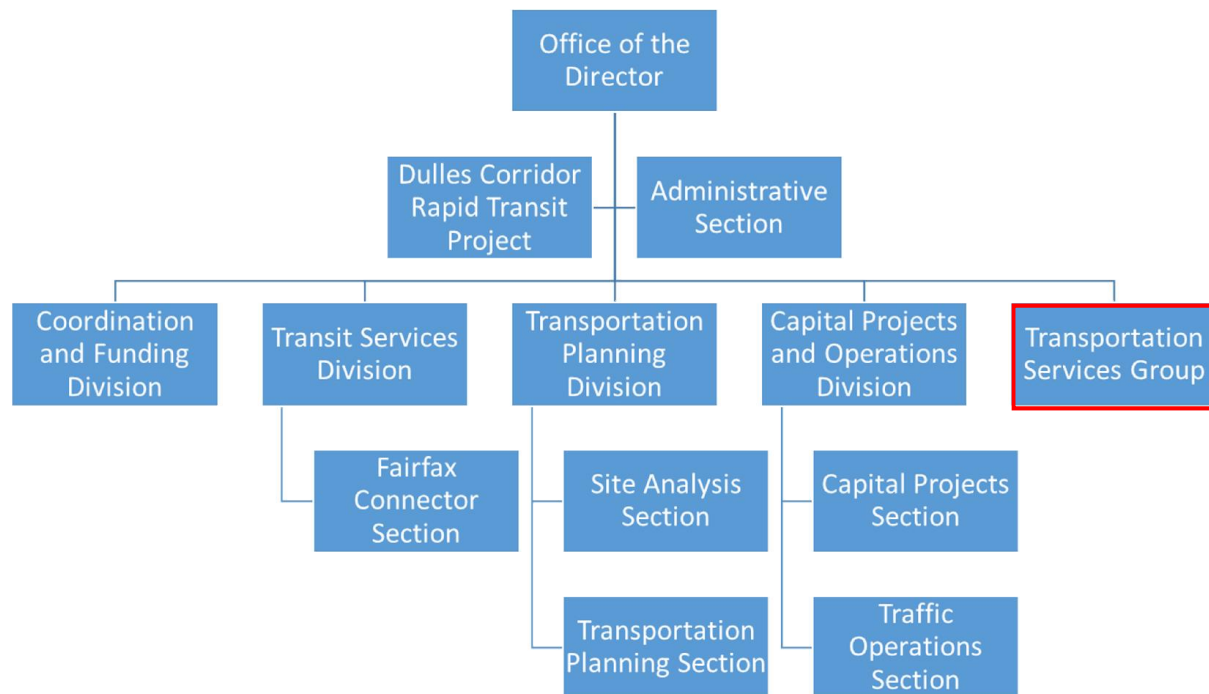
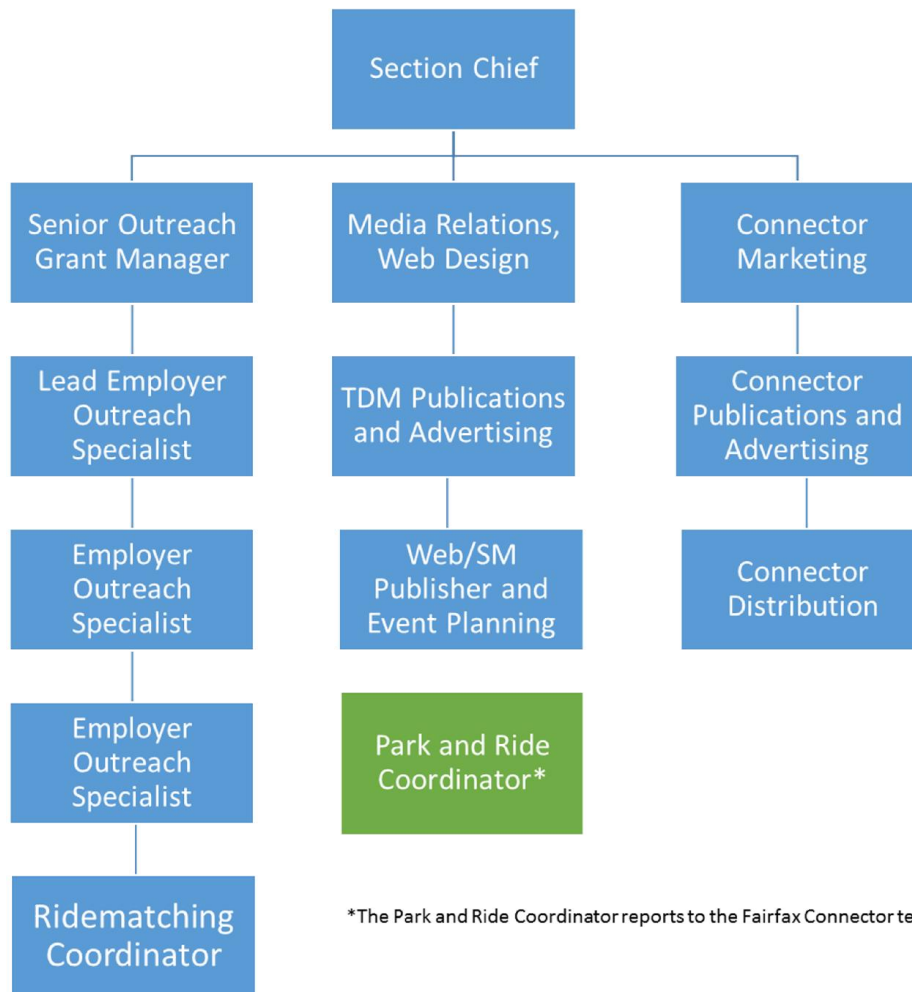


Figure 4. Fairfax County Transportation Services Group Organizational Chart



Three FCTSG employees primarily support marketing for the Fairfax Connector bus services. Table 2 lists position descriptions for FCDOT staff involved in TDM, including the nine FCTSG staff providing TDM services, and the Park and Ride Coordinator who reports to the Fairfax Connector section.

Table 2. Fairfax County TDM Staff Positions and Responsibilities

Role	Title	Responsibilities
Section Chief	Transportation Planner V	<ul style="list-style-type: none"> • Develop strategic marketing plans and advertising campaigns (annual work plan, project/program design, etc.) • Manage relationships with stakeholders/partners and inter/intra-agency coordination • Provide direction for the advancement of the TDM program and services
Senior Outreach Grant Manager	Transportation Planner III	<ul style="list-style-type: none"> • Lead strategic planning, Virginia Department of Rail and Public Transportation (DRPT) & Virginia Department of Transportation DOT grant administration, and special programs design • Develop client relationships • Coordinate with state, local and regional partners, and the Transportation Management Association (TMA) liaisons • Manage budgets and monitor expenditures for project implementation • Manage procurement of consultant services when required to support marketing projects and major promotional campaigns
Lead Employer Outreach Specialist	Transportation Planner II	<ul style="list-style-type: none"> • Lead employer outreach, and special program development and implementation • Develop density plots, and surveys • Conduct analysis and reporting of TDM trip reduction efforts in commuter programs
Employer Outreach Specialist (2 positions)	Transportation Planner I/II	<ul style="list-style-type: none"> • Implement TDM programs catered to local businesses and employers, schools, residents and universities • Encourage the use of ridesharing through employer on-site commuter and community-wide activities, such as transportation fairs and commuter workshops
Ridematching Coordinator	Administrative Assistant II	<ul style="list-style-type: none"> • Provide assistance to commuters with finding carpools and vanpools through the Commuter Connections regional ridematching system • Support outreach staff at fairs and special events
Media Relations and Web Design	Public Information Officer III	<ul style="list-style-type: none"> • Promote TDM options by producing and disseminating information through digital media (e.g. opening of new park and ride facility, launch of new bus service, notification of new TDM products such as “Last Mile” bike map, etc.) • Serve as media liaison by distributing new releases and fielding press inquiries; and provide event planning support
TDM Publications and Advertising	Communications Specialist II	<ul style="list-style-type: none"> • Create content and design brochures, posters, maps, and other marketing materials to promote TDM options (Shuttlepool brochure, Best Workplaces for Commuters collateral, Try Transit Week & Dump the Pump and Bike to Work Day materials, etc.) • Manage advertising placement • Coordinate website content and social media messaging (e.g., YouTube video about 495 Express Lanes, Facebook posts about launch of new BRAC bus service, etc.)

Role	Title	Responsibilities
Web/Social Media Publisher and Event Planning	Marketing Coordinator II	<ul style="list-style-type: none"> • Coordinate the development of publications, including managing inventor and placing print shop orders • Create posters, flyers, maps and other materials to promote TDM events and activities (e.g., commuter fair flyer and reminders)
Park and Ride Coordinator (reports to the Fairfax Connector Team)	Transportation Planner I	<ul style="list-style-type: none"> • Manage park and ride facilities • Handle park and ride promotion and customer communication • Update and publish park and ride directory (printed and online) • Support efforts to establish new facilities

In addition to these dedicated staff members, FCTSG also has access to other staff resources within FCDOT. These resources include: 1) Geographic Information Systems (GIS) that provides mapping to clients when necessary; and 2) Special Populations Group that provides outreach and transportation services to older adults, persons with disabilities, and residents of county subsidized moderate and low-income housing.

PARTNERSHIPS

Local and regional agencies comprise FCTSG's key stakeholder base, including Fairfax County, the Metropolitan Washington Council of Governments (MWCOC), Fairfax Connector, Virginia Department of Rail and Public Transportation (DRPT), Virginia Department of Transportation (VDOT), and local transportation management associations. These stakeholders are the primary funders and service delivery partners, who help residents, workers, and employers utilize FCTSG's TDM services. A brief overview of each stakeholder is presented below.

- **Fairfax County** – As FCTSG's governing agency and one of its primary funders, the Fairfax County government is one of the most important organizational stakeholders for the program. Fairfax County as an employer also is one of FCTSG's biggest clients, and administers the Commuter Benefits Program for county employees. Fairfax County funds and implements many capital and operational projects that support TDM, including construction and maintenance of park and ride facilities, transit stations, bicycle and pedestrian programs, bus and rail transit, and more.
- **Metropolitan Washington Council of Governments (MWCOC) and Commuter Connections** – MWCOC is the metropolitan planning organization (MPO) for the Washington, D.C. region and the home of Commuter Connections, the regional TDM program. FCTSG is a member of the Commuter Connections network and the members' partner on a range of initiatives and services, including the regional Guaranteed Ride Home program, online ridematching, and regional TDM marketing. FCTSG reports a range of TDM performance measures to Commuter Connections on an annual basis.
- **Fairfax Connector** – FCTSG staff performs marketing and public outreach functions for the Fairfax Connector transit service, including advertising, special promotions, public information (news releases, web site), design and production of marketing materials (schedules, posters),

special events, and more. FCTSG also advocates the use of transit to all its clients and at all its events. FCTSG and Fairfax Connector share similar goals and are housed within the same division of FCDOT.

- **Virginia Department of Rail and Public Transportation (DRPT)** – DRPT is FCTSG’s primary funding agency through a State Commuter Assistance grant and also is a partner in service delivery. FCTSG looks to DRPT to support, guide, and promote TDM at the state and regional level. DRPT also helps provide funding to two transportation management associations, TyTran and DATA (described below), providing additional TDM services within Fairfax County.
- **Virginia Department of Transportation (VDOT)** – VDOT provides funding to FCTSG in the form of a State Employer Outreach grant. VDOT also owns seven of the park and ride lots in Fairfax County.

Transportation Management Associations - Additionally, transportation management associations (TMAs) play a key role in TDM program service delivery in specific parts of the county:



TyTrans (Tysons Partnership) – TyTran works to ease traffic congestion in Tysons by providing transportation solutions and strategies that utilize rail, bus, bikes, pedestrian paths, carpools, and vanpools and other options to Tysons businesses, their

employees, landowners and residents. TyTran is a division of the Tysons Partnership, an association of citizen and business organizations, working with local government, which is helping to transform Tysons into the next great American city, and create a community that is accessible by foot, bicycle, bus, and rail. Members of the Tysons Partnership are dues paying employers, landlords, land owners and developers, retailers, hoteliers and hospitality service providers, civic groups, and professional consultants that are physically located or own property within Tysons. TyTran provides employers and property managers with tools to facilitate commuting choices through activities such as surveys of current travel behavior, providing tailored communications and materials to promote options, hosting on-site transportation information events, and support in designing trip reduction plans.



Dulles Area Transportation Association (DATA) - DATA is a TMA that serves the greater Dulles Area, encompassing portions of Fairfax County (generally bounded by Hunter Mill Road on the East and the I-66 corridor on the South), as well as portions of Loudoun and Prince

William Counties. DATA is funded through membership fees, as well as state and local grants, in partnership with Fairfax County. DATA helps members to identify transportation needs and promote steps to meet those needs. DATA brings tools, programs and resources that make them an important TDM partner to FCTSG, including: well established relationships with major employers committed to instituting TDM programs; E³Calc (a proprietary tool), the first greenhouse gas calculator for businesses that utilizes local information in measuring the effect of TDM on a company’s carbon footprint; and

media contacts with press interested in Dulles Corridor issues, and reciprocal agreements with local chambers of commerce to promote TDM.



Reston Town Center LINK - LINK, funded by the Reston Town Center Association, provides information to residents, employees and visitors about transportation resources and strategies to help them make informed

travel choices. LINK provides information about getting around Reston, including information on transit routes, biking and walking routes, park-and-ride lots, and establishing carpools and vanpools. DATA has recently been appointed as the new TMA for Reston and has taken on the responsibility of not only providing employer outreach services in the Reston area but cooperating with LINK to increase ridership and the use of the Silver Line.



Transportation Association of Greater Springfield

(TAGS) – TAGS is a non-profit organization dedicated to

achieving significant improvements in Greater Springfield's transportation system while enhancing the business environment. TAGS works with area transit providers to identify needs and develop support for transportation services, and works in conjunction with FCTSG and Commuter Connections to market transit services and other commuting options to local employers and employees. TAGS also teams with Metro to sponsor a low-cost shuttle service that circulates throughout Springfield's business district.

Together with FCTSG, these TMAs help support marketing, outreach, and program development in these areas of the county.

CHAPTER 2: EXISTING TDM SERVICES

FCTSG provides an array of TDM services that help to reduce peak-period vehicle trips and encourage a wide range of travel choices (see Figure 5).

Figure 5. Travel Options Help to Reduce Peak Period Vehicle Travel



This section provides an overview of these services and activities.

RIDEMATCHING/VANPOOL ASSISTANCE

The Fairfax County Ridematching Program assists commuters with finding carpools and vanpools by participating in the regional Commuter Connections Ridematching system, coordinated by the Metropolitan Washington Council of Governments (COG). Commuter Connections maintains a database of commuters that matches users based on their residential and work locations, providing Fairfax County residents and workers with ridematching opportunities throughout the greater Washington, DC metropolitan area.¹² Commuter Connections also offer a Guaranteed Ride Home service that provides a reliable ride home during unexpected emergencies to commuters who use transportation alternatives; this service is available to Fairfax County residents and workers.

FCTSG provides vanpool assistance for new and existing vanpools. FCTSG administers two programs sponsored by the Virginia Department of Rail and Public Transportation, which provide temporary funding for vanpools having trouble filling all of their seats. The *VanStart Program* funds empty seats

¹² <http://www.commuterpage.com/pages/transportation-options/ridesharing/ridesharing-ridematching-services/>

during the critical startup phase of new vanpools, and the *VanSave Program*, provides funds to support existing vanpools that are experiencing problems in their passenger levels due to the loss of riders.

FCTSG also promotes ridematching, carpools, and vanpools through outreach. FCTSG staff participate in transportation fairs, large-scale commuter workshops, and other special events such as carpool and vanpool meetings. Specifically, the FCTSG is responsible for the following tasks:

- Distribute collateral marketing materials, including but not limited to: vanpool and carpool brochures, timetables, flyers, posters, tabletops, tri-folds and pamphlets.
- Analyze data and develop reports about trip reduction.
- Track participant data and trip reduction through the ridematching and Guaranteed Ride Home (GRH) systems.
- Participate in Commuter Connections Ridematching committee meetings.
- Communicate technical issues to the COG/Transportation Planning Board staff, as needed.
- Provide assistance to INOVA for implementation of an in-house ridematching system.

EMPLOYER OUTREACH

FCTSG provides extensive commuter outreach through two activities, the *Employer Services Program* and the *Best Workplaces for Commuters* campaign.

The Employer Services Program provides outreach services directly to employers in Fairfax County, by promoting commute alternatives; working with employers to create, maintain, and expand alternative commute programs; and providing a means to evaluate the impact of these employer's efforts. The program's activities include, but are not limited to:

- Meet on-site to conduct transportation assessments utilizing electronic tablets and digital camera.
- Survey employees in English or Spanish to help define transit needs and preferences.
- Plot employee residence patterns with GIS mapping software. Develop and deliver these customized employee density plots to inform decision makers.
- Analyze parking options including parking cash out incentive programs.
- Develop customized ride matching for compatible commuters.
- Set up carpools / vanpools and shuttle pools.
- Attend and participate in Commuter Connections committee meetings.
- Encourage employers to subsidize employee commutes through the use of transit benefits, i.e. Smart Benefits.
- Identify and encourage Employee Transportation Champions (ETC) at employer sites.
- Support employers in crafting telework, flextime and compressed workweek programs.
- Promote on-site transportation forums and events, including real time vanpool formation sessions.

- Deliver up to date maps and bus schedules (timetables), as well as brochure racks in common areas. Supply posters and other informational materials as needed.
- Assist with implementation of Bike Programs, including bike benefit and bike sharing match programs. Other strategies could include installation of racks and locker systems.
- Maintain contact and report trip reduction measures in the Regional Association for Commuter Transportation Employer Outreach database.
- Distribute an “Employee Transportation Champion Handbook” to assist ETC’s with starting an employee commuter-benefits program. Product will be in multiple formats (print, digital, online).
- Organize a commuter challenge, “The Great Race for Clean Air”, to encourage Fairfax County employers to use commute alternatives such as transit, carpooling, vanpooling, walking, and bicycle.

The TDM program also promotes the national “Best Workplaces for Commuters” (BWC) award program and encourages Fairfax County employers to earn a BWC designation. This on-going campaign encourages employers to implement strong TDM/ trip reduction strategies that benefit employees. The BWC program recognizes employers who have excelled in implementing green commuter programs including ridesharing, transit benefits, biking and walking, teleworking, alternate work schedules and other TDM strategies. In 2014, nine major employers in Fairfax County earned BWC recognition; they were awarded certificates with the Fairfax County Board of Supervisors in attendance. FCTSG reached its program goals of having 50 employers attain BWC recognition by 2015; the employer will receive “Best Workplaces for Commuters Fairfax First 50” awards in December.

The Employer Services Program recently rebranded employer services participation levels (1-4) as follows:

Bronze – Basic Informational Level

Silver – Promotional Level (ex: installation of a central display case stocked with commuter information)

Gold – Incentive Level (implement either SmartBenefits, commuter incentives for other modes, shuttle services, or parking fees, in addition to two or more silver level strategies)

Platinum – Comprehensive Level (implement a comprehensive community transportation program involving at least two or more gold level trip reduction activities).

Being recognized by the national BWC program as well as by the Fairfax County Board enables employers to attract and retain a higher-quality workforce and achieve greater stature and success as a business leader. The BWC program benefits the employer, the employee, the county, and all those who travel in the county. FCTSG supports BWC through the following activities:

- Calculate trip reduction at the Best Workplaces for Commuter sites in Fairfax.
- Continue to partner with Best Workplaces for Commuters to create a new “Best Sites” identification for developers, Shopping Malls and TMA’s.
- Present at conferences and the National BWC Awards Ceremony.

- Host Best Workplaces for Commuters Day event at a Board of Supervisors meeting; promotion of this event among employers and to the community and media.

RESIDENTIAL OUTREACH

FCTSG works with residential properties to create community transportation programs tailored to their location and residents' travel preferences. The Commuter-Friendly Communities (CFC) program provides resources and incentives to encourage residents to utilize alternatives to driving alone. Specific program components include:

- Conduct an on-site transportation assessment and recommend a set of beneficial alternative commute options.
- Designate a Community Residential Transportation Coordinator.
- Survey residents on commuting behavior (such as commute mode shares and distance traveled), and prevalent attitudes about specific transportation services (e.g., public transportation) that are available to commuters in the County.
- Provide on-going support follow up on surveys.
- Provide regional transportation information materials that multifamily complexes and associations can distribute.
- Recognize sites with certificate from Fairfax County CFC program.

TELEWORK

FCTSG actively promotes the development of formal telework policies or programs at Fairfax County employers. FCTSG helps employers demonstrate that teleworking is beneficial to both the employer and the employee.

Many resources and programs are available including some with incentives or tax breaks for the employer. For example, the *Virginia Telework Tax Credit Program*, qualified employers can receive up to \$50,000 in tax credits while helping their employees become more productive, reducing overhead expenses, preparing for business continuity, and decreasing their impact on air pollution and traffic congestion.

FCTSG also promotes *Telework!VA*. This program offers financial incentives, and has become the “go-to site” for employers interested in information about implementing a telework program at their worksite. A new Telework!VA program offering will provide free telework business technical assistance to help businesses develop telework policies and agreements from February 1, 2015 to December 31, 2016.

FCTSG supports teleworking through the following activities:

- Send telework program information to employers.
- Discuss benefits of teleworking at all outreach events.
- Capture and report on trip reduction efforts due to teleworking.
- Survey employers to identify active telework programs.
- Reinforce telework and remote access as part of a robust Continuity of Operations plan (COOP).

MARKETING AND PROMOTION

FCTSG's marketing plan is updated each year to address the changing travel needs of Fairfax County residents, commuters and customers. As new Metrorail stations, park and ride lots, transit service changes, and bicycle/pedestrian infrastructure are developed and new opportunities become available, FCTSG adjusts its strategies and programs to provide transportation services and solutions that are relevant to those who live, work or do business in Fairfax County. The goal is to deliver an effective message to our audiences – residents, employees and employers – that transform them into engaged partners who are committed to improving mobility. The objectives of the marketing plan include:

- Improve mobility in Fairfax County by reducing traffic congestion and demand for single occupant vehicle (SOV) travel.
- Increase awareness and understanding of commute options.
- Motivate and encourage employers and commuters to use commute options.
- Establish and promote the County as a resource for connecting employers and commuters with travel choices.
- Provide commuters who travel in Fairfax County with an array of commuting options.
- Rebrand employer services participation levels (1-4) to include bronze, silver, gold and platinum.

In addition to general marketing and promotion, FCTSG staff provide targeted outreach around bicycling and walking, particularly related to supporting and promoting the county's pedestrian safety initiative and bicycle programs, including a Bike Benefit Match program. Through the Bike Benefit Match Program, the Fairfax County Employer Services Program will provide Fairfax County employers with financial assistance to implement an employee Bike Benefit program. Each employer will receive a fifty percent (50%) match for each employee that participates in the program. Specific activities include:

- Develop marketing materials which can include creating and printing of posters, table tops, tri-folds or pamphlets, specialized employer commuter bike maps and t-shirts.
- Work on Virtual Fairfax Bike to Work GIS Project.
- Hold special events including Bike to Work Day, Dump the Pump Day, Car Free Day and Try Transit Week.
- Start development and production of Reston Area Microfiber Bike map.
- Analyze and report on trip reduction for this activity. Track employers that have implemented bike programs by means of on-site analysis and surveys.
- Participate in pedestrian safety initiative (attend meetings, coordinate outreach).
- Participate in bicycle program (attend meetings, coordinate outreach).
- Continue to promote the Commuter Friendly Community (CFC) program with biking, walking components.

PARK AND RIDE

FCTSG supports the park and ride program through the following activities:

- Monitor capacity at all facilities; promote options for facilities that fill up early.

- Respond to customer feedback.
- Provide information to customers regarding activities such as scheduled maintenance/construction or special events that might impact parking availability.
- Promote bike racks and lockers at Park and Ride.
- Seek out new Park and Ride locations.
- Create and update Park and Ride brochures/maps.

OTHER PROGRAMS

FCTSG also promotes transit use through an incentive program to attract new riders. FCTSG developed the *SmartBenefits® "Plus50,"* an incentive program that offers employees a free \$50 SmarTrip® card just to try transit. Individuals who are new bus or rail riders and do not already own a SmarTrip® card are eligible to participate in the program. In order to take advantage of this incentive program the employer must first join the SmartBenefits Program. FCTSG promotes the "Plus50" program through the following activities:

- Distribute collateral marketing materials, flyers, posters, tabletops, tri-folds or pamphlets.
- Send program information to the public as requested.
- Track, analyze and report data on program results.

CHAPTER 3: MISSION, GOALS AND OBJECTIVES

As part of Fairfax County DOT, the FCTSG supports the mission and vision for the Department:

FCDOT VISION

A world class transportation system for Fairfax County that enhances mobility of people and goods, safety, and the quality of life.

FCDOT MISSION

To plan, coordinate, fund, implement and sustain a multimodal transportation system for Fairfax County that moves people and goods, consistent with the values of the community.

The FCDOT vision and mission support the transportation goal of the Board of Supervisors, as noted in the 2013 Fairfax County Comprehensive Plan (as amended through 10-28-2014), which emphasizes the need to maximize the efficient use of the existing and future Fairfax County transportation system by reducing reliance on automobile travel. The Comprehensive Plan includes objectives that encourage TDM activities, including:

- Provide for both through and local movement of people and goods via a multi-modal transportation system that provides transportation choices, reduces single-occupancy-vehicle (SOV) use and improves air quality; and
- Increase use of public transportation and non-motorized transportation; and
- Promote Transportation Demand Management (TDM) to support efficient use of the county's transportation system.

TDM PROGRAM GOALS AND OBJECTIVES

FCTSG supports the FCDOT vision and mission and the objectives of the Comprehensive Plan through activities that help enhance travel choices for residents, employees, and visitors to Fairfax County. By reducing peak period vehicle trips, FCTSG helps to **reduce traffic congestion** that wastes time and money; and **reduce air pollution and greenhouse gas emissions**, which supports public health and sustainability. As importantly, FCTSG provides information and services that help travelers meet their daily needs with less frustration from being stuck in traffic, **enhancing quality of life**. The programs also **support a business-friendly environment** in the County by making it easier for employees to get to work and by recognizing and rewarding employers that support flexible work schedules and alternatives to driving alone. Finally, FCTSG helps to **leverage substantial investments** made in transit, park-and-ride, bicycling, and walking infrastructure and services by raising awareness and incentivizing their use.

Ultimately, whether they utilize FCTSG services or not, residents and employees in Fairfax County benefit from the services provided, since the resulting reduction in congestion improves the quality of life for all those who live or work in Fairfax County.

FCTSG's has defined five key goals, along with supporting objectives, to guide its activities. These goals and objectives were originally developed through a collaborative process during the development of the Long Range TDM Plan (2011), and were modified in the FY 2015 Annual TDM Work Plan.

Goal #1: Increase awareness and “buy-in” of TDM programs and FCTSG throughout the community and at all levels of local government.

- 1.1 Increase awareness of FCTSG programs and services among the general public.
- 1.2 Gain support and increase awareness of TDM and FCTSG programs among Fairfax County agencies, departments, and sections; the Fairfax County Board of Supervisors; and other local governing bodies.
- 1.3 Coordinate TDM programs and advocacy with other transportation providers in the service area.

Goal #2: Support the continued economic development and vitality of the service area.

- 2.1. Become involved in the economic development process to ensure that potential clients are aware of FCTSG services from the very beginning.
- 2.2. Become more involved in the County's planning processes to help coordinate land use and transportation planning in the service area.
- 2.3. Become more involved in the land development/site plan review process in the service area to ensure that all sites are developed with consideration for TDM best practices.

Goal #3: Continue to support the transportation and mobility needs of residents and employees in the service area by strengthening and expanding the reach of existing programs and services.

- 3.1 Develop a plan for expanding the employer services team that addresses the need for a more professional sales-type team that can proactively recruit new employer clients and be more accessible to existing clients.
- 3.2 Increase awareness of TDM programs and FCTSG services at the highest levels of corporate culture by promoting TDM strategies to Chambers of Commerce and other business groups.
- 3.3 Encourage additional carpooling by implementing TDM incentive programs and expanding the capacity of park and ride lots in the service area as appropriate.

Goal #4: Support the transportation and mobility needs of new and growing segments of the population in the service area.

- 4.1 Investigate and implement additional TDM programs that will improve the efficiency of the existing transportation network and ensure that all residents have access to the transportation information and services they need.

4.2 Provide commuters who travel in Fairfax County with an array of commuting options.

4.3 Increase awareness and understanding of commute options.

Goal #5: Continue to provide a high level of customer service and maintain a high level of client satisfaction.

5.1 Establish and promote the County as a resource for connecting employers and commuters with travel choices.

5.2 Rebrand employer services participation levels (1-4) to include; bronze, silver, gold and platinum.

5.3 Track and monitor customer satisfaction to identify additional areas for growth and service improvement.

CHAPTER 4: TDM PROGRAM OPERATIONS REVIEW

To inform the development of this six-year TDM plan, FCTSG and its consultant team conducted interviews with other departments within Fairfax County DOT and with peer agencies in Northern Virginia. Specifically, interviews were conducted with staff from the FCDOT Transportation Planning Division and the Bicycle Program within the Capital Projects and Operations Division to explore additional opportunities for intra-agency collaboration. Interviews were also conducted with staff who manage and operate TDM programs in Arlington and Loudoun Counties to learn more about their organizational structure, services, and resources in order to better understand how TDM is being implemented in other parts of the region.

FCDOT PROGRAMS RELEVANT TO TDM

In addition to the TDM program services provided by FCTSG, FCDOT also has programs out of its Transportation Planning Division and Capital Projects and Operations Division that have direct implications and linkages to the TDM program. Two programs in particular are highlighted – TDM proffers development/compliance monitoring and the bicycle program – as they offer opportunities for increased coordination with FCTSG and enhancements to help support the effectiveness of these programs.

TDM PROFFERS DEVELOPMENT AND COMPLIANCE MONITORING

The Transportation Planning Division is responsible for reviewing traffic impact analysis and proffers associated with development proposals, which can play an important role in advancing TDM. A few years ago, the county changed its approach for developing proffers. Previously, the Site Analysis team drafted proffer agreements with detailed TDM strategies to be implemented once a development was occupied. Now, instead of identifying specific strategies, the proffer agreements establish a general trip reduction goal (i.e., single occupancy vehicle (SOV) use to and from the development).

Developers contribute towards a remedy fund (a one-time payment or an account that maintains a minimum balance, depending on the project), and these funds are available to the developer to implement TDM strategies. For developments near a Metro station, an additional incentive fund is established, which is a one-time contribution of funds that are used to provide incentives to encourage transit use, with an emphasis on first-time users. The funds are not directly provided to the county and are not used to fund the Fairfax County TDM program. If a development fails to meet its trip reduction goals, there is not a formal penalty; instead the Site Analysis team provides recommendations for improvement.

Once developers begin implementing TDM strategies, they may contact FCTSG or hire a consultant to help with developing their on-site TDM program and materials. If the developer uses FCTSG services, these are provided free-of-charge; in many cases, developers hire consultants directly to develop and implement site-specific TDM programs.

Proffer compliance monitoring focuses on whether trip reduction goals are met. Developers submit annual reports detailing the trip reduction performance measures and a description of the TDM activities available on-site. This data can be useful to FCTSG staff to know which services are available in each building (e.g., to inform employer outreach, etc.).

BICYCLE PROGRAM

The Fairfax County Bicycle Program is housed in the FCDOT's Capital Projects Division. The program's budget is for capital projects only, and is used primarily for developing bicycle lanes and parking. The countywide Bicycle Master Plan (Phase I for Tysons Corner was completed in 2011)¹³ includes goals and objectives related to education and outreach. However, without available funding for programming, the Bike Program is looking to develop partnerships to implement outreach and education activities.

Over the next few years, the Bike Program hopes to extend the regional Capital Bikeshare system into Fairfax County, starting with bikeshare stations in Reston, Tysons Corner and Merrifield. With the introduction of bikeshare, marketing and education will be even more important. The FCTSG TDM program can help promote bicycling as a transportation option by providing information on bicycle transportation options and bicycle education. FCTSG can also distribute accessories (i.e., bike lights and pant clips) to promote bicycle safety and contact information for the Bicycle Program staff. Another way to support the bicycling in Fairfax County could be to help provide funds for automatic bicycle counters, so that the county can begin to collect data on bicycle (and pedestrian) travel.

TDM PROGRAMS OF PEER AGENCIES

Both Loudoun and Arlington counties operate TDM programs that include outreach to employers and residents, but at different scales of activity and levels of funding and staff. Arlington County, to the east of Fairfax County, is a densely populated, urban area with extensive transportation options, including public transit (rail and bus), bicycle and pedestrian facilities, bikesharing and carsharing, and significant investments in TDM programs. Loudoun County, located to the west, is an outer suburb of the Washington metropolitan region comprised of suburban and rural areas, with less extensive transit services and limited bicycle and pedestrian facilities. Loudoun County is currently served by local and commuter buses, but rail service will be introduced as part of Phase II of the Metro Silver Line development.

The purpose of the peer agency interviews was to learn more about TDM practices being implemented in other parts of the Northern Virginia region, and to provide insight into other program's organizational structure/staffing, TDM service options, and funding. Table 3 provides a snapshot comparison of the TDM programs in Fairfax, Loudoun, and Arlington counties, including service area characteristics.

¹³ The Bike Program is limited to bicycle transportation. There is not a countywide pedestrian master plan or vision.

Table 3. Peer Agency Review Summary¹⁴

	Fairfax County	Loudoun County	Arlington County
Service Area Geography	400-square-mile service area including Fairfax County, City of Fairfax, Falls Church, Town of Vienna and Town of Herndon.	517-square-mile service area comprised of suburban, commercial and residential developments, as well as small villages and rural areas.	26-square-mile service area. Arlington is an urban county with several mixed-use/pedestrian- and transit-oriented developments (or urban villages).
Service Area Demographics	Population: 1,101,100 Jobs: 575,800	Population: 326,500 Jobs: 149,000	Population: 214,900 Jobs: 165,100
TDM Services Provided	TDM marketing; ride matching support; Guaranteed Ride Home; shuttle pool; vanpool; employer services/outreach; transit incentive program; Silver Line Metrorail outreach; employer recognition; bike commuter encouragement; telework outreach; and park and ride.	Distribution of information about transportation options; carpool/ridematching support; vanpool matching/leasing; Guaranteed Ride Home; employer services/outreach; telework outreach; bicycling and walking promotion; public transportation (commuter bus service and park and ride lots); incentive programs; and development proposal review related to transit or TDM proffers.	TDM marketing; outreach to employers, multi-family residential buildings and hotels; transit incentive program; development proposal review; commuter information services; transit ticket/pass sales; walking and biking promotion; operation and marketing of Arlington's stations within the regional bike sharing service; and in-house research and development program.
TDM Staffing	10 full-time County staff	Approximately 3 full-time County staff (5 in Department)	3 full-time County staff and 29 full-time contractors ¹⁵
TDM Organizational Structure	TDM services are provided by the Fairfax County Transportation Services Group (FCTSG), a section of the FCDOT.	The TDM program is run by the Transit & Commuter Services Division of the Loudoun County Office of Transportation Services (OTS).	TDM services are provided by Arlington County Commuter Services (ACCS), a program within the Transportation Division of the Department of Environmental Services.
Core TDM Program Budget	\$1,008,940	Approximately \$500,000 ¹⁶	\$5,887,100 ¹⁷
TDM Funding Sources	State funding sources and local match	Federal and state funding sources, and local match.	Federal, state, and local funding sources as well as program-generated commissions and fees.

¹⁴ Sources: Fairfax County *Annual TDM Work Plan (FY 2016)*; Loudoun County *Long-Range Transportation Demand Management Plan (2010)*; Arlington County *Transportation Demand Management Strategic Plan Update (2015)*; Virginia Employment Commission *Community Profile (Arlington, Fairfax, and Loudoun)*; U.S. Census Bureau, *2009-2013 5-Year American Community Survey*, and interviews with Loudoun County and Arlington County TDM program staff.

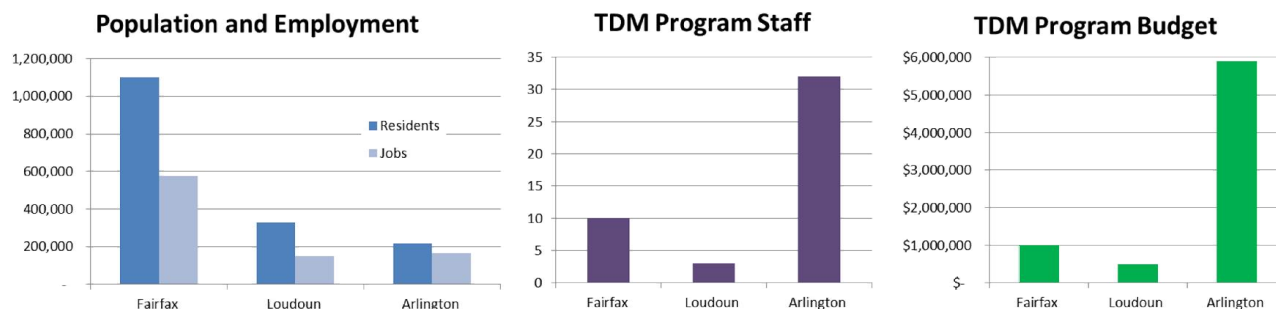
¹⁵ The overall Arlington County Commuter Services (ACCS) program has 68 full-time employees, including 3 County staff and 65 contractor staff. However, staff associated with the Commuter Information Center, Distribution, and Commuter Stores were subtracted for comparability with the other counties.

¹⁶ Due to the structure of Loudoun County's Office of Transportation Services, in which all staff members spend time working on both transit and TDM programs, it is difficult to determine exactly how much of office's budget is directly attributable to TDM activities.

¹⁷ The overall FY16 budget for ACCS is \$ 10,224,634, which includes retail stores, the Commuter Information Center, and distribution of printed transit information (not reflected in the table). These were subtracted for comparability with the other counties.

An examination of the neighboring counties reveals the potential for expanding TDM offerings in Fairfax County. Fairfax County has significantly more residents and jobs than Arlington and Loudoun counties, but its spending on core TDM programs is disproportionately low in relation to its customer base (see Figure 6). If calculated in terms of budget per customer base (sum of residents and jobs, recognizing that marketing can occur on both ends), Fairfax County’s TDM program is funded at approximately \$0.60 per customer, compared to \$1.05 in Loudoun County and \$15.49 in Arlington County.

Figure 6. Peer County Comparison of Population, Jobs, and Core TDM Program Staffing and Budget



In addition to the DRPT TDM Operating and the VDOT Employer Outreach grants, Arlington and Loudoun counties both use Federal Congestion Mitigation and Air Quality (CMAQ) Program funding. Arlington County also uses a range of other state and local funding sources as well as program-generated commissions and fees (e.g., transit fare sales, etc.). Some other funding sources include: VDOT Regional Transportation Control Measures funding; Transportation Project Management Assistance and Demonstration Project Assistance; County General Fund; Northern Virginia Transportation Commission; and local transit funding.

Brief highlights of both counties’ programs are provided below for context.

LOUDOUN COUNTY: LOUDOUN COUNTY COMMUTER SERVICES

LCCS recently completed a program branding campaign to develop a logo, tagline and theme for the TDM program under the name Loudoun County Commuter Services (LCCS). The logo is now used online and in website and printed materials – to help present consistent messaging about the program.

LCCS is co-located with the transit department within the Loudoun County Department of Transportation. There are five full-time staff in the Transit and Commuter Services department. Each work on both transit and the TDM program, however, three of these positions are responsible primarily for TDM. It is considered an advantage that the TDM staff have transit expertise as well so that they can cross-promote programs depending on customer needs.

LCCS’s program model relies on both providing customer service to individuals through its phone hotline, (managed in-house) and providing individualized event marketing for employers, as well as mass-marketing through web and print ads. Behind this approach, is the premise that people should receive information about transportation options at home and at work to help instill that people can use transportation options for more than just commuting. In anticipation of the extension of the Metrorail

Silver Line into Loudoun County, LCCS is planning to incorporate the promotion of Metro rail into its programming.

Currently, the primary sources of LCCS program funding are the DRPT TDM and Commuter Services grants, with matching funds provided by local gasoline tax revenues. However, the gasoline tax funds will be diverted to support Metrorail, so LCCS is in the process of identifying alternative revenue source. As of now proffers and the county's general fund are being considered.

ARLINGTON COUNTY: ARLINGTON COUNTY COMMUTER SERVICES (ACCS)

Arlington County Commuter Services (ACCS) is a significantly larger enterprise than that of Fairfax County or Loudoun County. Overall, ACCS is comprised of 68 employees -- including three County staff and the remaining staff split about evenly between two long-term contractors, plus some shorter-term contracts for marketing services.

One contractor operates a transit info distribution center that provides timetables for all transit services in the region, Commuter Stores (fare media sales), and a transit info call center, as well as manages electronic information screens at county buildings (Fairfax County similarly contracts for Commuter Stores and related services, so the staff and budget for these activities are not included in the peer comparison tables and figures).

The other contractor manages the core TDM outreach programs, which are comprised of:

- Arlington Transportation Partners, which provides TDM outreach to businesses, multi-family residential communities, developers and hoteliers;
- Mobility Lab (TDM research and development),
- the BikeArlington and WalkArlington programs that promote active transportation, and
- Capital Bikeshare Arlington

In addition, ACCS is comprised of a Marketing Team and TDM for Site Plan Development Team. Additionally, "Street Teams" (temporary hires, usually college students or young adults) conduct outreach at community events.

Social media and website content are key components of ACCS' marketing. ACCS uses social media (e.g., Facebook, Twitter, blogs, etc.) to help build culture and support travel behavior change. The program also engages local pedestrian and bicycle advocates to help promote active transportation; advocates volunteer at events.

ACCS is supported by a diverse revenue portfolio, including funds from: the federal Congestion Mitigation and Air Quality (CMAQ) program and the Surface Transportation Program (STP); state funding from DRPT TDM and Commuter Services grants, HP 2312 and TCF (commercial real estate tax), local funds from proffers, and transit marketing and the Arlington County General Fund. ACCS also has contracts with commuter rail services (VRE and MARC) and WMATA to sell transit fare media, which provide additional revenue.

KEY OBSERVATIONS FROM PEER AGENCY REVIEW

The review of the TDM Programs in Loudoun and Arlington counties provided insights into the regional TDM landscape and potential funding opportunities. In particular, Arlington County demonstrates a very high level of investment in its TDM program, with significant efforts focused on employer programs, transit fare media, bicycling and walking outreach, and TDM research, relying in large part on contractors to run and operate the program, while Loudoun County has a program that is more similar to Fairfax County's.

Some notable lessons and observations from the peer agency review are:

TDM is People-Intensive – An effective TDM program combines targeted customer service as well as marketing, and requires interfacing directly with employers to support implementation of programs. Arlington County indicated that having a professionally-trained sales force and dedicated staff to manage online communications (website management and social media) are critical. Using contractors is a strategy for adding staff capacity that allows for more flexibility to adapt to program changes.

Social Media is Important – Social media has been an important tool for expanding program awareness and participation, particularly in relation to bicycle programs. While providing good infrastructure is important, in many cases, the social aspects are equally important in terms of encouraging increases in use. Social media has become an important component of today's marketing; having a dedicated staff is key.

Diversify Funding Portfolio – As illustrated in the peer agency interviews, there are other potential funding sources available for TDM, including local (general funds, proffers), state (HP 2313 and TCF), and Federal (CMAQ and STP). Arlington County, in particular, invests a significant amount of funds from CMAQ into its TDM program, generates funding from proffers from developers that go into the TDM program, and generates revenue from transit fare media sales. FCTSG could also consider these strategies, particularly given the significant amount of new development and proffer activity occurring in the Fairfax County.

Create Stronger Linkage between Development Review and TDM Program – In Arlington County, TDM staff work alongside planners to negotiate TDM proffers during the local site planning process. There is a standard agreement that may be customized for a particular development. Once a development is built, TDM staff also work with building staff to ensure compliance with proffer agreements. Increasingly, Arlington County has found that developers are interested in including TDM strategies, (e.g., bike parking, carsharing, etc.) as they can be amenities to help attract residents and employers, and the tenants see ACCS as a valuable resource.

Use Branding and Messaging to Enhance Outreach – Visual branding helps to create recognized programs that are positively viewed by employers and the public. A logo and a style guide (color palate and font style) help to ensure consistency among printed and online materials. Messaging is important as well. Loudoun County uses the phrases "transportation choices" or "transportation options" – instead of "transportation alternatives" – which tend to have a more positive connotation. Arlington County has

designed mode-specific programs around transit, bicycling, and walking to reach different key target audiences, and has branded these individual programs.

CHAPTER 5: SERVICE CHANGES AND EXPANSION PLAN

Over the next few years, Fairfax County will experience ongoing changes to the local transportation system. With the new express lanes that are free-of-charge for HOV-3 carpools and vanpools, new Silver Line Phase 2 metro stations and associated changes in transit services, and new bicycle and pedestrian infrastructure, there will be more transportation options available for residents and workers, making car-light or car-free travel more feasible and appealing to more residents and employees. Yet, TDM outreach and marketing is needed to help ensure that residents and workers are aware of and utilize these new transportation options.

Additionally, as Fairfax County continues to market itself to attract new businesses and residents, TDM can play an important role in supporting economic development by helping to create a less congested, more reliable transportation system – making Fairfax County a more livable place to reside and work. With recent major transportation “mega-projects”, FCTSG staff have been stretched thin in responding to all of the needs. These challenges are expected to continue with increased project construction activity for I-66 and other regional and local projects.

Below is a list of currently unfunded TDM program enhancements that are priorities for FCTSG during the TDMP six-year horizon to help meet growing needs and opportunities in the county. FCTSG assigned priority levels to the proposed enhancements, based on level of effort, resource requirements, and external factors (project schedule for the associated transportation projects, etc.).

PROPOSED PROGRAM ENHANCEMENTS

Bicycle and Pedestrian Coordinator

Priority: High

This enhancement would fund a dedicated position responsible for encouraging walking and biking in Fairfax County, by raising awareness of existing facilities and connectivity, and promoting safe bicycling and pedestrian behaviors. Fairfax County has invested, and continues to invest in bicycle and pedestrian infrastructure through the capital projects program. However, programming around bicycle and pedestrian transportation – which is critical to encouraging use, particularly among new users – is needed. A dedicated bicycle and pedestrian coordinator would support broad marketing of bicycling, including educational events focused on bicycle safety and promotion of a positive culture and attitudes around bicycling and walking, as well as support in establishment of bike sharing in the county.

Increase Outreach Staff

Priority: High

FCTSG has a small number of outreach staff in relation to the size of the employment and residential base in Fairfax County, in comparison to TDM programs in peer counties. Increasing the number of outreach staff would enable FCTSG to reach more employers more often, as well as potentially expand the level of activity with multi-family dwellings and homeowners associations to support the residential end of trips.

The Long Range TDM Plan (2011) identified increasing the employer salesforce as a priority, noting that: “... over the next six years FCTSG will begin to expand their employer services team and transition it into a sales force. This change will allow for a more proactive approach to employer outreach as opposed to

the reactionary ‘putting out fires’ approach that currently is employed due to limits on staff time. Additional team members, with sales experience as well as knowledge of TDM practices, will prove to be valuable resources. One additional staff member in this area should be hired as soon as funding can be secured; additional personnel, potentially three new team members, will be needed in 2013 when the VDOT Megaprojects ends support for the three employer outreach staff members in Tysons Corner. It may be possible to outsource the Tysons Corner employer services similarly to the existing contract with DATA for the Dulles Area, but the cost will be approximately the same.”¹⁸

The funding needed for additional outreach staff as anticipated in the Long Range Plan was not secured to enable these new positions by 2013, but is still a key need. FCTSG staff are often requested to provide TDM services in response to a growing list of project needs (e.g., to support large project construction management plans, outreach around the opening of the Metro Silver Line, etc.). As the County continues to grow, FCTSG needs the resources for additional staff capacity to adequately and more proactively serve growing needs. These staff could be in the form of County staff or contractors.

Targeted Outreach for Silver Line Phase II

Priority: High

The second phase of the Metro Silver Line development is now underway, which will extend Metrorail service from Reston to Dulles Airport and beyond in neighboring Loudoun County. As with the opening of the first phase, FCTSG will provide outreach around the Silver Line extension informing employers, residents and workers about the new options for rail travel, as well as associated bus service changes. This program enhancement will allow FCTSG to provide a targeted outreach campaign to employers and residents in service areas around the new Silver Line stations in Reston and Herndon, including development of new collateral materials, advertising, and events. These activities will not only coincide with changes in Fairfax Connector services, but also can encourage increased bicycling and walking in station areas, as well as carpools to new park and ride facilities.

Targeted Outreach Initiative to Hotels and Tourism Bureau

Priority: High

The hospitality sector is a growing industry in Fairfax County – attracting business travelers as well as tourists visiting the Washington, DC area – and is an untapped market for TDM. Targeted outreach to hotels and the Fairfax County Tourism Bureau will provide information about transportation options, including Metrorail, Fairfax Connector bus services, biking, and walking, to hotel staff and visitors to the area. The effort will help to educate hotel staff to be informed about options when advising guests about travel options, to encourage properties near transit to market car-free options, and will include distribution of targeted transit schedules and brochures to hotel properties and locations holding events (such as festivals, concerts, and shows).

Targeted Outreach Initiative for HOV-3 / I-66 Express Lanes

Priority: High

The planned development of free HOV-3 use of new Express Lanes on I-66 outside the Beltway and conversion of I-66 inside the Beltway to HOT lanes will create new incentives (faster travel time, usage without paying a toll) for ridesharing. Building on the network of express lanes along I-95 and I-495 that

¹⁸ Fairfax County Transportation Services Group, “Long-Range Transportation Demand Management (TDM) Plan” prepared by Cambridge Systematics, January 2011, p. 5-3.

allow free HOV-3 use, FCTSG will provide targeted marketing to residents and employers in these corridors to support vanpool and carpool formation and to market the advantages of ridesharing.

Refine Brand Identity

Priority: Medium

Branding is an important part of any marketing effort. FCTSG needs to continue to refine its brand identity to ensure a consistent visual element across all printed and online marketing materials. Additionally, as Tysons Corner evolves into a denser, urban area FCTSG may be able to leverage its branding and marketing efforts to help develop customized branding in partnership with TYTRAN.

Commuter Challenge

Priority: Medium

A commuter challenge program provides incentives to encourage workers to use the range of transportation options available for commuting. While FCTSG already administers several innovative incentive programs, a commuter challenge for Fairfax County employees will help raise awareness of recent service changes and expansions.

School Pools

Priority: Medium

SchoolPool is a program run by the regional Commuter Connections Program to promote activities that encourage school children to carpool, walk and bike to school. While Fairfax County Public Schools currently has active programs at many schools, in coordination with Parent Teachers Associations (PTAs) to encourage carpooling, walking, and biking to school, the FCTSG has not played an active role in this effort. Through outreach, incentives, and additional programs, FCTSG can increase the reach of these efforts to introduce local students at a young age to the various options available for traveling around their communities.

CHAPTER 6: FINANCIAL PLAN

Since the formation of the program, FCTSG's primary funding sources have been grants provided by statewide agencies, along with local matching funds. Currently the program is funded by grants from DRPT and VDOT. An annual State TDM grant awarded by DRPT along with a 20% local match, provides about two-thirds of FCTSG's funding and an Employer Outreach Grant from VDOT provides the remaining funds.

This chapter presents a base operating budget that includes a baseline level of operations, as well as a projected budget to cover the proposed program enhancements. These enhancements have been phased to allow for growth in the program incrementally, but will require new and diversified funding sources. This financial plan also identifies potential opportunities for the additional revenues that will be needed to support enhancements.

BASELINE LEVEL OF OPERATIONS

The base operating budget includes the existing activities of FCTSG's core programs. For FY 16, the anticipated total operating budget is \$1,038,944, covered by the DRPT (includes a 20% local match) and VDOT grants. As a result of being housed in within FCDOT, FCTSG benefits from a significant amount of shared overhead costs and staff resources; some of FCTSG's programs also receive support from Commuter Connections and are paid for on a regional basis.

Because TDM outreach generally requires a person-to-person approach, personnel costs are the largest operating expense for FCTSG, comprising approximately 80 percent of the estimated FY16 budget. The baseline FY16 budget includes a new approved position for a social marketing coordinator. Printing and advertising are also key components of providing TDM services, making up approximately 8% of operating expenses. TDM program subsidies, and a contract with DATA for TDM services in the Dulles Area, make up the other largest expenses.

Table 4 presents the projected operating budget to maintain FCTSG's current level of effort over the course of this six year plan. This budget assumes a 2.5% annual increase in personnel costs to account for salary adjustments to ensure continuous program operation. This base operating budget assumes that current operating costs will grow generally at this minimal level over the plan's six-year horizon, with some cost elements experiencing no growth. This funding scenario is a very lean budget, and is lower than the estimated 3% annual increase in operating expenses included in the Long Range TDM Plan. This funding scenario will allow FCTSG to continue its current core programs, but will not enable FCTSG to increase staff levels, marketing activities, or incentives, or to create or expand any programs unless other funds are secured. Moreover, given the scope of new transportation projects and needs facing FCTSG, this baseline level of operations means that staff will continue to be stretched thin and limited new initiatives will be able to be undertaken to support the growing base of employment, along with bicycle/pedestrian projects, transit services, and rideshare opportunities in the county.

UNFUNDED PROGRAM ENHANCEMENTS

The program enhancements identified in Chapter 5 are critical to expanding FCTSG's TDM services in light of the opportunities presented associated with major new transit, carpooling, and bicycle and pedestrian projects. (These program enhancements are not included in the baseline operating budget, as FCTSG has not yet secured funding.) Table 5 provides a brief description and estimated cost for each proposed program enhancements by year. Some of these operating expenses are on-going (those largely reflecting increased staff capacity) while others are one-time campaigns associated with specific needs. For enhancements that include new staff capacity, these may be in the form of additional county staff or contractor staff.

Starting in FY17, program enhancements would increase the cost of operations and would require increased revenue to support these ongoing costs. The enhancement plan assumes a phased approach. For instance, the plan includes two new outreach staff, but has phased this with the addition of one new outreach staff person in FY17 and two in FY18 to FY21. Since the enhancements include targeted activities around the Silver Line Phase II and the I-66 HOT lanes, costs increase in particular at FY19, with the assumed opening of these projects. New outreach staff will also be in place by then to support the increased level of outreach activity. Some desired program enhancements, such as the Commuter Challenge and School Pools effort are phased to start in FY18 to FY21, but ideally, if funding can be secured, these initiatives are desired to be initiated considerably earlier.

Figure 7 shows the year-by-year operating budget estimates under the baseline and enhancement scenarios.

Figure 7 Baseline and Enhanced Operating Budget Estimates

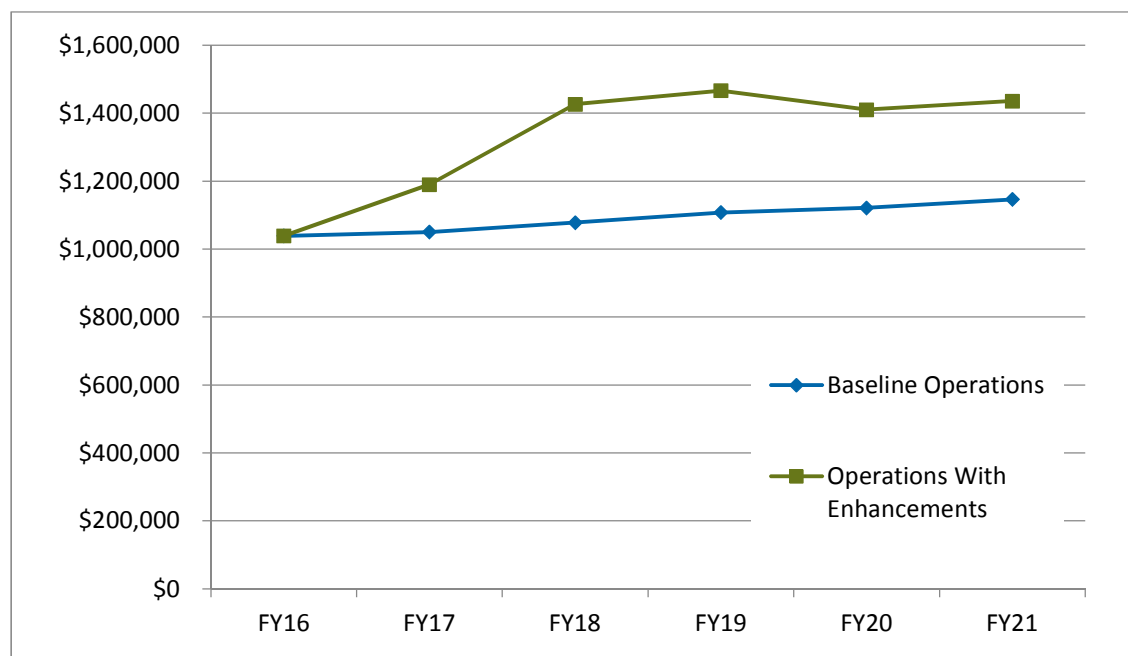


Table 4. Six-Year Baseline Budget for Operating Expenses (includes both VDOT and VDRPT funding)

Expense Category	Budget Assumptions	FY16	FY17	FY18	FY19	FY20	FY21
Salaries/Wages/Administration	Assumes 2.5% increase per year	\$516,807	\$529,727	\$542,970	\$556,545	\$570,458	\$584,720
Fringe Benefits	Assumes 2.5% increase per year	\$220,869	\$226,391	\$232,050	\$237,852	\$243,798	\$249,893
Indirect Cost	Assumes 2.5% increase per year	\$80,047	\$82,048	\$84,099	\$86,202	\$88,357	\$90,566
Advertising & Promotion Media*	Assumes 2.5% increase per year	\$41,000	\$35,250	\$36,131	\$42,609	\$37,960	\$38,909
Education & Training	Assumes 2.5% increase per year	\$1,400	\$1,435	\$1,471	\$1,508	\$1,545	\$1,584
DATA Contract	Assumes fixed amount	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Printing & Reproduction	Assumes 2.5% increase per year	\$33,421	\$34,257	\$35,113	\$35,991	\$36,891	\$37,813
Professional Services	Assumes 2.5% increase per year	\$5,000	\$5,125	\$5,253	\$5,384	\$5,519	\$5,657
Supplies	Assumes 2.5% increase per year	\$5,200	\$5,330	\$5,463	\$5,600	\$5,740	\$5,883
Equipment	Assumes 2.5% increase per year	\$1,500	\$1,538	\$1,576	\$1,615	\$1,656	\$1,697
TDM Program Subsidies	Assumes increase following Silver Line marketing	\$45,000	\$40,000	\$45,000	\$45,000	\$40,000	\$40,000
Travel	Assumes 3% increase, due to fuel cost uncertainty	\$3,700	\$3,811	\$3,925	\$4,043	\$4,164	\$4,289
Consultants	Assumes fixed amount	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Baseline Operations		\$1,038,944	\$1,049,911	\$1,078,053	\$1,107,348	\$1,121,088	\$1,146,011

* Includes capital cost of tablets every 3 years.

Table 5. Unfunded Program Enhancements

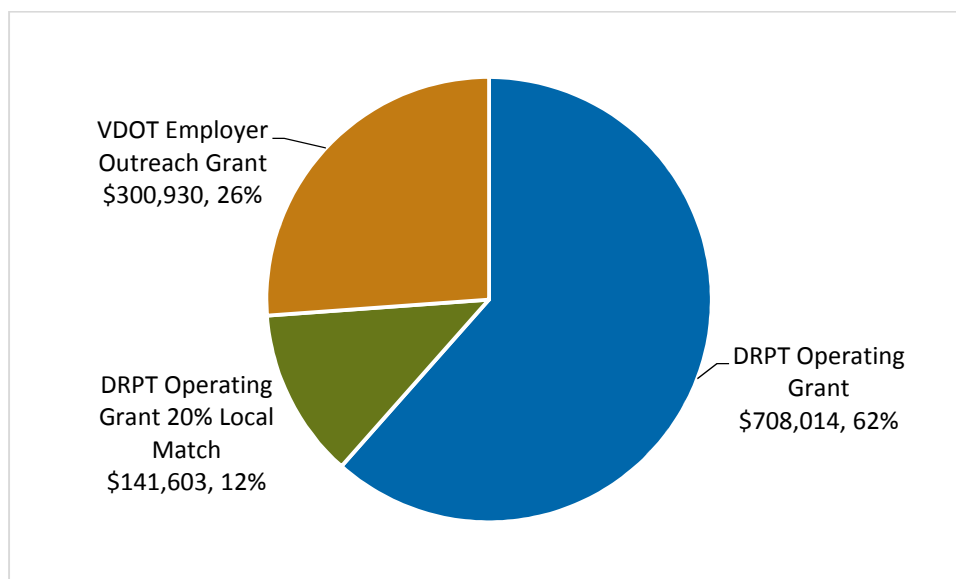
Program Enhancement	Description	FY16	FY17	FY18	FY19	FY20	FY21
Bicycle and Pedestrian Coordinator	Salary/wages and fringe benefits for one new staff position or contractor.		\$65,000	\$66,625	\$68,291	\$69,998	\$71,748
Increase Outreach Staff	Assumes contract staff - initially one additional outreach staff in FY17, two in FY18 to FY21.		\$75,000	\$146,875	\$150,547	\$154,311	\$158,168
Targeted Outreach for Silver Line Phase II *	Marketing and outreach collateral, advertising.			\$40,000	\$ 60,000		
Targeted Outreach to Hotels and Tourism Bureau	Marketing and outreach collateral, and staff outreach.			\$40,000			
Targeted Outreach Initiative for I-66 HOT Lanes*	Marketing and outreach collateral, advertising.				\$40,000		
Refine Brand Identity	Revised brand and marketing collateral for general outreach.			\$40,000			
Commuter Challenge	Organize and administer program.					\$25,000	\$20,000
SchoolPools	Initial materials and incentives, with additional staff time in 2nd year and thereafter.			\$15,000	\$40,000	\$40,000	\$ 40,000
Total Enhancements		\$0	\$140,000	\$348,500	\$358,838	\$289,308	\$289,916
Baseline Operations Plus Enhancements		\$1,038,944	\$1,189,911	\$1,426,553	\$1,466,185	\$1,410,397	\$1,435,928

* Beyond on-going outreach assumed in baseline budget.

REVENUES

This plan presents both constrained (baseline) and unconstrained (program enhancements) funding scenarios for the six-year horizon. Currently, the FCTSG is funded primarily through the DRPT Operating Grant and the VDOT Employer Outreach Grant (see Figure 8).

Figure 8. FCTSG Revenue Sources, FY16



DIVERSIFICATION OF FUNDING SOURCES

In the past, FCTSG has not pursued other revenue sources for the TDM program, other than these two state grants. However, the peer agency review identified several potential funding sources for the FCTSG, which should be explored and considered to support the plan enhancements desired. These options include:

Federal Funds

- **Congestion Management Air Quality (CMAQ) Program** – CMAQ provides funding for projects that support improved air quality and provide congestion relief in areas that do not meet national air quality standards (the Washington metropolitan area is in nonattainment). Projects eligible for CMAQ funds include projects or programs that reduce single occupant vehicle travel or shift travel demand to other transportation modes. As a result, CMAQ funds can be utilized to support on-going operations of the TDM program. As an example, Arlington County's ACCS program is expected to utilize approximately \$4.463 million in CMAQ funds in FY16.
- **Job Access Reverse Commute (JARC) Program** – Administered by DRPT, Federal Transit Administration (FTA) Section 5316 grants support the operating and capital costs of special programs designed to connect unemployed and low-income individuals to jobs. Grants cover up to 50 percent of eligible operating expenses, and could potentially be used for specific pilot

program efforts designed to support access to jobs. These funds could not be used for general TDM program outreach activities and enhancements that are of highest priority in this plan.

State Funds

- **DRPT Transportation Project Management Assistance** – Transportation Project Management Assistance provides support for new or expanded transportation services and facilities that help reduce the reliance on single occupancy vehicles at the community, regional, and state level. Eligible recipients include state and local government, transportation district commissions, public service corporations, planning district commissions, transportation management associations, and private corporations who participate in projects through contractual arrangements with eligible recipients. The grant funds projects in all categories of TDM strategies and public transportation, but emphasizes projects that reduce VMT by single occupancy vehicles, involve economic development through the private sector, improve inter-connectivity among modes, increase vehicle occupancy, and utilize technology to improve TDM services and public transportation. Transportation Project Management Assistance grants fund projects at the maximum state ratio of 80%.
- **DRPT Demonstration Project Assistance** – Demonstration Project Assistance provides funding for projects that seek to improve the efficiency of public transportation providers, offer creative approaches to identify and access public transportation markets, raise the productivity and utilization of existing public transportation services, and increase private sector involvement in public transportation. Both technology and safety and security are recognized as areas with increasing need within this grant program. Eligible recipients include local and state governments, transportation district commissions, public service corporations, and TDM/commuter assistance agencies. Demonstration Project Assistance grants can fund the following expenses: administrative net costs, capital costs for materials and equipment, operating costs, and the costs associated with conducting system wide or issue specific planning studies or developing systems engineering requirements and concept of operations documents. These grants fund projects at the maximum state ratio of 95%. Demonstration Project Assistance may be most appropriate for specific pilot efforts such as School Pools, Targeted Outreach to Hotels and Tourism Bureau, and Targeted Outreach Initiative for I-66 HOT Lanes.
- **DRPT Technical Assistance** – This grant program provides technical assistance for projects that provide commuter assistance or improve public transportation. Eligible recipients of technical assistance grants include local and state government, transportation district commissions, public service corporations, planning district commissions, human service agencies involved in rural public transportation, and TDM/commuter assistance agencies. Eligible expenses for these grants include the cost of preparing technical studies, such as transit feasibility studies, transit development plans, public transportation or commuter assistance related services, and more. Through technical assistance grants, projects are funded at the maximum state match ratio of 50%.

- **Funding Available via HB 2313** – As a result of the State Transportation funding plan approved in 2013 by the General Assembly (HB 2313), new transportation funding is available. A portion of this funding is directly available to the County, while some funding is allocated regionally by the Northern Virginia Transportation Authority (NVTA). While the NVTA allocated funding is designed to support projects with regional benefits, a portion of local funding that is being directed to transit and bicycle and pedestrian projects could potentially be used to support outreach efforts to promote use of these multi-modal transportation options. Specifically, HB 2313 funds could be allocated toward appropriate project implementation costs such as staff time and direct costs associated with marketing for projects such as bike trails, sidewalks, or new bus services.

Local / Other Funds

- **TDM Proffers** – Contributions from local site plan development (i.e., Remedy Fund and Incentive fund) could potentially be negotiated and directed to Fairfax County's TSG to provide targeted assistance to businesses and residents within the development area subject to the proffers. Arlington County uses this approach, with approximately \$530,000 in FY16 projected associated with site plan contributions/proffers.
- **Non-profit / Private Funds** – Foundations, public-private partnerships, and other private-sector contributions are another potential source. While these funds are unlikely to provide general operating support, grants may fund specific TDM projects or program efforts. For instance, currently, many developers who have TDM proffers hire consultants to develop a TDM plan and/or to provide TDM services. FCTSG could potentially offer targeted TDM program development and outreach services to developers during the proffer development process for a fee, or could collaborate with TYTRAN to provide some services that are paid by land owners.

CHAPTER 7: TDM PROGRAM PERFORMANCE MEASUREMENT

Performance measurement plays an important role in tracking progress toward achieving FCTSG's goals and objectives, and in helping to evaluate the impact of the TDM program services offered. FCTSG tracks a wide range of performance measures for its TDM programs, ranging from activity metrics (for instance, number of employer meetings) to outcomes (for instance, number of new vanpools formed, vehicle miles traveled reduced).

The performance measures in this TDM plan are a subset of the measures identified in the Long Range TDM Plan. The list below identifies a subset of key activity- and outcome-related performance measures for the TDM Program, which are tracked on a quarterly basis and reported in the Quarterly Activity and Outcome Report submitted to DRPT and VDOT.

Activity-Related Performance Measures

- Employer TDM meetings
- Employer site visits
- Prospective employers (all levels)
- Total email impressions
- New employers contact
- Employer follow-ups
- Broadcast emails or mailings
- Stakeholder meetings attended (Economic Development Authority, Home Owners Association, Commuter Connections, etc.)
- Awards
- Residential TDM meetings
- Acrylic display
- Pamphlets distributed
- Base Closure and Realignment (BRAC) meetings

Outcome-related Performance Measures

- New Best Workplaces programs
- New residential TDM programs
- Ride matching
 - New applications
 - Follow ups
 - Re-registrants
 - New ride matches attempted
 - New Guaranteed Ride Home registrations
 - Transit requests
 - Total ride matching database (Fairfax)
- Total vanpools operating

- Daily ShuttlePool Trips
- Employers with shuttles
- Fairfax County Commuter Benefits Program participants
- Number of County vanpools operating
- Number of County employees vanpooling into government sites
- TDM proffer programs added
- BRAC related TDM programs added
- Daily vehicle trips reduced by:
 - New vanpool riders
 - Transit Benefits Programs
 - Telework

By tracking performance measures, FCTSG is able to assess progress towards its goals and objectives, and the success of outreach activities, as well as areas of improvement. Figure 9 demonstrates that the number of employers in the county providing TDM services or incentives for their employees has continued to grow over the past several years. Growth has occurred at all levels – from Level 1 (Bronze) employers providing a basic level of support through Level 4 (Platinum) employers providing a wide range of incentives and support to their employees. This growth in employer participation has occurred through targeted employer outreach, including promotion of the Best Workplaces for Commuters Program.

Figure 9. TDM Employers by Level, FY11 to FY14

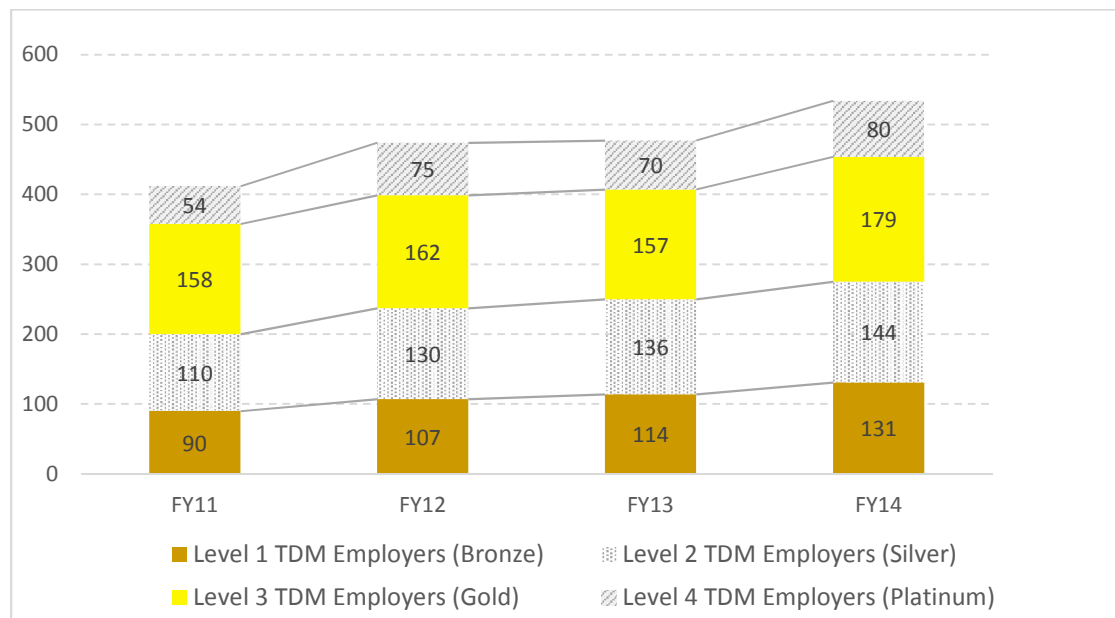


Table 6 below highlights several additional outcome-related performance measures for the TDM Program over the period FY11 to FY14. Fairfax County experienced a reduction in new rideshare applicants and guaranteed ride home registrations while the rideshare coordinator position was vacant during FY13 and FY14. The position was filled in early FY15, with expected increases in these metrics.

Meanwhile the BWC sites recognized has grown significantly, along with estimated daily trip reductions due to transit benefits programs and telework.

Table 6. TDM Program Performance Data, FY11 to FY14

Metric	FY11	FY12	FY13	FY14
New Rideshare Applicants	712	403	332	293
New Guaranteed Ride Home Registrations	533	558	399	207
Daily Trips reduced by new Vanpool riders	75	92	133	96
BWC Sites Recognized	11	17	29	38
Employees impacted by BWC Program	43,500	62,341	84,641	153,865
Daily Trips reduced by Transit Benefits Program	7,564	7,918	8,100	9,644
Daily Trips Reduced by Telework	2,300	2,300	4,650	6,597