

Long-Range Transportation Demand Management (TDM) Financial Plan Addendum

Dulles Area Transportation Association

2015-2021

prepared for

Dulles Area Transportation Association (DATA)

2015-2021

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Demand Management (TDM)
Financial Plan Addendum**

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Revised March 2015

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The Dulles Area Transportation Association

Dulles Area Transportation Association (DATA) is a 501(c)3 not-for-profit transportation management association (TMA) that identifies transportation needs; promotes steps to meet those needs; and provides a forum for members and other concerned parties to be informed of opportunities and to participate in timely actions that will bring about a more effective transportation system.

As a true public-private partnership, DATA works area employers and with the Virginia Department of Rail and Public Transportation (DRPT), the Virginia Department of Transportation (VDOT), and with Fairfax, Loudoun, and Prince William Counties to promote programs that help reduce the number of single occupancy vehicles on regional roads.

Dulles Area Transportation Association

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Background

As directed by the Virginia Department of Rail and Public Transportation (VaDRPT), the Dulles Area Transportation Association (DATA) has revised its existing 30 year Long Range Plan to bring its financial forecasts and projections in to congruence with the Commonwealth's six year Transportation Improvement Program (TIP). This document serves as an addendum to the current DATA Long Range Plan, sub-planting the financial elements of the existing plan and provides a revision to the strategies and objectives that DATA will strive to achieve in the next 6 years in accordance with this financial plan. The financial forecast is predicated upon the realization of the anticipated revenue streams as identified within. The DATA Executive Committee and Board reserves the right to revise and adjust this plan as it deems appropriate.

DATA will work with VaDRPT, Virginia Department Of Transportation (VDOT), its local stakeholders and the private sector to achieve the following objectives and to pursue the identified strategies.

DATA Objectives and Strategies (2015 – 2021)

- Expand the Live More Commute Less brand to the public to develop improved understanding of the concepts associated with transportation demand management and the quality of life benefits that derive from these strategies.
- Further develop and increase the distribution/circulation of @LiveMore, DATA's newly created bi-monthly informational tabloid that promotes the Live More Commute Less program.
- Improve outreach with newly elected officials, particularly education of newly elected leaders.
- Become a formally recognized player in the Fairfax and Loudoun County proffer process; engage in management and monitoring of these proffers.
- Update DATA's brochure to highlight multimodal/TDM focus.
- Identify activities in which DATA's role is mentioned in the Loudoun and Fairfax County Plans, and coordinate those activities.
- Increase the number of contacts with private businesses and entities in the DATA service area and recruit these contacts to active members of DATA.
- Develop a separate marketing piece that focuses on DATA's experience and role in employer TDM strategies and plans.
- Engage in infrastructure/facilities network, focusing on physical and institutional integration; DATA should endeavor to engage the various counties in better coordination of transportation planning to maximize the impact of TDM strategies and to bring a regional perspective to these transportation networks/systems.

-
- Become more active along I-66 corridor and associated transit initiatives that are associated with the growth of this section of the DATA service area (e.g. Prince William County, City of Manassas, Haymarket, Gainesville).
 - Expand the membership and breadth of the annual Transportation Roundtable forum.
 - Expand the participation in the Employer Council.
 - Work with local elected officials and state delegation to improve funding of DATA's TDM programs.
 - Work with local governments, WMATA and other transportation providers to ensure maximum utilization of the new METRO Silver line in the Dulles Corridor.
 - Serve as the primary employer outreach coordinator for Phase II of the METRO Silver line transportation management plan (TMP).
 - Promote Transit Oriented Development in the vicinity of the new METRO stations in the Dulles Corridor.
 - As the designated employer outreach entity in Reston Town Center, continue to build relationships with the businesses and residents in this area. Develop new programs, such as the Reston Town Center Block Party to engage and inform Reston Town Center employees of their transportation options.
 - Forge a partnership with VDOT and other appropriate stakeholders to secure funding for DATA's Rotating Rideshare Program.
 - Create new and more robust partnerships with local economic development authorities and pursue projects and programs of mutual interest.
 - Continue to promote telework programs and, when available, incentive programs that are associated with TeleworkVa.
 - Work with DRPT to continue to promote and pursue the formation of new vanpools in the DATA service area.
 - Develop new, innovative K-12 educational programs that promote and engage children in being knowledgeable of the benefits of TDM strategies.
 - Become the leading "voice" for TDM strategies in the DATA service area.
 - Support the development of transportation hubs around the airport for tourist destinations.
 - Continue to further refine E³Calc and utilize it as an important analysis tool and quantitative measure.
 - Continue to work with the colleges and universities in the DATA service area to identify and implement programs of common interest.
 - Support shuttle service in areas where they are needed.
 - Continue to educate members (and public) about mobility options.

DATA Metrics of Success/Progress

One of the core missions of DATA is to affect behavioral change among business leaders and their employees. DATA also serves as a regional facilitator for its primary stakeholders – local governments, non-profits and the private sector. As such, finding quantitative measurements for programs is typically difficult. What is a measure of success for say the employer council or the transportation roundtable? Is it the number of attendees or the stature of the attendees? Can DATA quantify the impact that such sessions have on the future decision making the attendees have concerning TDM programs and strategies? Without resources to conduct extensive surveys, or focus group analysis, DATA is challenged to find quantitative measures and results for many of the projects and programs it implements.

However, DATA does believe, like any marketing campaign that strives to affect behavioral change (be it buying a tube of toothpaste or choosing to join a carpool), these programs do have an impact on the participating employers and employees. In the world of marketing (where follow up resources for analysis are far greater than in the TDM industry) one such measurement is the number of impressions any marketing campaign achieves. DATA intends to continue utilizing this measure and seek ways to enhance the collection and analysis of this data to assist it in evaluating its programs and projects.

DATA also would like to consider broadening the definition of what is an “employer” is to encompass those “entities” that have an infrastructure to reach people/employees. For example, economic development authorities, a natural business partner who could expand DATA’s reach to employers and employees. This growth in DATA’s network should prove to open new doors and angles when approaching prospective new clients.

DATA intends to utilize the following four measures to define the success of the organization in meeting the before stated objectives and strategies. These measures include:

- M¹** = Quantifying the number of impressions programs have on businesses, employees and residents;
- M²** = Having DATA’s stakeholders provide an annual evaluation of programs to determine if these programs provide value to them;
- M³** = How many new (personal) connections are established each year through DATA’s programs;
- M⁴** = Reduction in single occupancy trips in the DATA service area; and
- M⁵** = How many new businesses DATA registers in Commuter Connections database (ACT) and how many existing businesses DATA moves up the TDM program ladder.

Major Future Financial Components

As DATA moves forward to accomplish its goals and objectives, the funding to achieve this is predicated on a number of assumptions and forecasts. As is typical with forecasting future funding sources and programs, DATA will rely more on the “know” or reasonably more stable future funding streams, than to predict bold new initiatives that have less likely chance to materialize. A snapshot of a more detailed forecast of future funding between 2015 – 2021 is depicted in Table 1, below.

Table 1
Overview DATA’s Financial Plan 2015 – 2021

	Budget	Projected						2015 - 2021
	2015	2016	2017	2018	2019	2020	2021	
Income								
Contract Revenue								
JARC	\$ 74,000	\$ 74,000						\$ 148,000
Fairfax County	\$ 65,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 545,000
Total Contract Revenue	\$ 139,000	\$ 154,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 693,000
Total Events	\$ 49,390	\$ 50,872	\$ 52,398	\$ 53,970	\$ 55,589	\$ 57,257	\$ 58,974	\$ 378,449
Total @Livemore	\$ 2,000	\$ 12,000	\$ 12,360	\$ 12,731	\$ 13,113	\$ 13,506	\$ 13,911	\$ 79,621
Grants								
TDM	\$ 148,000	\$ 152,440	\$ 157,013	\$ 161,724	\$ 166,575	\$ 171,573	\$ 176,720	\$ 1,134,044
Long Range	\$ 4,800							\$ 4,800
Van Go	\$ 48,000							\$ 48,000
Other		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 60,000
Total Grants	\$ 200,800	\$ 162,440	\$ 167,013	\$ 171,724	\$ 176,575	\$ 181,573	\$ 186,720	\$ 1,246,844
Total Membership Fees	\$ 71,170	\$ 73,305	\$ 75,504	\$ 77,769	\$ 80,102	\$ 82,506	\$ 84,981	\$ 545,337
Total Income	\$ 462,360	\$ 452,617	\$ 387,275	\$ 396,194	\$ 405,379	\$ 414,841	\$ 424,586	\$ 2,943,252
Expenses								
Marketing and Promotion	\$ 6,000	\$ 6,180	\$ 6,365	\$ 6,556	\$ 6,753	\$ 6,956	\$ 7,164	\$ 45,975
Training	\$ 680	\$ 700	\$ 721	\$ 743	\$ 765	\$ 788	\$ 812	\$ 5,210
Total Events Expense	\$ 17,950	\$ 18,489	\$ 19,043	\$ 19,614	\$ 20,203	\$ 20,809	\$ 21,433	\$ 137,541
Total Overhead	\$ 117,187	\$ 95,159	\$ 98,013	\$ 100,954	\$ 103,982	\$ 107,102	\$ 110,315	\$ 732,712
Total Personnel Expenses	\$ 255,220	\$ 262,877	\$ 227,935	\$ 227,935	\$ 227,935	\$ 227,935	\$ 227,935	\$ 1,657,774
Total Professional Fees	\$ 34,950	\$ 35,999	\$ 37,078	\$ 38,191	\$ 39,337	\$ 40,517	\$ 41,732	\$ 267,803
Total Expense	\$ 431,987	\$ 419,403	\$ 389,157	\$ 393,994	\$ 398,976	\$ 404,107	\$ 409,392	\$ 2,847,015
Net Ordinary Income	\$ 30,373	\$ 33,214	\$ (1,882)	\$ 2,200	\$ 6,404	\$ 10,734	\$ 15,194	\$ 96,236

*Assumptions:

- 1) 3% annual increase in funding from DRPT.
- 2) 3% annual increase in all non-grant funding through 2021.
- 3) 3% annual increase in all expenses until 2021.
- 4) 3% annual increase in payroll expenses until 2016, then a 15% reduction in payroll due to ending JARC grant. Payroll remains static thereafter through 2021.

The objective of creating a 6-year financial/long range plan is to bring DATA’s goals, objectives and forecasted financial needs into congruence with the Commonwealth’s Transportation Improvement Plan (TIP), which also has a 6-year planning horizon. In the current TIP, the Commonwealth’s TDM program forecasts a flat funding level of \$4 million statewide (see Table 2).

In reality, if state funding remains flat for the next six years, there will be a reduction in services due to expected growth in the region (which results in more potential clients – businesses and commuters) and inflationary costs of doing business. In examining the last ten years of the Consumer Price Index (CPI) for Northern Virginia, the average increase in consumer costs was about 3% annually (see Table 4). The CPI does not take into account many business costs, such as commercial rents, health insurance, labor costs (salaries), etc.

Table 2

**Commonwealth Transportation Board
FY 2015 Rail and Public Transportation Improvement Program**

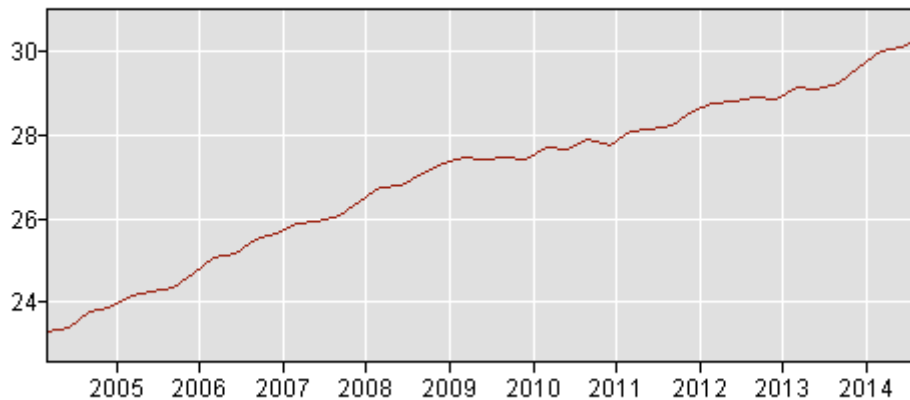
Six Year Projection of Allocations for the Rail and Public Transportation Improvement Program

	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>Total</u>
Mass Transit Trust Fund:							
Operating Assistance	179,907,958 \$	177,227,113 \$	184,043,226 \$	189,067,277 \$	194,110,005 \$	196,595,820	1,122,951,399
Operating Assistance - I-95 Technical Memo #3	-	629,000	629,000	629,000	629,000	1,355,000	3,871,000
Capital Assistance	60,399,770	47,406,630	52,741,537	54,438,205	57,416,927	59,226,074	331,629,143
Capital Assistance - Multi Year/Other Projects	3,254,850	4,148,680	1,190,480	1,227,740	-	-	9,821,750
Special Projects-Other	2,802,287	2,196,637	2,470,642	2,679,913	2,890,031	3,107,129	16,136,639
Special Projects-TDM/TMP	3,820,036	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	23,820,036
Paratransit Assistance Program (From MTTF)	1,258,949	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	8,758,949
Total Mass Transit Trust Fund Allocation	251,453,850	237,098,060	246,564,885	253,542,135	260,545,963	267,784,023	1,516,988,916

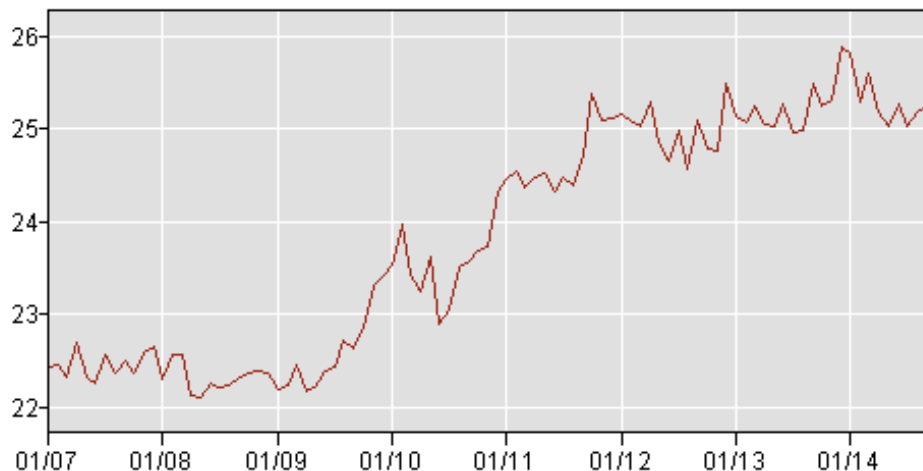
Table 3

National Average for Private Industry Total Cost of Compensation per Hour Worked

Cost of compensation (Cost per hour worked)



Statewide Average for Private Industry Total Cost of Compensation per Hour Worked



Northern Virginia Average for Private Industry Total Cost of Compensation per Hour Worked

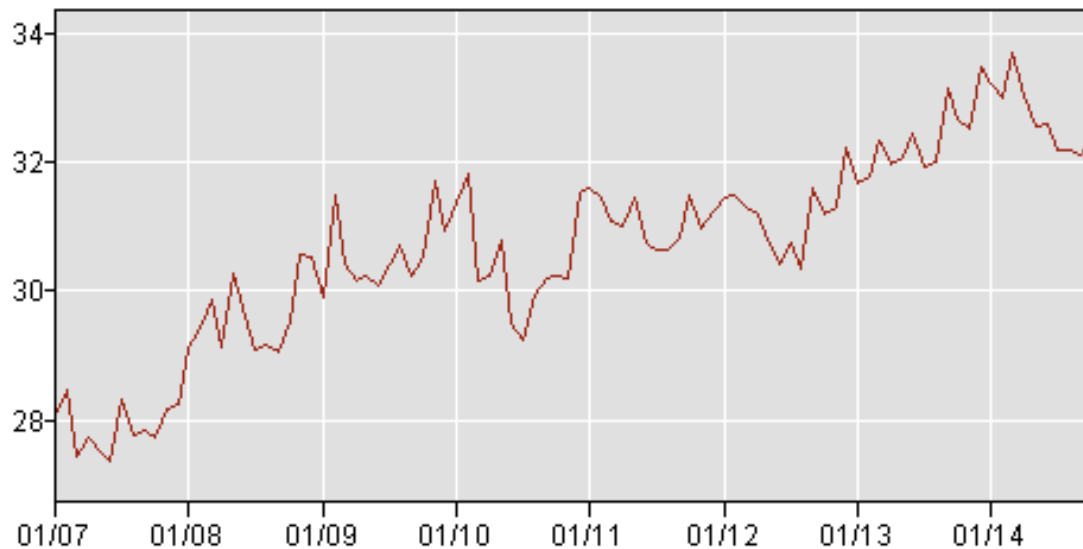


Table 4
National, Statewide and Northern Virginia Average Hourly Compensation 2007 - 2014

Year	National Average		Statewide Average		Northern Virginia Average	
	All Workers - Cost of compensation (Cost per hour worked)	Annual % Increase	All Workers - Cost of compensation (Cost per hour worked)	Annual % Increase	All Workers - Cost of compensation (Cost per hour worked)	Annual % Increase
2007	\$26.42		\$22.37		\$27.73	
2008	\$27.35	3.52%	\$22.36	-0.04%	\$29.53	6.49%
2009	\$27.42	0.26%	\$22.86	2.24%	\$30.52	3.35%
2010	\$27.75	1.20%	\$23.68	3.59%	\$30.22	-0.98%
2011	\$28.57	2.95%	\$25.39	7.22%	\$31.50	4.24%
2012	\$28.87	1.05%	\$24.79	-2.36%	\$31.19	-0.98%
2013	\$29.63	2.63%	\$25.25	1.86%	\$32.68	4.78%
2014	\$30.32	2.33%	\$25.28	0.12%	\$32.36	-0.98%
2007 - 2014	\$3.90	14.76%	\$2.91	13.01%	\$4.63	16.70%
2007 - 2014 Average		1.99%		1.80%		2.27%

Source: U.S. Bureau of Labor Statistics, Private Industry Total compensation for All occupations; Cost per hour worked.

However, when analyzing average salary/wage information over the past seven years, DATA's growth assumption of 3% annually is pretty much in line with the average wage increases being documented by the U.S. Bureau of Labor Statistics (see Tables 3 & 4). Thus, DATA feels confident that a modest 3% annual increase in overall revenues should sustain its current level of services. A more specific breakdown of DATA's anticipated revenues and costs have been detailed in Table 5.

Table 5
Revenue and Cost Forecast 2015 - 2021

	Budget	Projected						2015 - 2021
	2015	2016	2017	2018	2019	2020	2021	
Income								
Contract Revenue								
JARC	\$ 74,000	\$ 74,000						\$ 148,000
Fairfax County	\$ 65,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 545,000
								\$ -
								\$ -
Total Contract Revenue	\$ 139,000	\$ 154,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 693,000
Events								
Annual Dinner								\$ -
Sponsors								\$ -
Total Annual Dinner	\$ 26,500							\$ 26,500
Annual Meeting/Holiday Reception	\$ 850							\$ 850
Golf								\$ -
Foursome	\$ 7,300							\$ 7,300
Mulligan	\$ 650							\$ 650
Silent Auctions	\$ 90							\$ 90
Sponsor	\$ 7,900							\$ 7,900
Total Golf								\$ -
Seminars	\$ 6,100							\$ 6,100
								\$ -
Total Events	\$ 49,390	\$ 50,872	\$ 52,398	\$ 53,970	\$ 55,589	\$ 57,257	\$ 58,974	\$ 378,449
								\$ -
Total Giveaways	\$ 2,000	\$ 12,000	\$ 12,360	\$ 12,731	\$ 13,113	\$ 13,506	\$ 13,911	\$ 79,621
Grants								
TDM	\$ 148,000	\$ 152,440	\$ 157,013	\$ 161,724	\$ 166,575	\$ 171,573	\$ 176,720	\$ 1,134,044
Long Range	\$ 4,800							\$ 4,800
Van Go	\$ 48,000							\$ 48,000
Other		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 60,000
Total Grants	\$ 200,800	\$ 162,440	\$ 167,013	\$ 171,724	\$ 176,575	\$ 181,573	\$ 186,720	\$ 1,246,844
Membership Fees								
Pacesetter Sponsors	\$ 10,900	\$ 11,227	\$ 11,564	\$ 11,911	\$ 12,268	\$ 12,636	\$ 13,015	\$ 83,521
New Dues	\$ 3,150	\$ 3,245	\$ 3,342	\$ 3,442	\$ 3,545	\$ 3,652	\$ 3,761	\$ 24,137
Renewals	\$ 57,120	\$ 58,834	\$ 60,599	\$ 62,417	\$ 64,289	\$ 66,218	\$ 68,204	\$ 437,680
Total Membership Fees	\$ 71,170	\$ 73,305	\$ 75,504	\$ 77,769	\$ 80,102	\$ 82,506	\$ 84,981	\$ 545,337
Total Income	\$ 462,360	\$ 452,617	\$ 387,275	\$ 396,194	\$ 405,379	\$ 414,841	\$ 424,586	\$ 2,943,252
Expenses								
Marketing and Promotion	\$ 6,000	\$ 6,180	\$ 6,365	\$ 6,556	\$ 6,753	\$ 6,956	\$ 7,164	\$ 45,975
Training	\$ 680	\$ 700	\$ 721	\$ 743	\$ 765	\$ 788	\$ 812	\$ 5,210
Events Expense								\$ -
Annual Dinner	\$ 3,110	\$ 3,203	\$ 3,299	\$ 3,398	\$ 3,500	\$ 3,605	\$ 3,714	\$ 23,830
Golf	\$ 11,360	\$ 11,701	\$ 12,052	\$ 12,413	\$ 12,786	\$ 13,169	\$ 13,564	\$ 87,046
Seminars	\$ 3,480	\$ 3,584	\$ 3,692	\$ 3,803	\$ 3,917	\$ 4,034	\$ 4,155	\$ 26,665
Total Events Expense	\$ 17,950	\$ 18,489	\$ 19,043	\$ 19,614	\$ 20,203	\$ 20,809	\$ 21,433	\$ 137,541
Overhead								
Bank Service Charges								
Bank Fees	\$ 610	\$ 628	\$ 647	\$ 667	\$ 687	\$ 707	\$ 728	\$ 4,674
Credit Card	\$ 630	\$ 649	\$ 668	\$ 688	\$ 709	\$ 730	\$ 752	\$ 4,827
Finance Charges	\$ 57	\$ 59	\$ 60	\$ 62	\$ 64	\$ 66	\$ 68	\$ 437
Total Bank Service Charges	\$ 1,297	\$ 1,336	\$ 1,376	\$ 1,417	\$ 1,460	\$ 1,504	\$ 1,549	\$ 9,938
Catering	\$ 12,800	\$ 13,184	\$ 13,580	\$ 13,987	\$ 14,407	\$ 14,839	\$ 15,284	\$ 98,080
Dues and Subscriptions	\$ 4,800	\$ 4,944	\$ 5,092	\$ 5,245	\$ 5,402	\$ 5,565	\$ 5,731	\$ 36,780
Education/Meeting Fees	\$ 3,970	\$ 4,089	\$ 4,212	\$ 4,338	\$ 4,468	\$ 4,602	\$ 4,740	\$ 30,420
Staff Development	\$ 780	\$ 803	\$ 828	\$ 852	\$ 878	\$ 904	\$ 931	\$ 5,977
Insurance								
Directors & Officers	\$ 3,745	\$ 3,857	\$ 3,973	\$ 4,092	\$ 4,215	\$ 4,341	\$ 4,472	\$ 28,696
Disability	\$ 1,300	\$ 1,339	\$ 1,379	\$ 1,421	\$ 1,463	\$ 1,507	\$ 1,552	\$ 9,961
Clt - Comm Prop	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Health Insurance	\$ 29,500	\$ 30,385	\$ 31,297	\$ 32,235	\$ 33,203	\$ 34,199	\$ 35,225	\$ 226,043
Workmen's Comp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Insurance	\$ 34,545	\$ 35,581	\$ 36,649	\$ 37,748	\$ 38,881	\$ 40,047	\$ 41,249	\$ 264,700
Internet/Website	\$ 4,300	\$ 4,429	\$ 4,562	\$ 4,699	\$ 4,840	\$ 4,985	\$ 5,134	\$ 32,949
Licenses and Permits	\$ 30	\$ 31	\$ 32	\$ 33	\$ 34	\$ 35	\$ 36	\$ 230
Miscellaneous Meetings	\$ 200	\$ 206	\$ 212	\$ 219	\$ 225	\$ 232	\$ 239	\$ 1,532
Office Space								
Rent	\$ 1,320	\$ 1,360	\$ 1,400	\$ 1,442	\$ 1,486	\$ 1,530	\$ 1,576	\$ 10,114
Telephone	\$ 4,300	\$ 4,429	\$ 4,562	\$ 4,699	\$ 4,840	\$ 4,985	\$ 5,134	\$ 32,949
Total Office Space	\$ 5,620	\$ 5,789	\$ 5,962	\$ 6,141	\$ 6,325	\$ 6,515	\$ 6,711	\$ 43,063
Office Supplies	\$ 1,600	\$ 1,648	\$ 1,697	\$ 1,748	\$ 1,801	\$ 1,855	\$ 1,910	\$ 12,260
Payroll Service fees	\$ 200	\$ 206	\$ 212	\$ 219	\$ 225	\$ 232	\$ 239	\$ 1,532
Postage and Delivery	\$ 230	\$ 237	\$ 244	\$ 251	\$ 259	\$ 267	\$ 275	\$ 1,762
Printing and Reproduction	\$ 10,800	\$ 11,124	\$ 11,458	\$ 11,801	\$ 12,155	\$ 12,520	\$ 12,896	\$ 82,755
Vanpool Subsidy	\$ 14,775	\$ 15,218	\$ 15,675	\$ 16,145	\$ 16,629	\$ 17,128	\$ 17,642	\$ 113,213
Special Project Support								
Est. Dulles Phase II TMP Expenses		#						
LMCL Support	\$ 12,000							\$ 12,000
Total Subcontractor	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000
Travel								
Travel	\$ 3,050	\$ 3,142	\$ 3,236	\$ 3,333	\$ 3,433	\$ 3,536	\$ 3,642	\$ 23,371
Mileage	\$ 4,800	\$ 4,944	\$ 5,092	\$ 5,245	\$ 5,402	\$ 5,565	\$ 5,731	\$ 36,780
Tolls & Parking	\$ 1,390	\$ 1,432	\$ 1,475	\$ 1,519	\$ 1,564	\$ 1,611	\$ 1,660	\$ 10,651
Total Travel	\$ 9,240	\$ 9,517	\$ 9,803	\$ 10,097	\$ 10,400	\$ 10,712	\$ 11,033	\$ 70,801
Total Overhead	\$ 117,187	\$ 95,159	\$ 98,013	\$ 100,954	\$ 103,982	\$ 107,102	\$ 110,315	\$ 732,712
Personnel Expenses								
Wages	\$ 231,000	\$ 237,930	\$ 202,241	\$ 202,241	\$ 202,241	\$ 202,241	\$ 202,241	\$ 1,480,133
Payroll Taxes	\$ 20,200	\$ 20,806	\$ 21,430	\$ 21,430	\$ 21,430	\$ 21,430	\$ 21,430	\$ 148,157
Simple IRA	\$ 4,020	\$ 4,141	\$ 4,265	\$ 4,265	\$ 4,265	\$ 4,265	\$ 4,265	\$ 29,485
Total Personnel Expenses	\$ 255,220	\$ 262,877	\$ 227,935	\$ 227,935	\$ 227,935	\$ 227,935	\$ 227,935	\$ 1,657,774
Professional Fees								
Accounting/Audit	\$ 34,950	\$ 35,999	\$ 37,078	\$ 38,191	\$ 39,337	\$ 40,517	\$ 41,732	\$ 267,803
Total Professional Fees	\$ 34,950	\$ 35,999	\$ 37,078	\$ 38,191	\$ 39,337	\$ 40,517	\$ 41,732	\$ 267,803
Total Expense	\$ 431,987	\$ 419,403	\$ 389,157	\$ 393,994	\$ 398,976	\$ 404,107	\$ 409,392	\$ 2,847,015
Net Ordinary Income	\$ 30,373	\$ 33,214	\$ (1,882)	\$ 2,200	\$ 6,404	\$ 10,734	\$ 15,194	\$ 96,236

*Assumptions:

1) 3% annual increase in funding from DRPT.

2) 3% annual increase in all non-grant funding through 2021.

3) 3% annual increase in all expenses until 2021.

4) 3% annual increase in payroll expenses until 2016, then a 15% reduction in payroll due to ending JARC grant. Payroll remains static thereafter through 2021.

Long-Range Transportation Demand Management (TDM) Plan

Dulles Area Transportation Association

2013-2040

Dulles Area Transportation Association (DATA)

2013-2040

**Long-Range Transportation
Demand Management (TDM) Plan**

Dulles Area Transportation Association

prepared for

Dulles Area Transportation Association (DATA)

prepared by

Douglas A. Pickford

date

Revised August 2013

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Executive Summary

This Long-Range TDM Plan is intended to serve as DATA's operational road map through 2040, focusing only on the Transportation Demand Management (TDM) component of DATA's functions, activities and services. This Plan attempts to evaluate the needs and outcomes of DATA's services from a strategic planning perspective, including documentation of an overarching mission and vision statement that is supported by goals, objectives, and performance metrics to guide existing and future program activities. Core activities aimed to shift single occupancy vehicle (SOV) drivers to alternative modes have been a priority for this Transportation Management Association (TMA) in the Dulles region. However, a long-term blueprint that documents ongoing activities— and potentially new services— has not been developed since the program's inception.

Given its institutional framework and membership base, DATA is well-positioned to serve as a catalyst in promoting and coordinating public/private solutions to reducing demand on the Commonwealth's transportation infrastructure and encouraging the use of alternative transportation modes in one of the fastest growing and congested portions of the Commonwealth.

Moreover, with the introduction of METRO service in the Dulles Toll Road Corridor in 2014 to 2017, immense opportunities will emerge to coordinate and assist employers, residents and visitors in maximizing the utilization of transit services in the corridor. A key part of this coordination involves the future activities of TDM agencies within the three counties that comprise DATA's service area—Fairfax, Loudoun and Prince William. Each of their respective TDM agencies has already developed a Long-Range TDM Plan for its service region that references DATA as a key service delivery partner. This partnership is already evidenced by ongoing coordination with respect to employer outreach efforts.

This Long-Range Plan first provides an overview of TDM strategies, their potential benefits, and the purpose of this Plan in Section 1.0. In the following sections key Plan insights and recommendations are contained in the Strategic Plan (Section 2.0), as well as the Plan and Program Evaluation (Section 3.0) elements of this Plan. The former section contains goals and strategies for DATA to accomplish during the timeframe of this plan, while the latter presents an approach for periodically evaluating the program's performance toward established goals.

Two appendices to this plan will address the governance, structure, operations and program services of DATA (Appendix A), and a description of the service area demographics, and transportation and land use trends (Appendix B). These appendices will be completed at a later date, dependent upon future funding sources.

1.0 TDM and Plan Purpose

Section 1.0 defines Transportation Demand Management (TDM); describes a range of potential TDM strategies and markets; provides examples of region-wide and county-sponsored TDM efforts in Fairfax, Loudoun, and Prince William Counties; summarizes the environmental benefits from employer-based strategies in the Dulles region; and describes the context and goals for the Dulles Area Transportation Association (DATA) in developing this Long-Range TDM Plan for its service area.

1.1 WHAT IS TDM AND WHAT ARE ITS BENEFITS?

Transportation Demand Management (TDM) is a set of policies, strategies, or programs that emphasize managing the *demand* for motor vehicle travel, in contrast to the more expensive alternative which involves increasing the *supply* of transportation services (e.g., typically through means such as road capacity expansion). TDM efforts reduce motor vehicle trips through several means, including:

- Creating opportunities, choices and alternatives to single occupancy vehicle use (e.g., transit, carpooling, vanpooling, bicycling, walking);
- Eliminating trips entirely (e.g., teleworking); and
- Redistributing the timing of trips from most congested “peak” periods to less busy “non-peak” times (e.g., flextime benefits through employers).

TDM strategies readily lend themselves to reducing, eliminating, or altering daily trips to and from a place of employment by employees (i.e., commuters).

Commute trips are traditionally the key target of TDM programs since they comprise the largest proportion of total trips that take place during peak periods of traffic congestion (i.e., typically between 7-9am and 4-6pm). Moreover, these trips are characterized by the same set of commuters traveling along a route from the same origin (home) to the same destination (work or school) on a daily basis. The habitual patterns of the commute trip make it an effective target of TDM strategies, such as carpooling and vanpooling formation among employees. A comparable, although less traditional tool, is informal or casual carpooling known as “slugging” which has had tremendous success in Virginia particularly for northbound commuters along the Interstate 95 (I-95) corridor in Prince William County. In this case, the TDM program role deviates from the traditional function of “matching” potential ridesharing partners, but rather in designating/supporting potential locations where such activities can occur (including provision of the necessary infrastructure where needed, such as park and ride lots), and informing interested residents of the availability of this option.

In summary, TDM programs throughout Virginia promote a wide range of transportation alternatives to using single-occupancy vehicles (SOV) to the commuter market. These alternatives include traditional ridesharing (carpooling or vanpooling), informal ridesharing or “slugging”, public and private transit options, walking, bicycling, and alternative work arrangements like teleworking and flextime.

Alternative work arrangements reduce the number of commuting days or shift commute travel to non-peak periods. They can be grouped into three major categories, including:

- Compressed work week schedules, in which employees work a full work week in fewer than five days;
- Flexible work schedules, in which employees shift their “start” and “end” work times to less congested periods of the day; and
- Telecommuting, in which employees work one or more days at home or at a satellite work center, which is located closer to their homes than the work site.

TDM strategies also encompass: improvements in transportation services, financial incentives, and support services that make the use of alternatives more convenient or remove psychological barriers to using alternatives; information dissemination; and marketing activities that heighten awareness and interest in using alternatives. The common feature of the below strategies is that they all strive to change behavior and attitudes about alternative modes as a viable option to SOV travel:

- Transportation service improvements, such as shuttle buses, vanpool programs, car sharing services (e.g., Zipcar);
- Financial incentives, employee transportation allowances or subsidies for transit users;
- Tax incentives for employers;
- Congestion pricing;
- Parking management programs, including parking pricing and reduction of supply;
- Priority treatment for ridesharers, such as preferential parking for carpools/vanpools, high occupancy vehicle (HOV) lanes, signal priority or dedicated lanes for Bus Rapid Transit (BRT);
- Information and marketing of transit schedules, bicycle/ pedestrian facility maps, online commuter tools (e.g. cost calculators), ridematching and other services;
- Support services, such as Guaranteed Ride Home (GRH) programs;

- Employer on-site amenities, including secure bicycle storage, lockers and showers, quality child care, as well as proximity to dining and establishments where employees can run errands without the use of a car; and
- Land use, planning-related efforts.

TDM programs can serve a variety of markets, including non-commuters, tourists, and residents who do not own a car or, for whatever reason, are unable to drive (including the elderly, disabled, or student populations). Therefore, TDM can serve much broader mobility goals than those solely focused on commuters. Figure 1.1 illustrates the wide range of potential benefits of TDM programs.

Figure 1.1 Potential Benefits of TDM Strategies



Source: LDA Consulting

TDM programs play an important role in maintaining a high quality of life in Virginia by:

- Assisting individuals in identifying transportation options for traveling to work, school, and other destinations;
- Improving the operational performance of the transportation system;
- Mitigating congestion and “wear-and-tear” on Virginia’s roadways;

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- Reducing the environmental impact of vehicle emissions, roadway expansion, and other transportation-related factors; and
 - Promoting the benefits associated increased with walking, bicycling, and transit use, such as improved air quality, increased exercise and public health, and stress reduction.

In the Dulles region specifically, TDM-supportive planning policies and strategies have the potential to impact a substantial number of employers, businesses, and residents who are located in one of the most economically significant zones in the Northern Virginia area¹. Due to the substantial business presence in the Dulles region, as well as the need to address severe congestion issues, the TDM-based strategies of Fairfax County and Loudoun County agencies have largely focused on employer outreach efforts, including opportunities for telework, flextime, and compressed schedules.

Below are some examples of how TDM programs and services (including provision of TDM-supportive infrastructure) are being used to address highway congestion and single occupancy vehicle (SOV) travel in the Dulles region.

Region-wide TDM Efforts

- *Commuter Connections* - Through marketing, information dissemination, and employer technical assistance, this regional TDM network – which includes DATA as one of its members—continues to support an array of employer and commuter services, tools and resources, and special incentive programs to stimulate trials of alternative modes, such as the recent Pool Rewards program for carpoolers.

Representative TDM Efforts – Fairfax County

- *Fairfax County Transportation Services Group (FCTSG)* – This TDM agency partners with DATA to provide outreach and services to employers in Fairfax County. Of the over 5,000 + major employers in the county service area, FCTSG reportedly has relationships “at some level” with approximately one-fifth of these employers². The program strives to enhance employer participation in programs that support trip reductions; namely, financial incentives, telework/compressed work schedules, bike/walking program implementation, provision of amenities such as bicycle racks and lockers, incentives for carpools/vanpools, and provision of employee shuttles.

¹ “Dulles region” is defined here to roughly approximate the DATA services area (for example, Tysons Corner is excluded).

² Fairfax County Transportation Services Group (FCTSG) Long-Range Transportation Demand Management (TDM) Plan, February 2010.

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- The county utilizes its proffer system as an important tool to construct sidewalks, trails, bicycle paths, bus stops, and other transit and TDM-supportive elements on development sites.
 - FCTSG partners with residential developments, multifamily complexes, and associations to promote use of alternative modes of transportation, including public transit. Its community residential program (CRP) provides many of the same services to residential developments as are provided to employers through the employer outreach program.
 - Fairfax County has recently undertaken a comprehensive effort to make bicycle transportation a more significant piece of the overall transportation component of Fairfax County. The ongoing Fairfax County Bicycle Study will identify specific improvements that are needed to accommodate and encourage bicycling within and between activity/population centers throughout Fairfax County, as well as to adjacent jurisdictions.
 - Fairfax County offers a financial incentive to employers who implement a Smart Benefits transit program for their employees during the first six months of the program.

Representative TDM Efforts – Loudoun County

- *Loudoun County Department of Transportation and Capital Infrastructure (LCDOTCI)*--This county TDM agency works with DATA on employer outreach activities, including the hosting of quarterly Employer Council meetings to discuss transportation issues.
- LCDOTCI has recently launched their Green Business Challenge, a collaborative effort between Loudoun County government and the county Chamber of Commerce. The program encourages businesses to track their efforts toward environmentally sound practices.
- Like Fairfax County, Loudoun County also uses its proffer system to construct TDM-supportive elements on development sites.
- The county has recently developed its first Countywide Transit Plan, which recommends expanded provision of public transit service. One of these expansions includes a new Tysons Express Commuter Bus Service from Leesburg and Broadlands south to employment sites in Tysons corner.
- The county opened its first county-owned park-and-ride lot. The Leesburg lot is home to 691 spaces, six bus shelters and 24 bicycle racks. Loudoun County Transit provides AM and PM peak service from this lot to the Metropolitan Washington DC region. The county also leases park-and-ride lot spaces from private providers in the region.

Representative TDM Efforts – Prince William County

- Prince William County has over 20 park-and-ride lots; however, the majority of these lots are located the eastern portion of the County, outside the study area.
- The 2008 Comprehensive Plan recognizes TDM as a policy area and outlines specific TDM action strategies.
- In the approved I-66/Route 29 Sector Plan, which is a separate chapter of the 2008 Comprehensive Plan, two commuter parking lots are recommended. One of these lots is in the study area in the vicinity of the I-66/Route 29 interchange.
- Considerable discussion continues on the feasibility of developing the inter-county connector between northeastern Prince William County and southeastern Loudoun County, west of Dulles International Airport. If built, this new road corridor would have significant impacts on the mobility options within this new corridor, as well as improving access to Dulles Airport from the west.

Popularity and Estimated Impacts of TDM Strategies in Dulles Region

As the subject of this Long-Range TDM Plan, DATA has recently published two related studies that attempt to quantify the benefits gained from employer-based TDM strategies in the Loudoun, Fairfax, and Prince William County portions of its service area. A 2009 survey of businesses conducted by DATA staff revealed that, in terms of popularity of TDM strategies among area businesses, flextime (flexible scheduling) ranked first. More than two of three businesses, or 69 percent of total businesses, in the DATA service area used this strategy with their employees. The second-most popular program was formal telework arrangements, reported by almost half of those businesses (49 percent), followed by the use of compressed work schedules (employed by more than one-third of businesses, or 34 percent). The least popular TDM programs embraced by those employers were shuttle services (1 percent of all businesses), ride matching (also reported by 1 percent of all businesses) and preferred parking arrangements (slightly higher at 2 percent)³. Carpool and vanpool strategies were used by 14 percent of all businesses, less than bike racks/lockers (which were reported by 22 percent of all surveyed businesses).

It is estimated that the impact of these TDM strategies on an annual basis removes more than 396,000 tons of greenhouse gas emissions from the region's atmosphere. TDM programs in the DATA service area are also credited with

³ *Theoretical Analysis of the Effectiveness of TDM Strategies in Reducing Greenhouse Gas Emissions*; Dulles Area Transportation Association (DATA), August 1, 2010.

reducing the region's vehicle miles travels (VMT) by more than 2.85 million miles daily, or about seven percent of the region's total VMT⁴.

The rest of this report focuses on the roles and contributions of DATA in bringing expertise, technical assistance, education, and facilitation to other partners and stakeholders in order to bring about improvements in the transportation system in its service region.

1.2 DATA BACKGROUND AND PLAN PURPOSE

The 2001 *TMA Handbook: A Guide to Successful Transportation Management Associations* defines a Transportation Management Association (TMA) as "an organized group applying carefully selected approaches to facilitating the movement of people and goods within an area. TMAs are legally constituted and frequently led by the private sector in partnership with the public sector to solve transportation problems." The Dulles Area Transportation Association (DATA) was founded in 1986 and is guided by this premise of a public private partnership "dedicated to transportation improvements in the greater Dulles area⁵."

DATA operates as one of five Transportation Management Associations (TMAs) in the Northern Virginia region⁶. DATA is one of the oldest and largest TMAs in Virginia and has been operating in this capacity for over 25 years. The agency continues to function as a 501(c)(3) not-for-profit organization comprised of regional businesses, citizens, local and state government transportation professionals and elected representatives who are dedicated to improving the transportation system in the DATA service area.

⁴ Ibid.

⁵ "DATA At A Glance"; DATA informational brochure.

⁶ Others TMAs in Northern Virginia include: TYTRAN, LINK, TAGS, and FAST. The first of these, TYTRAN, covers a nearby area of Tysons Corner and provides information, as well as advocacy on transportation-related issues. LINK, the TMA for the Reston area, is sponsored by the Reston Town Center Association and provides centralized information on transportation alternatives for Reston. The Transportation Association of Greater Springfield (TAGS) is a TMA that advocates and promotes transportation alternatives and economic development services in and around Springfield. The most recently formed Full Access Transportation Solutions (FAST) for Potomac Yard covers the rapidly developing tract of land along Route 1/Crystal City in Alexandria and Arlington County. In contrast to these more narrowly defined groups, DATA is the only 501(c)(3) organization formed exclusively to serve businesses and citizens in a broad 361-square mile area. DATA also participates on a full-time basis in all TDM-related programs in the region.

DATA's 1996 *Amended and Restated Articles of Incorporation* state that DATA has been organized exclusively for "charitable, educational, and scientific purposes, including, for such purposes, lessening of the burdens of Government.." The Articles further define DATA as "an organization dedicated to achieving a significantly improved transportation system through private and public sector activities in the Association's area of concern".

In 2013, the DATA Board revised the boundaries of the service area, which is depicted in Figure --- below. The newly revised service area "formalizes" DATA's activities that have benefited the northwestern portions of Prince William County for years. Now, DATA is working more closely with the Potomac and Rappahannock Transportation Commission to provide business related TDM services to these communities.

The Articles further list the following activities that DATA may undertake:

- Active participation in the public process of allocating funds for transportation facilities and services;
- Planning, funding and providing enhanced public transportation facilities and public and/or private mass transit services within or serving the service area;
- Reducing transportation demand through application and coordination of transportation system management ("TSM") programs, such as shuttle buses, carpools, vanpools, staggered work hours, and high occupancy vehicle ("HOV") lanes;
- Planning, developing, implementing, operating, and evaluating additional programs that provide for TSM services to relieve local government of the burden of such programs; and
- Cooperating and coordinating with local, state, and regional efforts to enhance private and public transportation systems in the service area.

While the "TSM" terminology has been largely replaced by "TDM", DATA is very much involved in performing these functions today (with the exception of funding and providing additional public/or private mass transit services). The core of DATA's efforts now, and in the future, consists of public education, promotion of multimodal options, employer outreach, and provision of technical assistance. DATA promotes transportation solutions by providing educational forums and meetings to support its mission and meet the needs of members across the region. In recent years, DATA has supported several research efforts to develop tools and methodologies to help employers measure and reduce greenhouse gases (GHG) produced by commuter activities of their employees.

While TDM strategies have not always been, nor are they now, an exclusive part of DATA's operations, this Long-Range TDM Plan focuses only on this component of DATA's functions, activities, and programs. Increasingly, DATA's leadership (i.e., Executive Committee) recognizes the importance of promoting TDM efforts as a means to respond to business problems and encouraging employer use of these strategies as a key tool for managing the transportation system more effectively in the DATA service area.

The process of developing the Long-Range TDM Plan provides an opportunity for DATA to take an introspective view of its current base of TDM services, which comprises a growing share of its overall activities. This Plan will attempt to evaluate the needs and outcomes from these services from a strategic planning perspective. Plan development includes the formulation of an overarching mission and vision statement that is supported by goals, objectives, and performance metrics to guide existing and future program activities. Core activities aimed to shift single occupancy vehicle (SOV) drivers to alternative modes have been a priority for this TMA. However, a long-term blueprint that documents ongoing activities— and potentially new services—has not been developed since the program's inception.

This document will serve as DATA's long-range operational plan for 2013 through 2040, with activities outlined for three major time frames: short-term (one to six years), medium-term (seven to 15 years), and long-term (16 to 25 years). It builds upon the TDM program's past successes and strengths, future challenges, and opportunities in the context of existing and planned transportation infrastructure, demographic patterns, and plans and policies of counties within DATA's service area.

The Long-Range Plan also fulfills the TDM plan requirement established by the Virginia Department of Rail and Public Transportation (DRPT). Since 2009, DRPT has required all agencies receiving State TDM grant funds to prepare, adopt, and submit a long-range TDM plan that documents the TDM programs currently provided, outlines potential improvements, and illustrates the financial resources necessary to implement these improvements. This document establishes the scope and benefits of the DATA's TDM programming efforts and acts as the basis for DRPT to incorporate these programs into all relevant State transportation plans and funding decisions in the future.

Given its institutional framework and membership base, DATA is well positioned to serve as a catalyst in promoting and coordinating public/private solutions to reducing demand on the Commonwealth's transportation infrastructure. A key part of this coordination involves the future activities of TDM agencies within the three counties that comprise DATA's service area— Fairfax, Loudoun and Prince William. Each of their respective TDM agencies has already developed a Long-Range TDM Plan for their service region. Each Plan has goals, strategies and recommendations that include DATA as a collaborative partner. Additionally, these Plans provide some reference as to how DATA's activities and resources can effectively interface with their programs in the

future. It is intended that DATA's Long-Range Plan will provide a stronger and more developed cross-walk to these Plans and ensure that local planning initiatives carried out by these TDM agencies are meshed with DATA's own activities.

2.0 DATA Strategic Plan

Section 2.0 outlines the strategic framework that will guide the growth and development of DATA's TDM services over the short, medium, and long-term. In this Plan, the short-term reflects the next six years; the medium-term reflects Year 7 through Year 16; and the long-term reflects Year 17 through Year 25.

2.1 STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT) ANALYSIS

A Strengths, Weaknesses, Opportunities, and Threats Analysis provides an organized framework for evaluating any organization, including DATA, and the environment in which it operates. This analysis highlights strengths as areas in which DATA already excels, while recognizing weaknesses as areas in which DATA should work to improve its performance. Opportunities are elements that DATA could use to its strategic advantage and convert into strengths, while threats are factors or events that could turn into weaknesses if not addressed proactively. Below is a description of strengths, weaknesses, opportunities, and threats that were identified through earlier SWOT analyses performed by DATA staff, informed and refined by more recent working group sessions.

2.1.1 Strengths

General

- DATA staff have solid TDM experience, creativity, and skills in other disciplines, such as communications, that are important to public-private partnerships;
- DATA Board Members have a clear understanding of the role TDM can play, as well as the benefits it can provide.

Employer Outreach

- This area has traditionally served as the core business for DATA, providing consistent funding in a manner similar to rideshare funding grants received by traditional rideshare TDM agencies;
- The program provides visibility for DATA among businesses and peer programs (including local, regional and state organizations);
- The program adds credibility to DATA's operations by providing concrete services to local, regional, and state governments, including: Fairfax and Loudoun Counties, Metropolitan Washington Council of Governments

(MWCOC) Commuter Connections, and Virginia Department of Rail and Public Transportation; and

- The program has allowed DATA to assemble solid staff resources.

Special Projects

- These types of projects have allowed DATA to increase its base funding and to improve its visibility within the region and the TDM community.
- With the implementation of the Rotating Rideshare program, DATA is now providing a significant amount of on-site ride matching assistance to businesses in its service area. As such, VDOT should recognize DATA's expertise in this area and should consider assisting in funding this program as it does ride matching programs throughout Northern Virginia.
- The DATA Board strongly encourages the Virginia Department of Rail and Public Transportation to continue to recognize DATA's unique position among businesses, employees and the local government organization's in its efforts to promote the goals and objectives of DRPT in Northern Virginia, and continue to provide the appropriate funding DATA has realized in past years. DATA efficiencies and return on investments from past "special projects" are unduplicated in Virginia's TDM community.

2.1.2 Weaknesses

Employer Outreach

- Historically, efforts in Prince William County have not been as fine-tuned as they have been in Fairfax and Loudoun, where DATA has successfully augmented existing county efforts over several years. With the recently adopted service area changes, DATA anticipates this situation to change over the coming 5 to 6 years. DATA will be re-doubling efforts in employer outreach in the Prince William region of their service area.
- With the staff of only one full time employee and 5 part time employees, existing financial constraints dictate that the Executive Director must make difficult decisions and weigh the benefits of dedicating staff hours to particular programs. As a result, follow-up to some employer outreach calls is currently less than ideal. As additional resources through public and private investment are secured this situation will improve.
- Some DATA members may have an incomplete understanding of and commitment to employer outreach programs.
- Currently, DATA lacks sufficient financial resources to expand beyond existing activities.
- Although DRPT has recognized DATA's past efforts by increasing its primary TDM funding, DATA remains dependent on the approval of

additional special project grants such as TEIF to underwrite new and creative approaches to congestion mitigation strategies.

2.1.3 Opportunities

General

- In the region, there is a need for greater connectivity, integration, and coordination of the transit/transportation network; DATA could take a leadership role in this area.
- Fairfax County is integrating TDM into new development; this creates an opportunity for DATA to educate local decision-makers about TDM strategies that are effective in various types of developments and to work with developers.
- Potential to serve new markets, including the non-commute/discretionary travel market (including tourists, visitors, etc.).
- Rising energy costs in the mid- to long-term create a potential to develop tools for tracking personal energy consumption and impact.
- In the past, outreach methods have been limited to traditional communications, but are recently expanding with DATA's efforts to include an Employer Council blog and social media such as Facebook. In 2013 DATA staff began publishing *DATA Details*, a quarterly eLetter that is distributed to its members, local elected officials and state delegates and senators. DATA has also instituted a *Monthly Transportation Update*, an electronic eLetter that highlights transportation related news and issues.

Employer Outreach

- The program offers growth potential, as well as potential for programmatic offshoots.
- The program holds potential in positioning DATA as the “go to” organization in the region.
- Growing awareness and concern by local jurisdictions, employers, and residents of the problems posed by climate change, the benefits of “going green,” and the linkages between transportation/SOV use and a sustainable environment.
- Further develop DATA's more comprehensive communication strategies that include new methods and technologies, including its blogs, eLetters, and other forms of non-traditional communications.
- Consider revamping the DATA website to improve site organization and add content to clearly communicate what DATA does for potential stakeholders and possibly integrate the “new” website into the Live More website.

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- Develop new seminars, and seek out new funding from MWCOG, private businesses, and foundations to offset the costs of these programs.
 - Collaborate with sister TMAs (Reston, Tytran, etc.).
 - Communicate with non-traditional audiences (e.g., school children, girl/boy scouts, trade magazines, etc.).

Special Projects

- Development of the Dulles Metrorail extension will create new transit opportunities for both commute and non-commute travel, as well as opportunities to collaborate with community groups and other TMAs (e.g., Reston) on rail-related projects.
- Can provide ancillary products that DATA can use beyond the life of the project (e.g., brochures, technologies, etc.).

2.1.4 Threats

Employer Outreach

- Financial constraints on statewide transportation resources pose a serious threat to TDM programs at the local, regional and statewide level.

The state, national and global economy will have influential impacts on the region's economy and its ability to fund mobility and sustainability programs.

- It's widely accepted that we cannot build ourselves out of congestion. Therefore the role of TDM in managing congestion merits close consideration of how dollars are allocated.
- Significant demographic diversity and transient population (and resulting high turnover) complicate communication and outreach efforts as well as devising transportation demand management strategies for employers.
- Current, and foreseeable future financial constraints prevent DATA from producing some of the quantitative measurements and reporting requirements that federal, state and local entities desire. With no new financial resources available, these obstacles may become more prevalent. Need to improve employer knowledge and interest in the program.

2.2 MISSION AND VISION STATEMENT

As stated, its promotional brochure titled *Moving the Dulles Corridor In the Right Direction*, as well as its agency website, DATA's adopted Mission Statement currently reads:

"DATA is a Transportation Management Association (TMA) that identifies transportation needs; promotes steps to meet those needs; and provides a forum

for members and other concerned parties to be informed of opportunities and participate in timely actions that will bring about a more effective transportation system.”

As worded above, the approved Mission Statement encompasses all of DATA’s activities, not only those focused directly on TDM. When it was formed over 25 years ago, DATA was funded entirely with private contributions from its membership base. In dual part, the changing nature of the Dulles Corridor – with transportation improvements being funded and constructed, and the insufficiency of funding for DATA through its traditional sources, led DATA to diversify its mission to encompass the public goals of its more recent state TDM grants. This occurred as DATA’s emphasis expanded from advocating for transportation infrastructure to include congestion mitigation, mobility and sustainability. To that end, an alternative Mission Statement that speaks more directly to the TDM aspects of DATA’s mission (particularly as a way to improve congestion in the Dulles region) has been advanced by DATA staff in draft form, as shown below:

“DATA works to identify, promote and implement multimodal transportation solutions through education, communication and technical assistance.”

2.3 GOALS, OBJECTIVES, AND STRATEGIES

The following section describes the context and process by which DATA developed its goals, objectives and strategies that are the subject of this Plan.

2.3.1 Coordination with Other Plans

This Plan will be coordinated with the existing Long-Range Planning documents prepared by Fairfax, Loudoun and Prince William Counties. The three plans identify DATA as a program partner to agency activities in each respective county.

2.3.2 Process for Developing Goals and Objectives

The goals and objectives contained in this Plan were developed through a collaborative process involving DATA staff and its Executive Committee, with the initial assistance from Cambridge Systematics and LDA Consulting. The process to identify and refine programmatic goals, objectives, and performance measures included:

- Brainstorming sessions with the Executive Committee to identify existing and future program needs;
- Review of existing DATA documents to understand the role and services of the program;
- Review of related Long-Range TDM plans of agencies within DATA’s service area, including plans developed for the Fairfax County Transportation

Services Group (FCTSG), Loudoun County Office of Transportation Services (OTS), and Potomac and Rappahannock Transportation Commission (PRTC) in Prince William County;

- Development of a Strengths, Weaknesses, Opportunities, and Threats Analysis based on brainstorming session summaries and reviewed documents; and
- Formation of draft TDM goals based on:
 - Existing vision statements and transportation or TDM-related goals and objectives in reviewed documents; and
 - Brainstorming session outcomes and Strengths, Weaknesses, Opportunities, and Threats Analysis.
- Review and revision of goals and objectives by DATA staff, and the DATA Executive Committee, and a final revision conducted by staff and the DATA Executive Committee.

During the development of goals, objectives, and performance measures for this Plan, the following definitions were used:

- Goal- Is a broad, qualitative statement of what the agency wants to achieve.
- Objective—Is a specific, measurable statement of what will be done to achieve the goals.
- Performance Measure- Is a quantitative or qualitative characterization of performance that evaluates the efficiency or effectiveness in conducting business operations.
- Strategy- Is a statement of the approach or method the program will pursue to attain goals and objectives.

2.3.3 Agency Goals, Objectives, and Strategies

Following the process described in Section 2.3.2, DATA has identified the following broad goals:

- Goal 1: **TDM services are widely available at workplaces in the DATA service area.**
- Goal 2: **Non-SOV travel options in DATA's service area are widely available, facilitating travel to and through the DATA area, reducing single-occupant vehicle travel, and enhancing sustainability of the service area.**
- Goal 3: **Employers, travelers, and public officials are aware of the availability of travel options, personal and public benefits of using and implementing alternative modes, and DATA's role in providing travel options.**

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- Goal 4: **Emerging needs beyond the employee travel market are effectively served by DATA programs, including residents, tourists, and business travelers, thus providing an opportunity to expand DATA’s customer base.**
- Goal 5: **Provide a high level of customer service and maintain a high level of client satisfaction.**
- Goal 6: **Support continued economic development and vitality of the service area.**

The Objectives and Strategies are aligned under each goal are as follows:

Goal 1:	TDM services are widely available at workplaces in the DATA service area.
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Objective 1: Increase the number of employers who are implementing TDM programs, help expand existing programs, and provide more technical assistance to employers who do and do not have TDM programs.

Strategies:

Outreach and Service Development

- Increase the number of employers with active worksite TDM services for employees
- Increase the number of employers that provide Levels 3 and 4 services to employees
- Increase the number of employers that promote and / or participate in local and regional TDM programs
- Expand outreach efforts to businesses that are likely to be receptive to TDM benefits (e.g., congested locations, recruitment difficulties, parking constraints, productivity issues, etc)
- Conduct presentations on the benefits of TDM for local businesses at local business associations.
- Expand outreach to employers located on airport grounds; identify travel needs of airport employees.
- Conduct employee surveys and worksite assessments of travel patterns and employees’ travel needs at specific worksites.
- Identify the travel locations and patterns of reverse commuters in the service area and commuters who travel during non-peak hours.

Employer Services / Assistance

- Conduct on-site information sessions for employees at client locations.
- Provide technical assistance to employers on development / implementation of TDM strategies tailored to their worksites.
- Promote telework opportunities and programs to employers.
- Develop tools to assist employers to evaluate business benefits of TDM services (e.g., productivity, recruitment, environmental impacts)
- Develop commute informational materials to distribute to employees.
- Develop a “new hire” package of materials for employer clients to distribute to new employees.
- Develop travel information and assistance services for out-of-town business travelers originating and /or destined for employers in the service area.
- Expand DATA’s Rotating Rideshare program to provide more on-site ride matching assistance to employees in the service area.

Coordination / Partnerships

- Coordinate with employer outreach coordinators particularly in Prince William County to overcome challenges in serving employers in that part of the service region.
- Partner with Commuter Connections, Fairfax County, Loudoun County, Prince William County, and other local TDM agencies to enhance delivery of employer assistance services.
- Working with Loudoun and Fairfax Counties, their respective tourism entities, to implement a comprehensive TDM plan for Dulles Airport that serves employees as well as travelers.

Objective 2: Assist employers, residents and visitors in maximizing the use of METRO when it opens in 2014-17 in the Dulles Toll Road Corridor and Greenway.

Strategies:

-
- When new Metrorail service begins operation, promote “transit benefits” to employers located near Metrorail stations.
 - Assist Fairfax, Loudoun and Prince William Counties in the planning, development and implementation of ancillary transit services that link to METRO.
 - Work with WMATA to develop and disseminate METRO related information to businesses, residents and travelers,
 - Promote Transit Oriented Development (TOD) in the vicinity of all new METRO stations.
 - Promote the development of a network of bike/pedestrian facilities that link METRO to adjacent businesses and residential communities.

Goal 2: **Non-SOV travel options in DATA’s service area are widely available, facilitating travel to and through the DATA area, reducing single-occupant vehicle travel, and enhancing sustainability of the service area.**

Objective 1: Improve connectivity between existing and future transit systems and services.

Strategies:

Transit Development

- In partnership with local governments, support the development of transit feeder service between new Metrorail stations/BRT stations and nearby employers, when new transit service is operational.
- Continue to be recognized by DRPT and VDOT as a primary regional partner in the Dulles Corridor.
- Support expansion of transit services to serve local and long-distance trips.
- Continue support for the development of comprehensive transit infrastructure network to serve local needs, including concepts such as circumferential light rail system network to feed into transportation hubs; BRT on I-66 feeders to Dulles Airport; Dulles Loop around airport; Rt. 606 dedicated bus lanes.
- Identify and promote transit connections that serve north / south travel needs.
- Support improvement of transit infrastructure including signage, stops, and amenities throughout the service area.

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- Work with Fairfax, Loudoun, Prince William, and Arlington counties to expand inter-jurisdictional service and reverse commute services.

Objective 2: Increase the number and quality of TDM related facilities and services in the DATA service area.

Strategies:

Other TDM Service / Infrastructure Development

- Support development of park-and-ride lots and other infrastructure facilities to serve carpoolers, vanpoolers, and transit users.
- Assist DRPT, Commuter Connections, and Fairfax, Loudoun, and Prince William Counties to develop and implement new services for employees and residents.
- Support enhanced and expanded bicycle and pedestrian connections within and to the service area.
- Encourage expansion of regional car sharing to serve employers and residents in the service area.
- Promote travel assistance services offered by DRPT (Van Start, Van Save), Commuter Connections (ridematching, Guaranteed Ride Home, incentive services), and Fairfax Loudoun, and Prince William Counties to employees and residents of the service area.
- With Fairfax and Loudoun Counties, explore opportunities to develop slug lines along I-66 and Toll Road.

Objective 3: Improve the coordination among all TDM service providers and government programs in the Dulles service area.

Strategies:

Coordination / Partnerships

- Develop and maintain strategic partnerships to increase the visibility of TDM, enhance efficiency of TDM service delivery, and support expanded non-SOV travel infrastructure.
- Continue to partner with MWCOG/Commuter Connections to promote regional TDM services in the Washington Metropolitan Area.
- Work more closely with VDOT to pursue ride matching opportunities with DATA's Rotating Rideshare program.
- Partner with Fairfax County, Loudoun County, Prince William County and other local TDM agencies to enhance delivery of travel assistance services to employees.

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- Solicit employer participation and funding for new transit services⁷.

Goal 3: Employers, travelers, and public officials are aware of the availability of travel options, personal and public benefits of using and implementing alternative modes, and DATA's role in providing travel options.

Objective 1: Improve the quality and amount of TDM and transportation related information that is available in the DATA service area.

Strategies:

Employer and Traveler Information

- Promote commuter rail and commuter bus companies in the region.
- Promote new and expanded express/commuter bus services serving the I-66 and Dulles Toll Road corridors.
- Position DATA as a local authority on technical aspects of corporate environmental footprint assessments (Green House Gases- GHG- related to employees' commutes) and TDM-related solutions.
- Update information materials to highlight multimodal/ TDM focus
- Partner with DRPT and other public and private entities to develop a Statewide TDM marketing/promotion campaign.
- Brand TDM/TMAs to the public to develop improved understanding
- Develop information about TDM to public and private partners to encourage the implementation of trip reduction strategies.
- Increase use of the Internet, website, and other technologies to improve the efficiency and convenience of outreach and marketing.
- Identify gaps in the available information for community members not fluent in English and develop information in alternative languages as needed.
- Team with local and regional TDM partners to promote commute events, such as Bike to Work Day.

⁷ TMAs typically engage in these efforts in order to help fund transit feeder services that serve the employment site.

Objective 2: Position DATA as the “go to” entity for TDM/mobility related information that is regional in nature.

Strategies:

Public Officials / Media Information

- Provide education/advocacy of public decision-makers to communicate the role of alternative modes in reducing congestion in the service area.
- Develop relationships with local news media to increase visibility of DATA programs and DATA’s role as a knowledgeable transportation resource in the service area.

Objective 3: Establish quantifiable measurements and reporting techniques that demonstrate the benefits of TDM strategies and programs.

Strategies:

Evaluation / Reporting

- Develop performance measures to estimate the benefits of DATA’s services for employers, individual travelers, and the general public.
- Periodically review and report DATA’s impacts on travel and sustainability to travelers, employers, local government partners, and elected officials.

Goal 4:	Emerging needs beyond the employee travel market are effectively served by DATA programs, including residents, tourists, and business travelers, thus providing an opportunity to expand DATA’s customer base.
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Objective 1: Increase the number and reach of programs into markets that have not been traditionally served by either DATA or other TDM organizations in the region.

Strategies:

- Coordinate with Fairfax County and Loudoun County TDM staff to develop programs to address the transportation needs of students at local schools in the service area
- Expand outreach to residential communities to identify travel needs and provide information on travel options available in the area
- Explore opportunities to serve non-commute markets, such as tourists, airport travelers, shopping markets; establish a non-commute division of DATA.

- Work more closely with job placement organizations/companies, faith based organizations, and other entities that provide services to typically underserved populations who historically have difficulties in finding transportation options to reach their places of work.

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

Objective 1: Identify protocols, methodologies and new programs that assist DATA staff in measuring and monitoring the level of service being provided to its clients.

Strategies:

- Monitor customer satisfaction to identify areas for growth and service enhancements.
- Implement improved operating procedures to ensure that all customers (database registrants and employers) are contacted by DATA on a regular basis.

Goal 6: Support continued economic development and increased economic opportunities in the service area.

Objective 1: Become a leading promoter for sustainable development practices and programs in the Dulles Service region.

Strategies:

Smart Growth Advocacy

- Support land use and community design that enable and facilitate the use of alternative modes of transportation.
- Support the inclusion of TDM in county policies and plans and for TDM elements in new development projects.
- Identify activities in which DATA's role is mentioned in the Loudoun and Fairfax County Plans, and coordinate those activities to avoid duplication.
- Engage in infrastructure/facilities network, focusing on physical and institutional integration; the various counties do not talk to one another (strategy would be to serve as a catalyst and facilitator)
- Support the development of hubs around the airport for tourist destinations

Objective 2: Forge new relationships with local governments that expand DATA's role and status in promoting sustainable development and transportation policies and practices.

Strategies:

Local Government Partnerships

- Educate elected officials, and area agencies on the role of TDM in transportation and land use planning.
- Be a resource to local government staff and elected officials for information on TOD.
- Establish relationships with elected officials to communicate DATA's support for sustainable transportation and land use decisions.
- Become a formally recognized partner in the Fairfax and Loudoun County proffer process; engage in management and monitoring of these proffers.
- Expand the Annual Transportation Roundtable
- Strengthen and solidify relationships with local / county economic development organizations.

Objective 3: Identify and create new relationships within the business community that expand and heighten DATA's role in developing sustainable economic vitality in the region.

Strategies:

Business / Employer Partnerships

- Strengthen relationships with local and regional planning and economic development staff to learn about upcoming developments and increase awareness of the potential benefits of incorporating TDM in the development process.
- Increase the number of contacts with private businesses and entities in the DATA service area and recruit these contacts to active members of DATA.
- Working with Fairfax, Loudoun, and Prince William Counties, develop materials on TDM opportunities in new developments to be distributed to developers, architects, and engineers.
- Assist developers / property owners that are building in the service area to integrate TDM services and infrastructure in new developments.

2.3.4 Short, Mid and Long Term Strategies

A subset of the before mentioned strategies was discussed and framed using three time horizons: namely, short-term (1-6 years); mid-term (7-15 years); and long-terms (16 to 25 years). These are outlined below:

Short-term strategies (1-6 years):

- Brand TDM to the public to develop improved understanding.
- Improve outreach with newly elected officials, particularly education of newly elected leaders.
- Become a formally recognized player in the Fairfax and Loudoun County proffer process; engage in management and monitoring of these proffers.
- Update DATA's brochure to highlight multimodal/TDM focus.
- Identify activities in which DATA's role is mentioned in the Loudoun and Fairfax County Plans, and coordinate those activities.
- Increase the number of contacts with private businesses and entities in the DATA service area and recruit these contacts to active members of DATA.
- Develop a separate marketing piece that focuses on DATA's experience and role in employer TDM strategies and plans.
- Engage in infrastructure/facilities network, focusing on physical and institutional integration; DATA should endeavor to engage the various counties in better coordination of transportation planning to maximize the impact of TDM strategies.
- Become more active along I-66 corridor and associated transit initiatives that are associated with the growth of this section of the DATA service area (e.g. Gainesville).
- Expand the membership and breadth of the annual Transportation Roundtable forum.
- Work with local elected officials and state delegation to improve state funding of DATA's TDM programs.
- Work with local governments, WMATA and other transportation providers to ensure maximum utilization of the new METRO Silver line in the Dulles Corridor.
- Promote Transit Oriented Development in the vicinity of the new METRO stations in the Dulles Corridor.

-
- Forge a partnership with VDOT to secure funding for DATA's Rotating Rideshare Program.

Mid-term strategies (7-15 years):

- Become the leading "voice" for TDM strategies in the DATA service area.
- Support the development of transportation hubs around the airport for tourist destinations.
- Support shuttle service in areas where they are needed.
- Continue to educate members (and public) about mobility options.

Long-term strategies (16 to 25 years):

- Support new and innovative measures for reducing vehicle miles traveled in the DATA service area.
- Support travel/mobility opportunities for people who live in DATA's service area. The caution is that this push needs to coincide with a broader number of available options (i.e. bus service, transit, etc).
- Potentially serve non-commute markets (e.g. resident travelers, tourists, travelers heading to the airport, DC/Mall and Tysons/shopping markets); setting up a consumer division (if DATA could expand manpower).
- Continue support for the development of network/feeder services and other infrastructure (ideas include: a circumferential light rail system network to feed into transportation hubs; BRT on I-66 feeders to Dulles Airport; Dulles Loop could encircle airport one day; Rte 606 could have a dedicated bus lanes).
- Support accommodating improved mobility from north to south.
- Potentially subcontract operation of shuttles or other infrastructure to serve businesses.

2.4 CURRENT AND FUTURE FINANCIAL RESOURCES

DATA receives funding from membership fees, and grants, such as those from the Department of Rail and Public Transportation (DRPT), and MWCOG/Virginia Department of Transportation (VDOT) (e.g. *"Live Near Your Work"* and JARC programs). In 2008, DATA received a one-time Multimodal Grant award (\$150,000) to evaluate the multimodal benefits of TDM strategies in reducing greenhouse gas (GHG) emissions. In all fiscal years for which data was available (FY 2008 through FY 2011), DATA has received annual funding from DRPT (formerly known as the Transportation Efficiency Improvement Fund), as shown in Table 4.1. Funding from this source increased from FY 2008 to FY

2009; stayed flat between FY 2009 and FY 2010; and increased by a substantial amount in FY 2011, coinciding with a successful DATA grant application to fund a Rotating Rideshare Coordinator, the conduct of a Dulles Airport Employee Survey, and development of a Greenhouse Gas (GHG) calculator, in addition to activities related to “commuter behavior modification in the Dulles Corridor.”⁸

Although DATA has continued to receive since 2012 grant funding for worthy special projects, competition for DRPT funding has increased. Realizing that DRPT has a limited source of funding available, DATA will continue to pursue other funding sources.

Table 2.1 DATA's TDM Funding Sources, FY 2009 - FY 2014

Funding Source	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013*	FY 2014
DRPT TEIF/TDM/Technical Grants						
State	88,000	88,000	325,342	190,669	112,091	137,234
Local	22,000	22,000	81,335	47,847	31,873	27,447
Subtotal	110,000	110,000	406,677	238,516	143,964	164,681
% Change from Previous Year	NA	-	270%	-41%	-40%	14%
JARC						
Federal				189,243		150,000
Local Match				52,888		30,000
Subtotal				242,131		180,000
% Change from Previous Year						
TOTAL	220,000	220,000	813,357	961,294	287,928	689,362
% Change from Previous Year	NA	-	270%	18%	-70%	139%
what DATA requested, DATA was forced to return the monies back to DRPT. In actuality, funding from DRPT between 2013 and 2014 was the same.						

Source: DRPT Six Year Program documents, FY 06 to FY11; information provided by DATA; MWCOC 2008 Multimodal Office Grant Program
<http://www.mwcog.org/uploads/committee-documents/Z15fWVdX20080319163437.pdf>

In 2011 and 2013 DATA successfully secured funding through the Job Access Reverse Commute grant program and has used these resources to expand their on-site ride matching capabilities. In 2013 DATA expanded its partnerships in the JARC program to include Cornerstones (formerly Reston Interfaith) and Crossroads Jobs. These two new partners will expand the reach of the program by providing access to each of their respective client bases.

⁸ FY11 TDM Program Grants; DRPT.

3.0 Plan and Program Evaluation

This section of DATA's Long-Range TDM Plan presents an approach for periodically evaluating the program's performance toward established goals. This approach is designed to accommodate the full range of DATA's current and planned TDM activities with limited out-of-pocket costs, reserving the majority of funds for program outreach and services.

The evaluation approach is designed to serve three broad objectives:

1. To document participation in, and satisfaction with, program services;
2. To estimate the program's impact on travel behavior; and
3. To identify ways to enhance customer service.

The intent of the approach is to support future program decision-making and direct resources to produce the greatest benefits to DATA stakeholders. To this end, the approach defines potential performance measures that are relevant to the expectations set for DATA and identifies data sources from which DATA can obtain performance-related data.

3.1 POTENTIAL PERFORMANCE MEASURES

Incorporating travel choice into one's daily trip decision-making thought process is not easy since most travelers have been conditioned to "*think auto first*." Changing this mindset requires that travelers are offered services that meet their travel needs and, secondly, that they have a positive experience with non-drive alone options that make future choice of the options second-nature. As shown in Table 3.1, the classic social marketing model defines a four-step transformation that starts with awareness of travel choices and ends with adoption of the desired behavior.

Table 3.1 Social Marketing Model of Behavior Change

Step	Stage in Behavioral Change Process
1. Awareness	Build awareness of choices and related benefits
2. Familiarity	Increase appreciation and understanding of travel choices and support services
3. Consideration/ Trial	Try one or more options/ have a favorable experience
4. Desired Behavior	Adopt the behavior in everyday living

The above model has been adapted for a four-step approach to TDM program evaluation, with each step representing one element on a continuum of results.

- Category 1 – Awareness of modes/TDM services and attitudes toward modes
- Category 2 – Participation in, and satisfaction with, TDM services
- Category 3 – Utilization of modes, travel changes

Categories 1 and 2 (Awareness/Attitudes and Participation/Satisfaction) prepare travelers for behavioral change. Category 3 (Utilization) relates to trial behavior change. One additional set of performance indicators, Category 4 (Partnerships), is recommended for DATA to recognize the intermediary role of many of DATA's activities. Several of the goals defined in Section 2.3 focus on encouraging and assisting employers to provide TDM services for their employees and supporting other local or regional organizations to take actions that will enhance transportation facilities and services or create a physical/land use environment that is conducive to non-SOV uses. These additional elements are key to meeting travelers' transportation needs in an efficient manner and are essential to DATA's TDM success, but DATA cannot accomplish these actions without involvement of these other partners.

Table 3.2 suggests performance measures DATA could use to document progress in each of the four categories. The table also shows the target population, data source, and suggested evaluation timeframe for updating each measure. The data sources contained in this table, including existing and proposed new sources, are discussed in greater depth in the following section.

Table 3.2 Potential DATA Performance Measures

Performance Measure	Population	Data Source	Timeframe
<i>1 Awareness / Attitudes Toward</i>			
Aware of DATA (Percent)	Residents/Employees	MWCOG SOC	Triennial
Aware of / use Commuter Connections (Percent)	Residents/Employees	MWCOG SOC	Triennial
Aware of regional GRH (Percent)	Residents/Employees	MWCOG SOC	Triennial
Satisfaction with commute (Percent)	Residents/Employees	MWCOG SOC	Triennial
Satisfaction with regional transportation system (Percent)	Residents/Employees	MWCOG SOC	Triennial
Commute difficulty versus last year – Percent easier, percent more difficult	Residents/Employees	MWCOG SOC	Triennial
Interest in telework (Percent)	Residents	MWCOG SOC	Triennial
Aware of DATA (Percent)	Employers	Employer survey	Triennial
Satisfaction with regional / local transportation system (Percent)	Employers	Employer survey	Triennial

Performance Measure	Population	Data Source	Timeframe
2 Use of / Satisfaction with TDM Services			
Used commute info resource organization (Percent)	Residents/Employees	MWCOG SOC	Triennial
Service inquiries to DATA (Number)	Residents/Employees	DATA tracking	Quarter
Receive DATA assistance (Number)	Residents/Employees	DATA tracking	Quarter
Satisfaction with DATA services (Percentage)	Residents/Employees	User follow-up survey	Annual
New (non-client) employers contacted (Number)	Employers	DATA tracking	Quarter
New (non-client) employer site visits (Number)	Employers	DATA tracking	Quarter
Total employer clients (Number)	Employers	DATA tracking	Quarter
Satisfaction with DATA services (Percentage)	Employers	Employer survey	Triennial
3 Utilization of Modes / Travel Changes			
Commuter tried or shifted to non-SOV mode in past two years (Percent)	Residents/Employees	MWCOG SOC	Triennial
Commuter tried or shifted to non-SOV mode after receiving DATA service (Percent)	Residents/Employees	User follow-up survey	Annual
Use Park-and-Ride lot (Percent)	Residents	MWCOG SOC	Triennial
Use HOV lane (Percent)	Residents / Employees	MWCOG SOC	Triennial
Work trips by SOV (Percent)	Residents/Employees	MWCOG SOC	Triennial
Work trips by bus / train (Percent)	Residents/Employees	MWCOG SOC	Triennial
Work trips by carpool / vanpool (Percent)	Residents/Employees	MWCOG SOC	Triennial
Work trips by bicycle / walk (Percent)	Residents/Employees	MWCOG SOC	Triennial
4a Employer Partnerships			
New Level 1-2 TDM Programs (Number)	Employers	DATA tracking	Quarter
New Level 3-4 TDM Programs (Number)	Employers	DATA tracking	Quarter
Employers offer at least one TDM service (Percent)	Employees	MWCOG SOC	Triennial
Employers offer telework / compressed schedules (Percent)	Employees	MWCOG SOC	Triennial
Employers offer financial incentive (Percent)	Employees	MWCOG SOC	Triennial
Employers offer free parking (Percent)	Employees	MWCOG SOC	Triennial
4b Government Partnerships			
HOV lane available on route to work (Percent)	Residents/Employees	MWCOG SOC	Triennial
Less than Half a Mile from Home to Bus Stop (Percent)	Residents	MWCOG SOC	Triennial
Annual hours of transit service in DATA service area (Number)	---	Transit agency data	Annual
Park-and-Ride lot spaces (Number)	---	Jurisdiction data	Annual

3.2 DATA SOURCES FOR PERFORMANCE-BASED DATA COLLECTION EFFORTS

Existing Sources

DATA currently collects some data on service delivery activities and service participation, but only minimal data to assess awareness and attitudes, customer satisfaction, and behavior change. One possible source of awareness and attitudinal data (i.e., Category 1 in Table 3.2) is the regional State of the Commute (SOC) survey conducted by the Metropolitan Washington Council of Governments (MWCOC). This triennial survey collects data on commute patterns and awareness and use of local and regional transportation services for employed residents of the MWCOC region. The survey does not currently collect information for DATA; hence, DATA would need to request that it is included by MWCOC in questions about awareness and use of services. Additionally, the SOC analysis is typically conducted at the county level. Therefore, the analysis of SOC data for DATA's service area would require compilation of data for the relevant portions of Fairfax, Loudoun, and Prince William counties.

DATA also could review data from other surveys conducted by MWCOC, the Washington Metropolitan Area Transit Authority (WMATA), the Department of Rail and Public Transportation (DRPT), and other state and regional organizations. Another source of travel data might be developers and property managers who are required to conduct transportation/traffic studies for new developments. Additionally, DATA could coordinate with organizations such as local Chambers of Commerce, business associations, or government agencies to piggyback on future opportunities to collect new data to minimize the cost of data collection. However, all of these activities have inherent costs associated with them, minimally it would be the cost of DATA staff time to collect and analyze this data. More realistically, there will be direct costs associated with having special subsets of data analyzed, or surveys conducted. These costs must be factored into any requirements that these performance based criteria are made mandatory by the Commonwealth.

Proposed New Sources

Table 3.2 includes two additional data collection sources that would be new for DATA: 1) Employer/Business survey and 2) User/Customer Survey. These two surveys would collect data primarily on the use and satisfaction of employers/businesses and residents/employees who use DATA services to estimate the impact of the services and the customers' satisfaction with the services they received.

Business/Employer Survey

This triennial survey would collect data to benchmark the business community's perceptions of transportation services, the extent to which the region/service area is meeting businesses' and employees' transportation needs, employers' awareness and use of and satisfaction with employer assistance services, the types and level of TDM services that employers are providing to employees at the worksite, and employees' receptivity to the services. The survey would be about 10 minutes in length, conducted online with some telephone follow-up to increase response rate, and targeted to DATA clients and non-clients.

User/Customer Survey

This annual survey would examine how customers used services they received from DATA, define the influence of the services in assisting or motivating travel changes, and assess customers' ratings on services overall and on specific attributes of service. A customer survey would collect the following primary data that assesses use of and satisfaction with the services: 1) sources of information/referral to TDM services, 2) use of services to make travel changes, 3) overall satisfaction with services and satisfaction with individual service features, 4) likelihood to use service again and likelihood to recommend the service to others, and 5) desired improvements to existing services and desired new services. This survey could be administered through a variety of options, including a telephone/online survey of a sample of customers, a non-random sample using customer feedback cards, intercept surveys, and internet follow-up surveys.

It is important to note that results of these surveys might not be representative of the service area's actual results, since the distribution would not be truly random and likely would over-represent employers, employees, and residents who have had some previous contact with DATA and likely would be more interested in transportation issues compared to an average respondent. However, they would provide a qualitative check of needs and interests and identify unmet travel needs. If the surveys were collected from an adequate sample of respondents, they could permit analysis of various sub-populations, such as seniors, college students, minority groups, and employer sub-groups, which might have very different travel opinions or needs.