



Loudoun County Commuter Services

Travel Options > Information > Advice > Solutions

Long-Range Transportation Demand Management (TDM) Plan - Loudoun County

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LOUDOUN COUNTY

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Acronyms and Key Terms

ACS	American Community Survey
ADA	Americans with Disabilities Act
ARC	Atlanta Regional Commission
CBAB	Commuter Bus Advisory Board
CMAQ	Congestion Mitigation and Air Quality
DATA	The Dulles Area Transportation Association
DRPT	(Virginia) Department of Rail and Public Transportation
FAA	Federal Aviation Administration
FHWA	Federal Highway Administration
FTE	Full Time Employees
FY	Fiscal Year
GRH	Guaranteed Ride Home
HOA	Home Owners Associations
HOV	High Occupancy Vehicle
LC Transit	Loudoun County Transit
LCCS	Loudoun County Commuter Services
MAP-21	Moving Ahead for Progress in the 21 st Century Act
MWAA	Metropolitan Washington Airports Authority
MWCOG	Metropolitan Washington Council of Governments
PRTC	Potomac and Rappahannock Transportation Commission
SOC	State of the Commute
SPA	Suburban Policy Area

TCI	Transportation and Capital Infrastructure
TDM	Transportation Demand Management/Travel Demand Management
TOD	Transit-oriented development
TREC	Transit-Related Employment Center
VDOT	Virginia Department of Transportation
VRT	Virginia Regional Transit
W&OD	Washington and Old Dominion Trail
WMATA	Washington Metropolitan Area Transit Authority

Chapter 1 – Overview of the Transportation Demand Management Program

This chapter recounts the history of Transportation Demand Management (TDM) in Loudoun County, beginning with the County's first rideshare grant application in 1991. The



**Loudoun County
Commuter Services**

chapter also focuses on the Loudoun County today: its governance, demographics, travel patterns, and transit service then concluding with a discussion on TDM partnerships and public outreach.

History

Transportation Demand Management has been a part of the transportation services offered in Loudoun County for over 23 years. It began in 1991 when Loudoun County submitted its first application for a rideshare grant to the Virginia Department of Rail and Public Transportation (DRPT). In 1993, the County took over an ailing privately owned commuter bus company and these two services were combined within the Planning Department of the Loudoun County government. Today the TDM Program is housed within the Department of Transportation and Capital Infrastructure (TCI) under the Transit and Commuter Services Division.

In FY 2013, a customer service survey determined that nearly 9 out of 10 customers (86 percent) were satisfied with the service they received from the Transit and Commuter Services staff. The research from this survey was also used to begin the framework of branding a new name and logo for the program. The new name of Loudoun County Commuter Services was selected along with the tag line: "Travel Options, Information, Advice, Solutions."

The program is a member of the Commuter Connections network, the regional TDM provider in the Washington, D.C. metropolitan region. Loudoun County provides local and commuter bus service and is a resource for employers in Loudoun County to use for introducing commute options to their employees.

The initial rideshare program (early 1990s) included two Full Time Employees (FTE) who managed the Commuter Connections ridematching duties as well as the startup of the commuter bus service. Today, the TDM grant includes funding for 2.5 FTEs. In 2005, funding was obtained to expand the employer outreach position to full-time; VDOT funds the remainder (0.5 FTE).

TCI employs three other staff members who work in transit, local and commuter bus operations. These positions that manage and support the operations of bus service are funded by the local gasoline tax funds. Commuter bus service began as three buses being contracted by a private vendor to operate from Sterling to Washington, D.C. in 1995 and has expanded to include 53 county-owned commuter buses, 5 transit-style buses, and 9 leased buses, operating service from 21 park and ride lots to Reston, Arlington and Washington, D.C. as of 2015.

The County was informed in early 2013 that, based on the 2010 Census, most of the service area would fall under the Urbanized Area classification. As a result, Virginia Regional Transit (VRT), the local fixed

route service operator at the time, became ineligible for Federal 5311 rural funding. In response, the County issued an emergency contract to allow VRT to continue to provide service until the County ultimately awarded a contract to MV Transportation in June 2014 for local fixed route bus service.

The timeline shown in **Figure 1.1** showcases several key TDM milestones for Loudoun County beginning in the early 1990's.

Governance

Loudoun County is governed by a nine-member Board of Supervisors. The chairman of the Board of Supervisors is elected by the voters at large. The other individual supervisors are elected from each of eight election districts in the county. All nine members serve concurrent terms of four years. The last election occurred in November 2015 with new members to be sworn in January 2016.



The Commuter Bus Advisory Board (CBAB) advises the Board of Supervisors on all policy and operational matters pertaining to the bus system operating between Loudoun County and the greater Washington, D.C. metropolitan area. The advisory board provides a forum and makes recommendations through staff to the Board of Supervisors.

Organizational Structure and Staffing

Currently, the TDM Program is a specific program of the Transportation Planning and Operations division of TCI. Prior to the formation of TCI, the TDM program was part of the Office of Transportation Services and before that it was housed in the Planning Department. The County's TDM program, Loudoun County Commuter Services, operates under TCI's authority, making it an integral part of the county government.

The Board of Supervisors, described above, sets county policies, adopts ordinances, appropriates funds, approves land parcel rezoning requests, grants special exceptions to the zoning ordinance, approves grant applications and is the ultimate governing body for the TCI department. The Board of Supervisors appoints a County Administrator who manages county operations. The TCI Department Director reports to the County Administrator.

Three positions of TCI are part of the TDM/Commuter Services Grant. Table 1.1 highlights these three positions and their duties: the Transportation Planner, a Commuter Services Specialist, and an Employer Outreach Specialist. The organizational chart in **Figure 1.2** shows the three divisions of TCI and outlines the structure of the Transit and Commuter Services Division. The organizational chart also reflects key management personnel and those directly tied to the TDM/Commuter Services grant. Also included are three other positions which provide additional part-time basis or indirect support to the TDM program.

FIGURE 1.1: KEY TDM MILESTONES (1990 TO PRESENT)

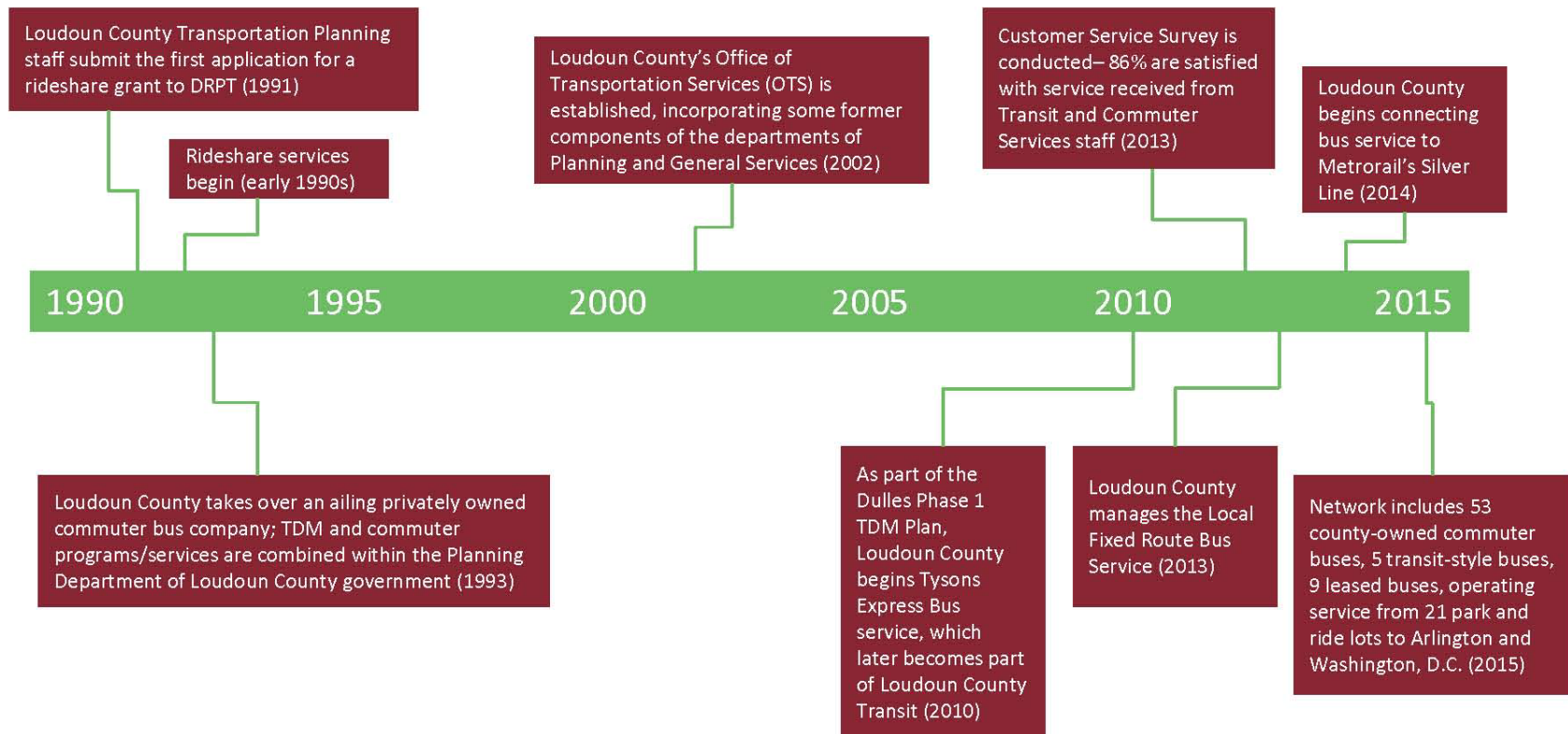
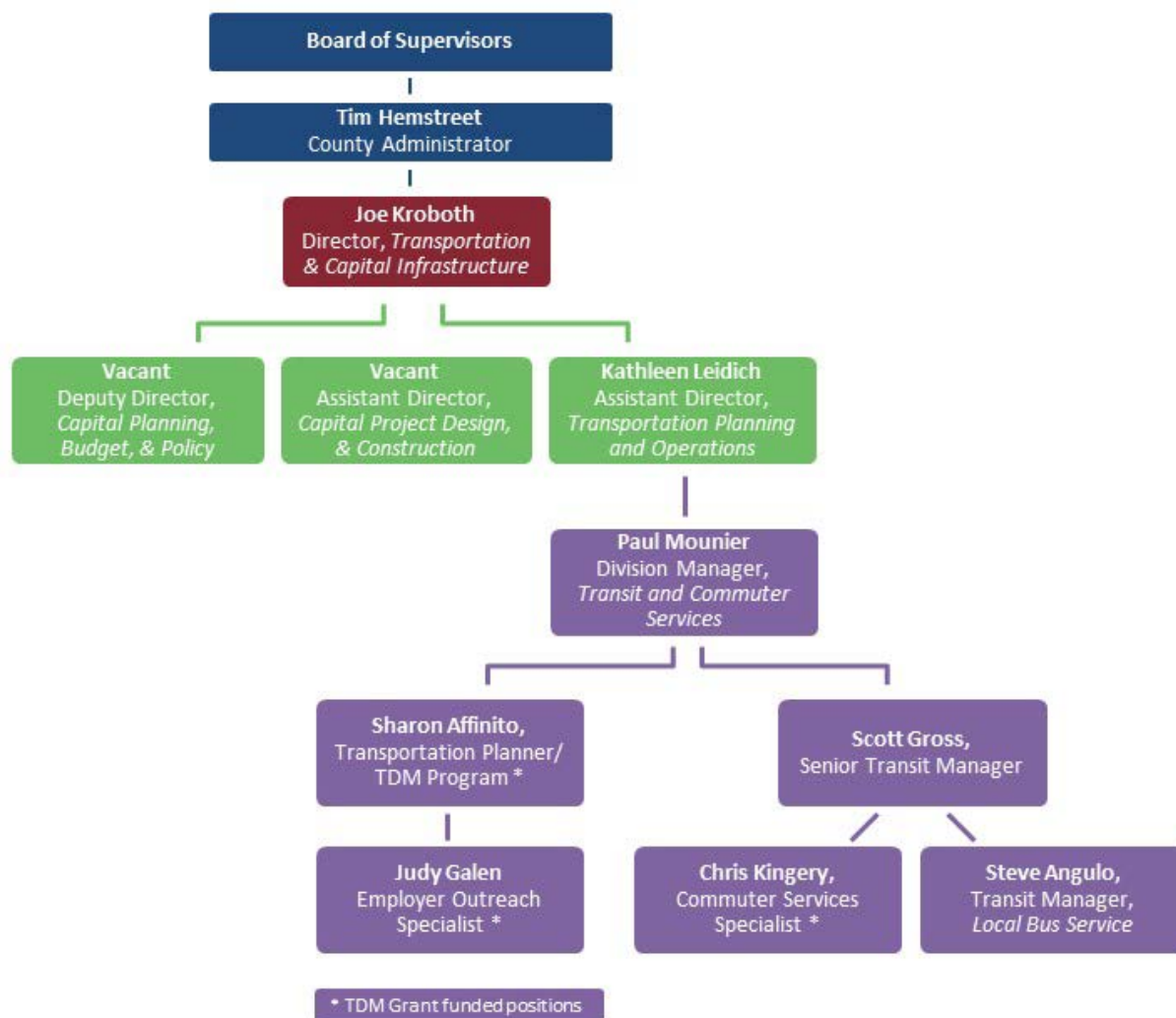


TABLE 1.1: DEPARTMENT OF TRANSPORTATION AND CAPITAL INFRASTRUCTURE POSITIONS TIED DIRECTLY TO THE TDM/COMMUTER SERVICES GRANT

Position	Job Description	Salary Only*	Percent Charged to TDM Grant
Transportation Planner	Markets and promotes commute options by creating ad campaigns, promotional brochures/materials, newsletters, posters, etc., develops TDM and transit plans, manages all division grants, supports employer outreach, as well as provides customer service support to division, follows up with ridematching database clients, participates in community/employer outreach events, liaison to DRPT, VDOT, MWCOG and other regional bodies supporting TDM.	\$86,240	100%
Commuter Services Specialist	Handles most of the day-to-day customer inquiries for transit and rideshare, helps develop schedules and some printed material, updates and replenishes park and ride lot and retail/business/community display rack and signage, researches fare refunds, handles Commuter Connections ridematching database clients.	\$54,070	100%
Employer Outreach Specialist	Works with employers in the county by providing one-on-one contact, email contact, newsletters, commuter fairs, lunch and learn events, Bike to Work Day events and Green Business Challenge support and representation.	\$60,924	47%

*Salaries are for FY 2014.

FIGURE 1.2: ORGANIZATIONAL CHART FOR THE DEPT. OF TRANSPORTATION AND CAPITAL INFRASTRUCTURE

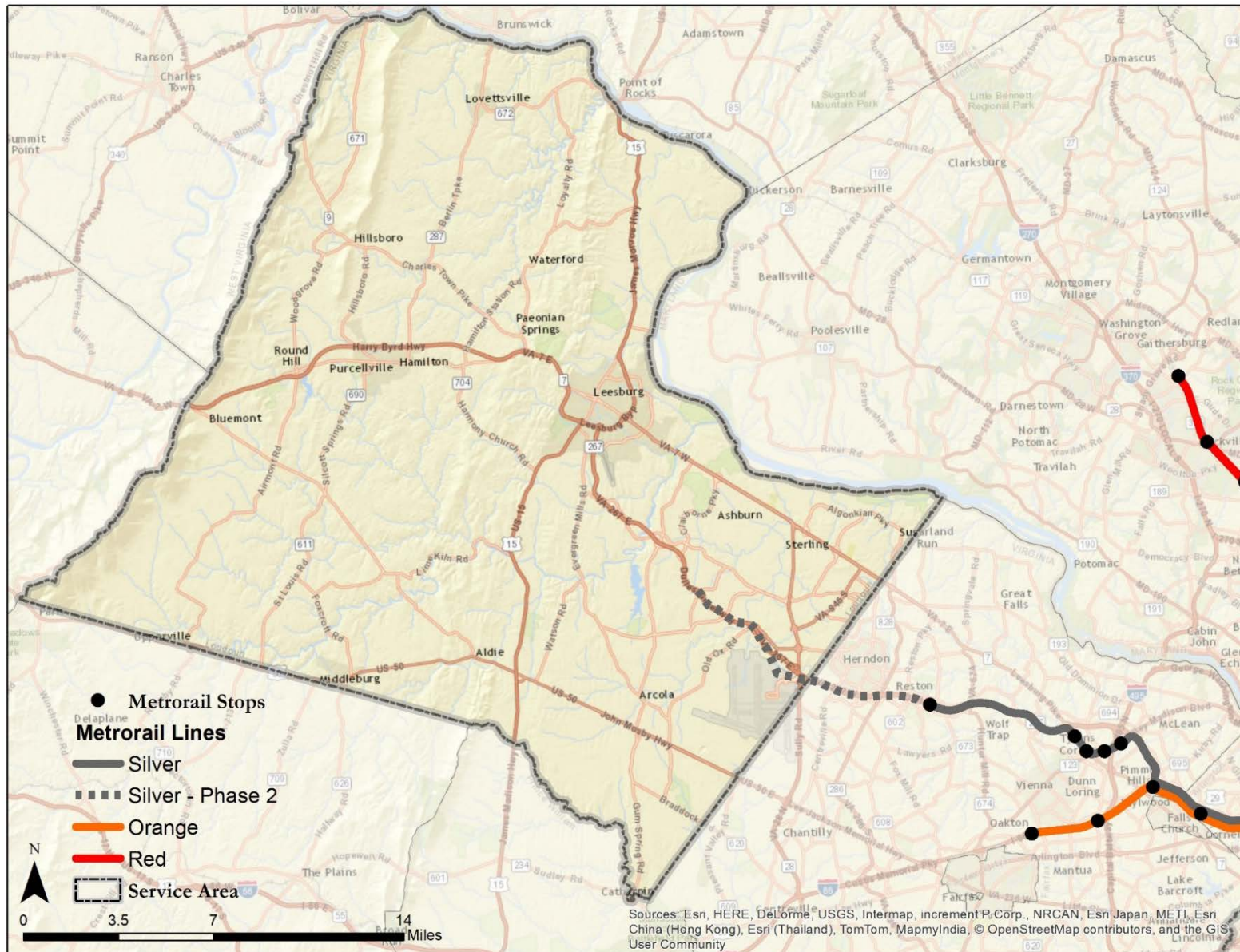


TDM Service Area

Service Area

Loudoun County is located 25 miles west of Washington, D.C. Loudoun is known for its beautiful scenery, rich history, healthy diversity of expanding business opportunities, comfortable neighborhoods, and high quality public services. Home to Dulles International Airport, Loudoun County is approximately 520 square miles in area. The TDM service area is bordered by Prince William and Fauquier counties to the south; Clarke County, Virginia and Jefferson County, West Virginia to the west; Washington and Frederick counties in Maryland to the north; and Montgomery County, Maryland and Fairfax County, Virginia to the east. A map of the service area is shown in **Figure 1.3**.


FIGURE 1.3: SERVICE AREA



Population, Employment, and Demographics

Loudoun County as of 2013 has a population of 349,679, with approximately 671 people/square mile.¹ With a sizable demographic cohort of young, affluent and highly educated people, Loudoun has been one of the fastest growing counties in Northern Virginia since the early 1990s. Loudoun is culturally diverse with 21 percent of residents being born abroad. Loudoun is home to both young professionals and families with children. The average age of Loudoun residents is just under 35 years of age. Fifty eight percent of adults in Loudoun County have a bachelor's degree or higher. Loudoun is noted as having one of the highest median annual household incomes in the country, currently \$119,134 (October 2011). The Nielson Company identified Loudoun as one of the top locations for households aged 25-34 earning \$100,000 a year or more. Table 1.3 provides long-term population forecasts for Loudoun County, showing increases over time. The rate of growth, however, is expected to decelerate over time.

TABLE 1.3: LONG-TERM POPULATION FORECASTS



		Population	Forecasted Annual Change (#)	Forecasted Annual Change (%)
2010	*	312,311	7,347	2.40%
2011	**	320,583	8,272	2.60%
2012	**	328,533	7,950	2.50%
2013	***	338,897	10,364	3.20%
2014	***	349,932	11,035	3.30%
2015	***	360,135	10,203	2.90%
2016	***	369,859	9,724	2.70%
2017	***	379,128	9,269	2.50%
2018	***	388,193	9,065	2.40%
2019	***	396,703	8,510	2.20%
2020	***	405,244	8,541	2.20%
2025	***	442,275	5,880	1.30%
2030	***	463,333	3,324	0.70%
2035	***	476,925	2,257	0.50%
2040	***	484,036	909	0.20%

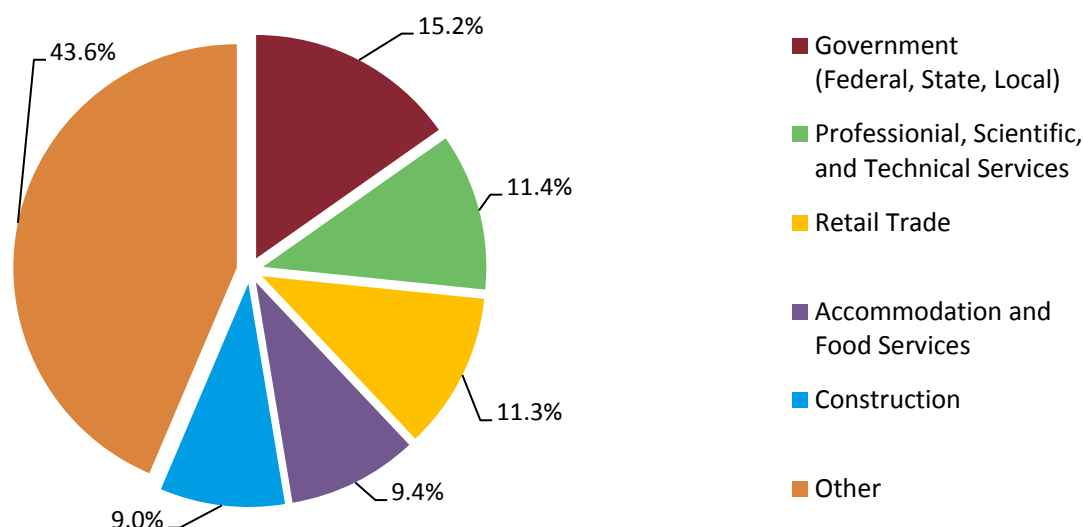
* Decennial Census ** Estimate *** Forecast

Note: The production of this forecast series was a cooperative effort among County staff and the Board appointed Fiscal Impact Committee. The Board of Supervisors adopted this series on January 16, 2013 as part of its adoption of the 2012 Fiscal Impact Committee Guidelines.

¹ U.S. Census, American Community Survey (ACS) 2013.

Loudoun County contains over 9,500 businesses that employ more than 137,000 people.² This represents an 80 percent increase in the labor force over the last ten years. A significant number of high paying technology jobs have been attracted to tech corridors established in the county. **Figure 1.4** shows Loudoun County employment by industry share for the five largest industries.

FIGURE 1.4: EMPLOYMENT BY INDUSTRY (2014)



Source: Virginia Employment Commission (VEC), 2014.

A few of the prominent employers within Loudoun County include:

- MC Dean
- AOL
- Raytheon
- Orbital ATK
- Federal Express
- NeuStar
- Telos
- Verizon
- United Airlines
- Rockwell Collins
- Gate Gourmet
- Howard Hughes Medical Institute
- Asurion

The major public employers in Loudoun County include Loudoun County Public Schools, Loudoun County government, the U.S. Postal Service, U.S. Department of Homeland Security, U.S. Federal Aviation Administration (FAA), and Metropolitan Washington Airports Authority (MWAA). Institutional employers include INOVA Loudoun Hospital, Northern Virginia Community College, and George Washington University.

² Source: Loudoun County Chamber of Commerce, 2015.

<http://www.loudounchamber.org/downloads/MGA%20Testimony%20to%20CTB%20-%20I66%20Widening%20-1-14-15.pdf>

Loudoun County projects that countywide employment will continue to increase over the next several decades. The county is expected to gain another 121,215 jobs from 2015 to 2040, a 75 percent increase. The County anticipates that employment growth will begin tapering off after 2020 (as shown in Table 1.4).

TABLE 1.4 LONG-TERM EMPLOYMENT FORECASTS

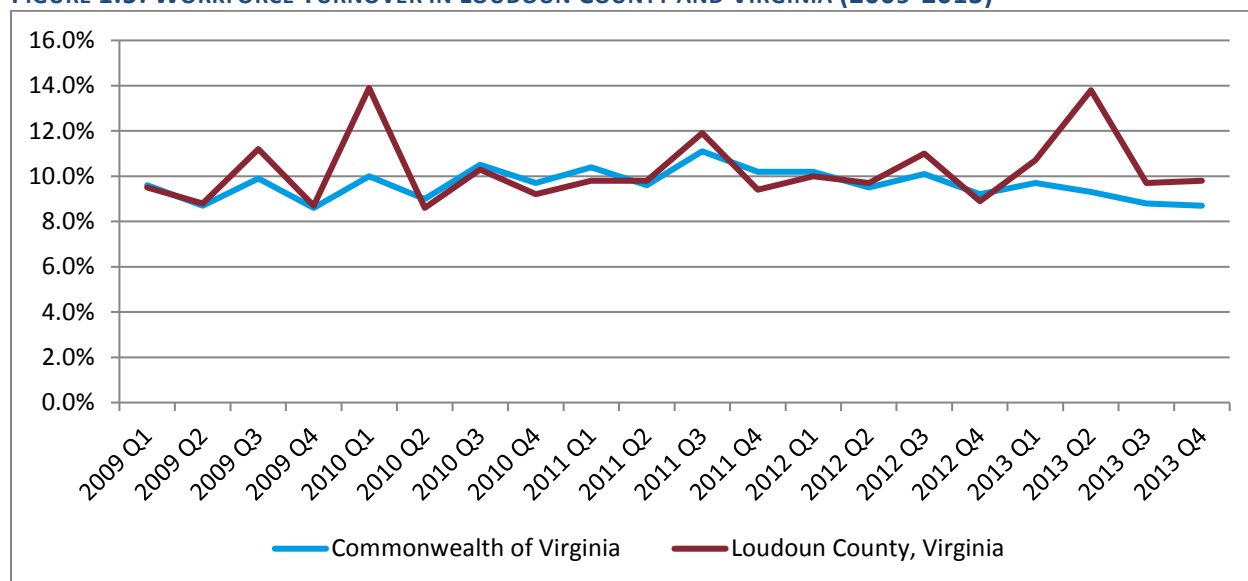
	Forecasted Employment	Employment Change (#)	Employment Change (%)
2015	161,770	--	--
2020	197,598	35,828	22.10%
2025	226,991	29,393	14.90%
2030	252,212	25,221	11.10%
2035	268,275	16,063	6.40%
2040	282,985	14,710	5.50%

Note: The production of this forecast series was a cooperative effort among County staff and the Board appointed Fiscal Impact Committee. The Board of Supervisors adopted this series on January 16, 2013 as part of its adoption of the *2012 Fiscal Impact Committee Guidelines*.

Loudoun County's workforce turnover rates have generally mirrored those of Virginia since the first quarter of 2009 (**Figure 1.5**). While the county's turnover rate had been trending upwards since 2010, the turnover rate for the fourth quarter of 2013 (9.8 percent) is only marginally higher than that of the first quarter of 2009 (9.5 percent).³ It is challenging to determine the exact causes for the periodic spikes in workforce turnover; however, industry-specific events could contribute to the quarterly volatility. For example, the turnover rate for the Transportation and Warehousing sector (NAICS 48-49) was uncharacteristically high in the first quarter of 2010 (17.0 percent) compared to the quarterly average (10.0 percent) from 2009 to 2013. It should be noted that prevailing trends are somewhat obscured by the lingering impacts of the 2007 financial crisis, which lasted until 2009, and the subsequent period of low growth that followed. The impacts of the economic downturn were further magnified by reductions in civil service employment throughout the region that also impacted Loudoun County. The impact this had on turnover is open to debate, however the reduction in employment opportunities may have dampened labor mobility.

³ Source: U.S. Census Bureau, Center for Economic Studies, LEHD. <http://qwiexplorer.ces.census.gov/>

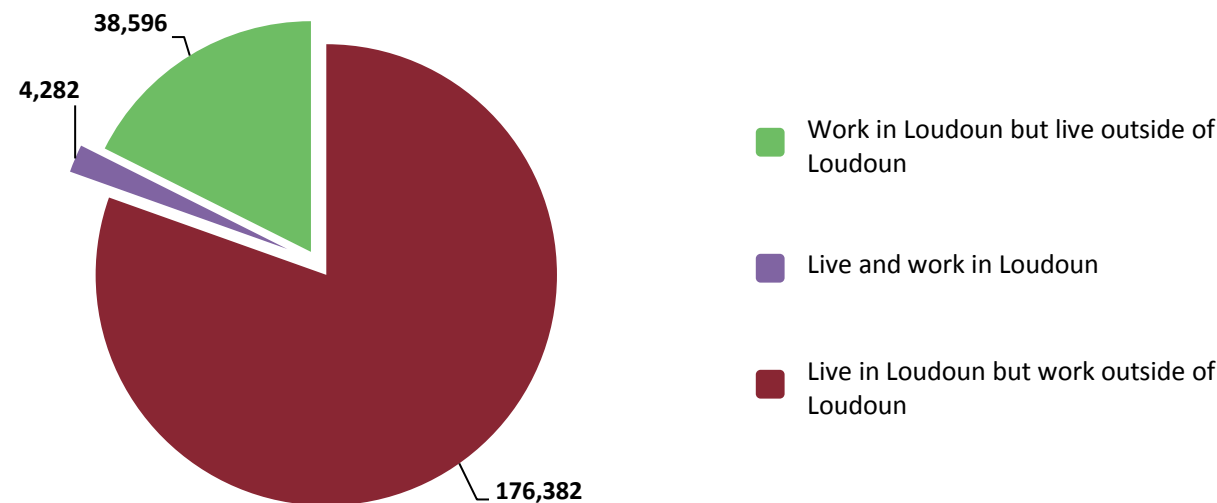
FIGURE 1.5: WORKFORCE TURNOVER IN LOUDOUN COUNTY AND VIRGINIA (2009-2013)



Travel Patterns

The 2013 MWCOG State of the Commute (SOC) Report uses an employment estimate of 120,977 for Loudoun County.⁴ The SOC provides estimates of the region's employment flows, accounting for those who live *and* work in Loudoun County, those who live in the county and work in other jurisdictions, and those who live outside the county but work in Loudoun. According to the SOC, 4,282 residents live *and* work within the county; 176,382 residents live in Loudoun County, but work outside the county; and 38,596 employees live elsewhere, but work inside the county. **Figure 1.6** illustrates the commuting dynamics in Loudoun County.

FIGURE 1.6: COMMUTING DYNAMICS IN LOUDOUN COUNTY

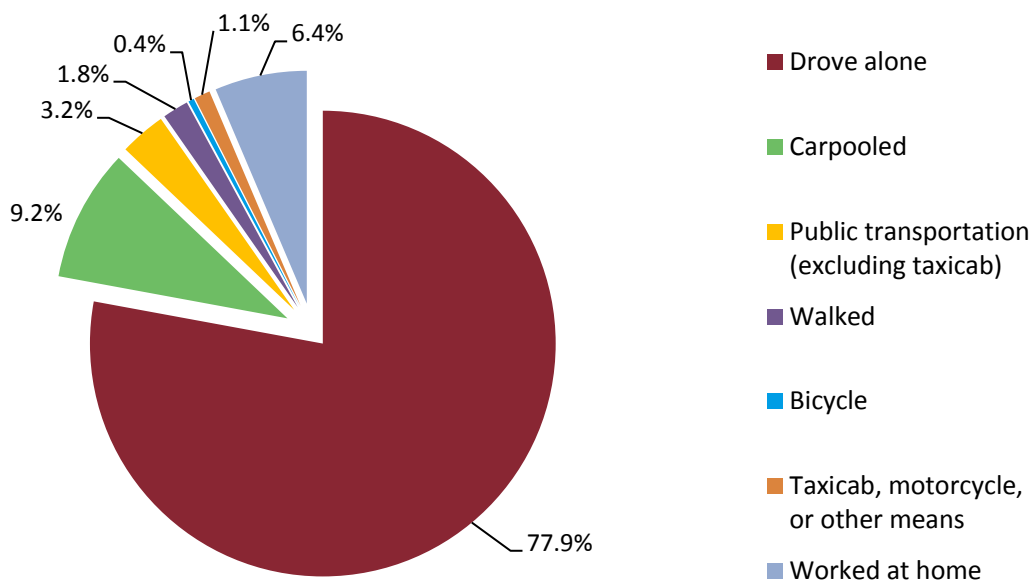


Source: 2013 MWCOG State of the Commute (SOC)

⁴ This estimate is slightly lower than the Loudoun County Chamber of Commerce 2015 estimate of 137,000.

Figure 1.7 shows the means of transportation for work trips in Loudoun County. The mode split of Loudoun County commuters mirrors that of Virginia, in general. Nearly 78.0 percent drive alone which is similar to the statewide average of 77.4 percent for the Commonwealth. Approximately 6.4 percent worked from home, which is marginally higher than the 4.5 percent for the Commonwealth as a whole. Meanwhile, only 0.4 percent commute by bicycle in Loudoun County, which is a smaller share than in the Commonwealth (2.5 percent).

FIGURE 1.7: MEANS OF TRANSPORTATION TO WORK



Source: U.S. Census, American Community Survey (ACS), 2013.

Transit Service

Local Service

Local bus service began in Loudoun County in the 2001-2002 with routes operating within the Town of Leesburg, and then expanding to other areas of the county. As the designated rural transportation provider for Loudoun, VRT provided this service until October 1, 2013. The County was informed in early 2013 that, based on the 2010 Census, most of the land base would fall under the Urbanized Area classification. As a result, VRT became ineligible for Federal Transit Administration Section 5311 rural transit grant funding. The County then issued an emergency contract to allow VRT to continue to provide the local fixed route service until the County competitively bid the service. A contract was awarded to MV Transportation in the summer of 2014 for local fixed route bus service. The County began managing and operating the service on October 1, 2014. The contract with MV also includes paratransit service for all the fixed routes within the urbanized area of the county. Meanwhile, VRT continues to provide service in rural western Loudoun County, including the Purcellville Connector Route and on-demand service.

Connecting to the Region

There are more than 20 park and ride lots throughout Loudoun County, ten of which offer commuter bus service. Together in 2014 these lots accounted for over 3,000 parking spaces and have grown since.

Phase 1 of the new Silver Line Metrorail service opened on July 26, 2014. Loudoun County began providing Metro connection bus service to the Silver Line on July 28, 2014. Buses depart from Loudoun County park and ride locations in the morning and travel east to the Silver Line Metrorail stations. The buses return from the Silver Line to Loudoun County in the afternoon and early evening. The County also provides service from Silver Line Metrorail Stations to employment centers in the eastern part of Loudoun County, particularly to Loudoun County Parkway, Atlantic Boulevard, and Pacific Boulevard.

While Metrorail does not currently serve Loudoun County, Phase 2 of the Silver Line will extend Metrorail to Dulles International Airport and into eastern Loudoun County. Phase 2 is under construction and is anticipated to open in 2020 or 2021. When complete, the Silver Line represents a significant opportunity to reduce Single Occupancy Vehicle (SOV) travel in and around Loudoun County. At that time commuter bus and local bus service will need to be revisited to both fully integrate and compliment the opening of Phase 2 of the Silver Line within Loudoun County.

Partnerships

Loudoun County Commuter Services works in conjunction with many partners in the county and within the Washington, D.C. region. These partnerships include the Chamber of Commerce where LCCS sponsors and attends the Loudoun Green Business Challenge; the (DATA); and other TDM agencies in the region. LCCS also works with the Loudoun Workforce Resource Center, providing transit and commuter information for prospective employees looking for employment in Loudoun.



Loudoun County is a member of Commuter Connections, a regional network of transportation organizations coordinated by the National Capital Region Transportation Planning Board at the Metropolitan Washington Council of Governments (MWCOC). At the Commuter Connections meetings,



Loudoun County staff present and share information with neighboring jurisdictions. In addition, staff participate in Northern Virginia TDM group meetings twice a year.

Public Outreach/Participation

For the development of this TDM plan, public outreach involved a stakeholder group, a focus group and peer reviews. The stakeholder group included members of the public, government agencies and private providers. Participation for the focus groups included a public forum where individual users of the system provided input and an online survey was sent to homeowner associations, specialized transit users, ridematching clients, and other various transportation-related groups.



The Transportation Planning and Operations division conducts public meetings pertaining to transit with the Commuter Bus Advisory Board. Staff present information and action items to the Board of Supervisors during regularly scheduled meetings, which are open to the public. LCCS also indirectly encourages public participation through employer outreach and communications.

Chapter 2 – Existing TDM Services and Staffing

This chapter describes the range of services and programs provided by the TDM program and staff. These programs and services pertain to marketing efforts, employer outreach, and also to specific TDM programs, such as: ridematching; vanpool assistance; telework; and Guaranteed Ride Home (GRH).

Marketing and Promotion

For FY15, LCCS pursued an extensive array of marketing activities, both building on existing success and in new areas:

- Continually promoted individual commute modes and programs
- Rideshare Rewards
- Car Free Metro DC
- Earth Day
- Bike to Work Day
- Loudoun-Dulles Green Business Challenge
- Air Quality “Ozone Season” Commuting Tips

LCCS marketing focuses on the benefits of carpooling, vanpooling, transit, and biking and walking, including: saving money; saving time; and having a less stressful commute.

To promote and market the theme of “transportation options,” staff use a combination of outreach methods including newspaper advertisements, posters in government facilities, website advertisements, brochures and promotional souvenirs. LCCS anticipates expanded use of electronic information dissemination, working directly with the county’s Public Affairs and Communication Office staff. Current options being investigated include social media pages, Constant Contact emails to residents and businesses, and further development of the LCCS website.

Information Dissemination/Personalized Trip Planning Services

LCCS staff continually distributes commuting information to the general public. LCCS staff, particularly the commuter services specialist, devotes significant time to answering phone calls from the public. Staff report that while these calls are often very time-intensive while trying to find an acceptable solution to a caller’s transportation issue, it contributes to the agency’s image as the go-to source for information on travel options. Other activities in this regard include website maintenance, production of brochures, and on-site transportation fairs.

Employer Outreach

Outreach to employers is becoming increasingly more important to the Loudoun County TDM program. Since 2005 a full-time staff member has been dedicated to providing outreach and assistance to employers to promote transit and high-occupancy commute modes and encourage and assist employers with employee commute benefits and incentives. The employer outreach specialist gives presentations at employer sites and participates in special on-site events to disseminate information about transportation alternatives within the county. LCCS staff coordinates with the Dulles Area Transportation Association (DATA) and actively participates in employer council meetings. The employer outreach

specialist also works closely with the Chamber of Commerce to promote and administer the Loudoun-Dulles Green Business Challenge program in Loudoun County.

LCCS currently works with about 97 employers in its Employer Outreach database. Funding for the Employer Outreach position and associated activities are split between a dedicated VDOT grant and DRPT TDM Operating Assistance grant funds.

The Countywide Transportation Plan (CTP) identifies specific TDM strategies for new land development applications as well as guidelines for implementing TDM into existing and future businesses and employment sites. The employer outreach specialist along with the other LCCS staff will work with potential developers throughout the land development process on implementing these strategies and policies.

Ridematching

LCCS staff provide general commute information and assist individuals using the Commuter Connections online tool for regional carpool ridematching. LCCS staff check applications for completeness, ensuring that responses are tailored to maximize the possibility of a successful match, and submit completed applications directly to Commuter Connections. LCCS staff also provide follow up throughout the year on many applications to gauge success and provide additional assistance if needed.



Vanpool Assistance

Staff facilitate new vanpool requests by introducing individuals and organizations to van leasing agencies as well as coordinating with third party vanpool operators. LCCS assists vanpool operators in applying for funding through the VanStart/VanSave programs.

Telework

Loudoun County Commuter Services encourages and assists employers with the development and/or expansion of formal telework programs. LCCS also coordinates with DRPT on promoting employer participation in the Telework!VA program.

Guaranteed/Emergency Ride Home Program

The Guaranteed Ride Home program, known as GRH, receives funding through and is managed by the Metropolitan Washington Council of Governments. GRH gives non-drive alone commuters who travel at least twice per week via carpool, vanpool, bike, walk, or transit, the options of a free and reliable ride home when unexpected situations arise.

We'll get you home. Guaranteed.

Commuters may take advantage of GRH up to four times per year to get home for unexpected situations such as a personal illness or a sick child. GRH can also be used for unscheduled employer-mandated overtime.

Cycling

In Loudoun County there are various opportunities for cycling, both for commuting and recreational purposes. In particular, the Washington and Old Dominion Trail (W&OD) is a regional bicycle facility which can support longer-distance cycling commuters. In addition, the Dulles North Transit Center, Leesburg, Dulles Town Center, East Gate and Harmony Park and Ride lots offer bicycle lockers for commuters as an alternative to driving or being driven. Commuter bus riders can transport their bicycles when riding LC Transit after obtaining a free Bike on Bus Permit.



Proffers

The proffer system in Loudoun County is a major tool for encouraging and constructing many types of improvements to enhance the quality of life in the county. Proffers are frequently used for the construction of sidewalks, trails, bike paths, bus stops, and other transit and TDM-supportive elements on development sites in addition to the purchase of transit vehicles. These elements in turn make it easier for residents and employees to use an alternative mode of transportation for their daily commute. LCCS reviews development proposals and provides comments regarding when transit or TDM-related proffers or conditions may be appropriate.

Chapter 3 -- Mission, Vision, Goals and Objectives

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

Mission

A mission is the fundamental purpose of an organization, serving as a framework for future activities. LCCS developed its mission based on its daily activities and overall mindset. The LCCS mission is:

We serve Loudoun County by engaging individuals and businesses with customized travel options, information, advice, and solutions.

Vision

An organization's vision defines what success would look like if all of the organization's goals are achieved. LCCS provides customized, comprehensive travel assistance to all groups utilizing the County's transportation network. When preparing its vision statement for this plan, LCCS accordingly sought to foresee what such work, if carried out effectively, could ultimately accomplish the vision. LCCS' vision for Loudoun County is as follows:

A vibrant community where personalized, tailored travel information and assistance is readily available for anyone traveling in, around, and through Loudoun County.

Goals & Objectives

Goals, qualitative in nature, are broad statements of what an agency hopes to achieve going forward. In contrast, objectives complement goals by providing specific, measurable statements for how those goals will be realized. Together, goals and objectives offer a framework for improving existing services and introducing new services.

In creating the goals and objectives for this plan, LCCS reviewed the agency's prior Long-Range TDM Plan (TDMP) from September 2010; a previously-compiled "Brand Architecture Blueprint" (which addresses LCCS' position, promise, values, approach, and focus); as well as County planning documents, including the Department of Transportation and Capital Infrastructure's mission statement and statement of values. The previous TDMP goals promoted a high level of service to existing customers and proposed that LCCS remain a well-recognized provider of TDM services; that the agency properly fulfill and comply with County transportation goals; and that LCCS improve quality of life in the county through effective TDM services.

The current plan's goals and objectives build off and expand on this framework to adapt to the present and future needs of an ever-changing and growing community. In essence, LCCS seeks to maintain its focus on remaining a trusted and recognized community resource while serving the diverse needs of those

traveling in, to, and from the county today. The impacts of three future Metrorail Silver Line stations in Loudoun, including one at Dulles Airport, were also considered in the development of this plan's goals and objectives.

LCCS' goals and objectives are listed and described below:

GOAL 1: Grow recognition of the program as *the* preeminent trusted resource for traveler information and assistance in Loudoun County.

The plan's first goal reflects LCCS' desire to continue to be a recognized expert and customer service provider for travelers in Loudoun County. This goal is directly in line with the LCCS vision, which sees a vibrant community where personalized travel information is readily available. The goal also addresses a persistent issue: despite LCCS' record as a stellar service provider, many county residents, workers, and employers are unfamiliar with its initiatives and programs. In order to maintain and enhance its community profile, LCCS must raise awareness among its stakeholders.

- **Objective 1a:** Maintain a high level of personalized customer service.
- **Objective 1b:** Raise the profile of LCCS in the community.
- **Objective 1c:** Ensure that LCCS is viewed as a trusted, caring, and committed partner and first point of contact for traveler assistance.

GOAL 2: Leverage new investments in surface transportation infrastructure and technology.

Loudoun County Commuter Services is preparing for the impact of major transit and transportation infrastructure in the next six years. With the Metrorail Silver Line Phase 2 extension, the county will gain three new Metrorail Silver Line stations, introducing a new travel option for many county residents and workers. This goal addresses the County's need to promote this transportation investment – as well as others made in infrastructure and technologies – through education and incorporation into existing and future programs and services. In support of efficient future usage of the county's transportation network, this goal also includes the promotion of fulfillment of the County's transportation planning efforts, such as those put forth in the Loudoun Countywide Transportation Plan and the updated Transit Development Plan.



- **Objective 2a:** Educate and raise awareness of new travel options and technology, including the introduction of the Metrorail Silver Line and improvements implemented from the Countywide Transportation Plan and the Transit Development Plan.
- **Objective 2b:** Promote the benefits and opportunities generated by the Silver Line.
- **Objective 2c:** Incorporate emerging travel information technology into LCCS programs and services.

GOAL 3: Meet the needs of a dynamic and changing community, expanding the benefits of TDM for all.

Loudoun County is home and a workplace to a very diverse and growing population. As such, TDM services in the county should adapt to diverse and constantly shifting needs of the populations LCCS serves. LCCS wishes to explore local and regional partnerships, particularly with the residential and business communities, to expand the reach of its activities and the communities it reaches.

- **Objective 3a:** Address the unique geographic, generational, cultural, and linguistic needs of individuals traveling in Loudoun County.
- **Objective 3b:** Collaborate with a variety of local and regional partners, including community organizations and internal Loudoun County departments, to leverage joint opportunities and reach new customers.
- **Objective 3c:** Grow new relationships within the Loudoun County business community, while strengthening existing ones.

Chapter 4 – TDM Program Organization and Operations Review

In the process of completing this plan, a review of LCCS's operations was completed. This chapter includes the results of this review, including feedback solicited from six program stakeholders organizations; feedback solicited directly from customers via an online feedback forum and a survey distributed to regional employers; a review of four peer agencies; and an examination of the technology, land use, and transportation contexts in which the program operates today. Recent changes and trends in the usage of Loudoun County services were also analyzed in order to aid in the planning process.

The input received in this review illustrates the effectiveness of various services and identifies opportunities for growth and programmatic restructuring. Loudoun County planning documents were also reviewed to develop an understanding of how regional land use and transportation trends will impact the transportation needs of the region's residents and workers.

Recent Changes and Trends at LCCS

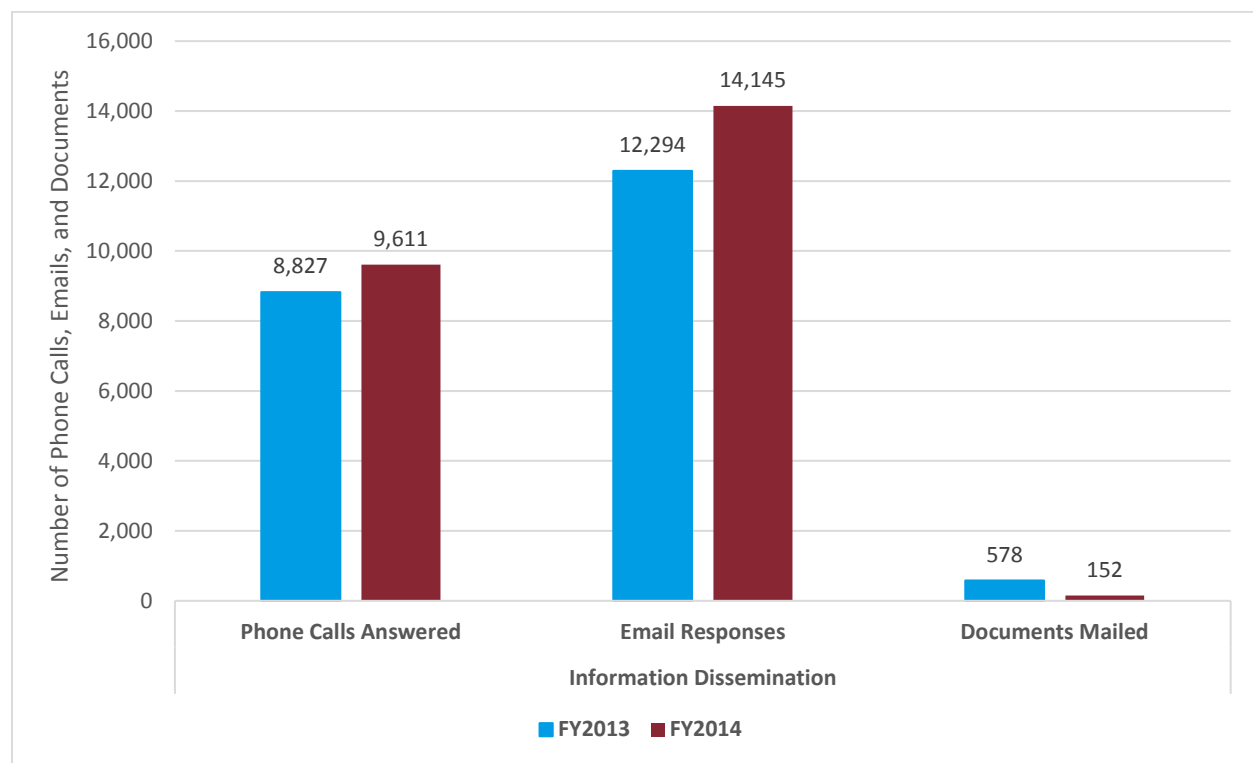
LCCS is evolving to better meet the needs of an increasingly-digital world. As such, LCCS fielded 13 percent more phone and email responses in FY2014 than it did in FY2013, but saw reductions in traditional mailings over the same time period. Similarly, LCCS participated in fewer outreach events from FY2013 to FY2014, but increased its online presence through Facebook. The following provides additional information regarding recent changes and trends in information dissemination, outreach, carpool and vanpool programs, and marketing in FY2013, FY2014, and the first quarter of FY2015 (narrative only).

Information Dissemination

In the first quarter of FY2015, LCCS answered over 3,300 phone calls, responded to over 2,200 emails, and mailed 30 documents. LCCS responded to more phone calls and emails in FY2014 than in FY2013, but also mailed significantly fewer documents over the same time period (**Figure 4.1**). This reduction in document mailings can be attributed to several factors:

- Electronic employer newsletters replaced hard copy employer newsletters in FY2014; and
- All customer issues regarding WMATA SmarTrip® cards were redirected to the SmarTrip® Regional Customer Service Center, which reduced LCCS' outgoing mail load.

FIGURE 4.1: INFORMATION DISSEMINATION STATISTICS, FY2013-FY2014



Commuter and Employer Outreach

Although not necessarily indicative of a reduced role, LCCS' commuter and employer outreach events and interactions dropped in each of the four categories listed in **Table 4.1** from FY2013 to FY2014.

TABLE 4.1: COMMUTER AND EMPLOYER OUTREACH, FY2013-FY2014

	Outreach Events Held	Interactions at Outreach Events	Bike to Work Day Registrants	Commuter Fairs
FY2013	54 ⁵	6,030	700	23
FY2014	34	5,044	600 ⁶	17

⁵ To promote the Tysons Express bus service, which offered express service to Tysons Corner from several locations in Loudoun County from August 2011 to August 2015, LCCS staff attended many events at Tysons employment sites during FY2013. With the opening of Metrorail in Tysons scheduled for July 2014, events in Tysons were significantly reduced during FY2014. As a result, fewer outreach events were held in FY2014 as compared to FY2013.

⁶ Bike to Work Day registration was reduced in FY2014 primarily due to unfavorable weather conditions.

Carpool Ridematching and Vanpool Assistance

Table 4.2 shows that LCCS fielded slightly fewer ridematching applications through Commuter Connections in FY2014, and as a result, contacted fewer interested registrants. However, in FY2014, the County reported an increase in total vanpools traveling to or from Loudoun, and also subsidized one additional van through the VanStart program (an initiative that offers financial support to assist new vanpools as they seek to fill seats). In the first quarter of FY2015, LCCS processed 81 ridematching applications and subsidized two vans through the VanSave program (an initiative that temporarily subsidizes vanpools struggling to retain riders).

TABLE 4.2: CARPOOL AND VANPOOL STATISTICS, FY2013-FY2014

	Carpool Ridematching			Vanpool Matching and Leasing		
	Ridematching Applications Processed	Emails Sent to Registrants	Responses Received	Vans Traveling to or from Loudoun	Vans Subsidized: VanStart	Vans Subsidized: VanSave
FY2013	390	230	86	17	1	1
FY2014	350	190	61	19	2	1

Marketing

LCCS reported 95 advertisement impressions placed across six local newspapers in FY2013. In FY2014, LCCS worked with a design firm to create a new logo and tagline. Staff waited to place advertisements until the logo was complete; as a result, LCCS distributed fewer total advertisement impressions (50) in FY2014. In the first quarter of FY2015, LCCS placed nine display advertisements in local papers and distributed several other marketing or promotional materials.

Overview of Existing Technologies

LCCS provides residents, employers, and visitors with detailed web-based information on all programs and services, including carpools; vanpools; biking; telework; transit; Metrorail; and walking. The LCCS website also provides a phone number for commuters to directly contact LCCS for personalized commute assistance and other general trip planning questions. LCCS staff devotes significant time to fielding phone calls from the general public.

As a member of Commuter Connections, the regional TDM and ridematching network through the Metropolitan Washington Council of Governments (MWCOC), LCCS utilizes the network's regional ridematching and vanpool matching databases, and directs customers to register for these services, as well as for the Guaranteed Ride Home program, via a link on its website. LCCS also directs customers to NuRide, a rewards program for commuters who use alternative transportation modes. Finally, LCCS has recently established a presence on social media, with the creation of a Facebook page. The organization hopes social media will be widely utilized for information on services.

Loudoun County's Land Use Plan and TDM

Two countywide plans, The *Revised General Plan* and the *Countywide Transportation Plan*, were reviewed in efforts to understand how anticipated land use could shape the utilization and recognition of TDM services in the region. In particular, strategies such as reduced parking requirements, additional park and ride facilities, and improved pedestrian or bicycle infrastructure have the potential to positively impact alternative mode choice in Loudoun. The following provide several key findings from the two countywide plans.

Loudoun County Revised General Plan and Amendments

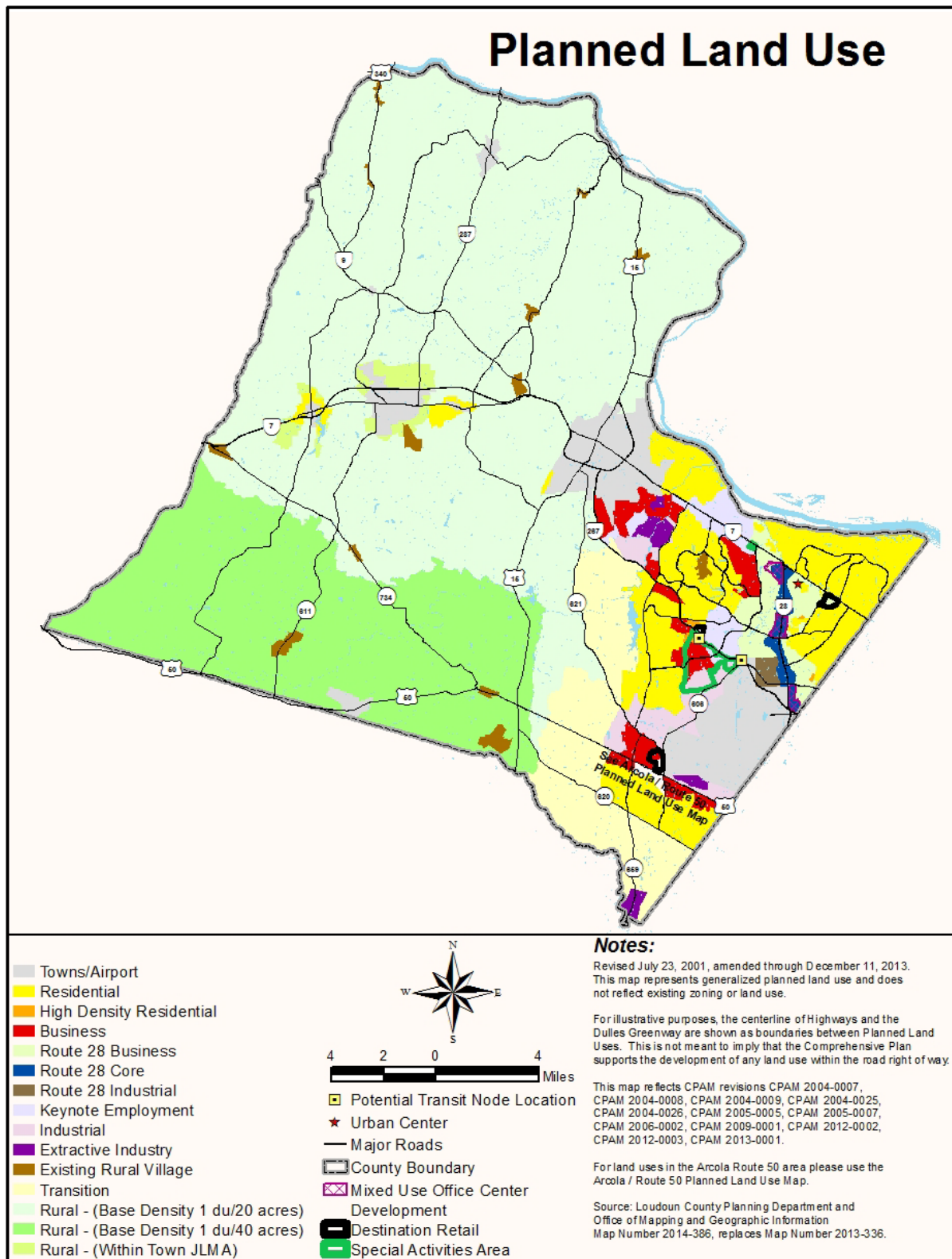
Originally adopted in 1991, revised in 2001, and amended through December 2013, Loudoun County's central planning document is its *Revised General Plan* (and Amendments). In the General Plan, the county is split into three policy areas:

- **The Suburban Policy Area**, which includes the easternmost portion of the county and is home to the majority of residential and commercial growth over the last few decades. Four communities – Ashburn, Dulles, Potomac Falls, and Sterling – comprise this region;
- **The Rural Policy Area**, which includes the county's western regions, most of which are designated to remain rural in the land use map (**Figure 4.2**).
- **The Transition Policy Area**, which the plan describes as “a distinct planning area to serve as a visual and spatial transition between the suburban and rural areas.”

The future land use map shown in **Figure 4.2** reflects the diverse nature of Loudoun's development and land use patterns. While the eastern areas of the county are anticipated to remain the main residential and employment centers in the county, western Loudoun County will remain mostly rural.



FIGURE 4.2: LOUDOUN COUNTY'S PLANNED LAND USE (DECEMBER 2013)



In the *Revised General Plan*, TDM-related highlights mainly correspond with the Suburban Policy Area (SPA). The plan recommends that “mixed-use communities provide pedestrian-scale environments that promote walking and bicycling, which reduces automobile trips,” and suggests that residential, office, institutional, civic, and retail areas within the SPA be conveniently accessible by foot and bicycle. The plan also calls for two transit nodes along the Dulles Greenway (a toll road portion of Route 267), co-located with the planned Metrorail Silver Line stations in these areas. The planned nodes are intended for transit-oriented development (TOD), but with a differing mix of uses:

- **A TOD** located between Loudoun County Parkway and Route 772 consisting of mixed-use development; and
- **A Transit-Related Employment Center (TREC)** located north of the Dulles Greenway and west of the Route 606 Interchange, consisting of concentrated employment or special activity usage with no residential component.

Finally, the plan includes parking policies for the SPA, including discouraging developments from providing excessive (more than required) impervious surface for parking and reducing parking requirements for developments within 1,500 feet of transit centers. The plan pledges to lower parking requirements if a development proposal includes a TDM plan, stating that “parking reductions in such instances will be commensurate with the demonstrated reduced demand for parking.”

Countywide Transportation Plan

Loudoun’s *Countywide Transportation Plan* was updated and adopted in 2010, revised in 2013, and amended through June 2014. The plan expands on the two aforementioned TOD sites along the Dulles Greenway, noting the importance of reducing parking requirements for developments near these sites as well as the usage of strategies to remove pedestrian, bicycle, and wheelchair access barriers



to and from surrounding neighborhoods. The plan also notes that while the County will consider approving developments near the sites at densities lower than desired for transit, these developments will be exception, and based on whether certain tradeoff benefits will result.

Regarding the future of Metrorail in Loudoun, the plan states that the County, in partnership with VDOT, WMATA, and other agencies, will ensure that land needed for such amenities as parking lots, right of way, and dedicated bus ways for the construction of future Metrorail stations will be obtained or reserved before development review processes that would affect this land.

The *Countywide Transportation Plan* also recommends 10 additional park and ride facilities across the county. Finally, the *Countywide Transportation Plan* mentions several general policies to consider going forward, which include:

- Complete streets;
- The consideration of a High Occupancy Vehicle (HOV) or managed lane network on several major transportation corridors;
- Expanded usage of public transit;
- The conversion of several roads to limited access facilities; and
- The improvement of pedestrian and bicycle connections in several locations.

Stakeholder Interviews

To determine the level of support for TDM in the Loudoun County community as well as to aid in the assessment of LCCS' performance, six LCCS program stakeholders were interviewed via telephone. These interviews, scheduled with each stakeholder in advance, took slightly under 30 minutes to administer. Interviews were conducted between March 3 and March 13, 2015. **Table 4.3** provides a list of each stakeholder that was interviewed. Stakeholders were selected to reflect a diversity of organizations that are invested in the performance of Loudoun County Commuter Services, including state, regional, and local government and local business and transportation advocates. The stakeholder interview questionnaire is available in Appendix A.

LCCS Core Program Strengths

Overall, stakeholders interviewed concurred that LCCS excels at taking a personalized rather than a one-size-fits-all approach, effectively meeting customer and employer needs in a constantly adapting manner. Interviewees also lauded the success of the vanpool program, with one interviewee highlighting LCCS' strong effort to promote vanpools as an alternative to address overcrowding on county long-haul commuter bus routes. The interviewees articulated several common themes regarding LCCS strengths, each of which is described below.

Customer Service

According to a few stakeholders, LCCS provides excellent customer service for callers or other parties interested in the organization's services. LCCS also follows up on carpool or vanpool ridematching applications in a timely fashion. According to Mr. Ramfos of MWCOG, LCCS maintains its ridematching database quite well.

TABLE 4.3: STAKEHOLDER INTERVIEWS SUMMARY

Stakeholder Name and Title	Agency or Organization	Relationship to LCCS	Interview Date
Lisa DuMetz Rosier <i>Mobility Programs Administrator</i>	Virginia Department of Rail and Public Transportation (DRPT)	DRPT provides grant funding for the operation of LCCS programs.	March 10, 2015
Catherine Hogan <i>Public Policy, Legal and Security</i>	Verizon	Approximately 350 employees at Verizon's Loudoun campus use LCCS. LCCS has participated in activities – such as employer fairs – on the campus.	March 9, 2015
Tony Howard <i>President and CEO</i>	Loudoun County Chamber of Commerce	LCCS has participated in and sponsored employer outreach programs with the Chamber, including a green businesses initiative.	March 9, 2015
Kathleen Leidich <i>Asst. Director of Transportation Planning and Operations</i>	Loudoun County Department of Transportation and Capital Infrastructure	LCCS is a division within the Department of Transportation and Capital Infrastructure.	March 6, 2015
Nicholas Ramfos <i>Director, Alternative Commute Programs</i>	Metropolitan Washington Council of Governments	MWCOG coordinates Commuter Connections, a regional TDM network of which Loudoun County is part.	March 13, 2015
Pat Turner <i>Founder and Co-Chair</i>	Bike Loudoun	A leading bike advocacy organization in the region, Bike Loudoun has coordinated with LCCS on bike outreach at events such as informational expos and transportation “Lunch & Learns” for major employers.	March 3, 2015

Employer Services

Several stakeholders noted that LCCS has done a good job reaching out to employers and helping them to begin or expand TDM programs in the workplace. LCCS has also played a strong role in spreading awareness of available services to regional employers. Specific testimonials included:

- Ms. Hogan of Verizon described LCCS' employer outreach process as “phenomenal,” noting that LCCS staff will notify Verizon whenever vanpools have extra space or have just begun.
- Ms. Leidich of Loudoun County noted that LCCS is quite often in the employer community presenting on services and garnering feedback.
- Ms. Turner of Bike Loudoun stated that having been to approximately four transportation fairs at employer sites, the events were advertised and executed very well, with a fairly good turnout.

Organizational Structure

Positive comments on organizational structure came primarily from Ms. Leidich, who oversees LCCS as part of her job responsibilities. Ms. Leidich noted that as the Transit and Commuter Services division has only five employees, LCCS employees are able to act as generalists rather than compartmentalized specialists. Having employees who are generalists, rather than specialists, is common at some government agencies, but can sometimes impede employee understanding of the organization's entire operation. Through its small size and personalized approach, LCCS is able to ensure that each employee has an understanding of the breadth of the Transit and Commuter Services work portfolio.

Spreading Awareness

A resident of Loudoun County himself, Mr. Ramfos of MWCOG noted that LCCS puts forth a strong marketing effort in local papers and often mentions in advertisements that they are a network member of Commuter Connections. However, as mentioned in a later section, other interviewees felt that spreading awareness was an area upon which the program could improve.

Transit Services

Although the provision of transit services does not fall within LCCS' purview, several participants offered commentary on Loudoun's transit services and their promotion. One stakeholder, noting that LCCS currently promotes transit usage well, stressed the importance of promoting the Silver Line, which will offer rail service in Loudoun within several years. Others, while admitting that they themselves did not ride transit, stated that they perceived Loudoun County transit services to be quite successful, based on full buses or other anecdotal observations.

Services Most Useful to Different Interest Groups

Stakeholders were asked to provide information on which LCCS programs and services were most useful to different interest groups, including county residents, workers, employers, and the stakeholder interviewee organizations themselves. **Table 4.4** summarizes the findings by population or organization type served.

TABLE 4.4: LCCS SERVICES MOST USEFUL TO DIFFERENT INTEREST GROUPS

Population or Organization Type Served	Most Useful LCCS Services
Residents and Workers	Interviewees cited Loudoun’s commuter bus, ridesharing, vanpooling, and LCCS’ ridematching services as key and successful services for those commuting in and out of Loudoun County.
Employers	Interviewees praised LCCS’ employer expos and fairs (particularly on large employer campuses), as well as the organization’s ability to build and maintain personalized relationships with employers. One stakeholder stated that LCCS provides excellent and valued assistance, working with employers to establish carpools, vanpools, and telework programs, and also truly educates employers on TDM strategies for each individual worksite. LCCS also does a good job helping employers understand the benefits of TDM in the workplace, such as increased worker productivity.
Stakeholder Interviewee Organizations	<p>Responses by interviewee for each stakeholder organization are shown below:</p> <ul style="list-style-type: none"> • DPRT: All LCCS programs are very important to DPRT, as their mission is to expand mobility and make transportation choices available to commuters. • Verizon: Verizon appreciates LCCS’ personalized approach, which includes information sharing, especially when carpools or vanpools have extra space. • Loudoun County Department of Transportation: Through outreach, LCCS does a great job promoting awareness of County services, including those within the purview of the Department of Transportation. • MWCOG: As the coordinator of Commuter Connections, MWCOG benefits from LCCS’ ridematching services, promotion of the Guaranteed Ride Home program, employer outreach, and the data LCCS provides MWCOG. • Bike Loudoun: Bike Loudoun benefits most from employer expos, during which the advocacy group can present its mission and promote cycling in the community.

Telework

DRPT will soon commence a new telework initiative that will offer free technical assistance to businesses that are seeking to expand an existing telework program or begin a new one. Although DRPT (rather than LCCS) will be providing the assistance, Ms. DuMetz Rosier of DRPT noted that it would be beneficial for LCCS to promote this program in the employer community, primarily through business education on the benefits of teleworking.

Signage

Ms. Hogan of Verizon suggested that signage at County facilities – particularly at Park & Rides and bus stops – could be improved. According to Ms. Hogan, taking the wrong bus or ending up in the wrong location is easy given the current signage situation, and that as a result, commuters need to be educated before utilizing county transportation services.

Organizational Structure

Ms. Leidich of Loudoun County suggested that the division under which LCCS falls (Transit and Commuter Services) needs another transportation planner. In FY2016, the County intends to hire a planner who will be partially responsible for transportation demand management. This will hopefully allow the division to accomplish more and increase efficiency.

Spreading Awareness

Despite a relatively high level of awareness of LCCS services in Loudoun County, several stakeholders noted that many potential customers are unaware of LCCS core programs such as the vanpool or carpool programs. Ms. Hogan of Verizon suggested that to raise awareness, LCCS could issue a brochure on services to employers for dissemination to new employees. Much like a welcome kit, a similar brochure could be developed for new employers in the community. Additionally, a welcome event could take place on new employer campuses or at multi-tenant office buildings. Finally, Mr. Howard suggested that LCCS stress that services are available free of charge when spreading awareness.

Increasing Regional Connections

Mr. Ramfos of MWCOG expressed an interest in LCCS making a stronger connection with regional TDM programs. Taking this approach, LCCS could fully embrace activities taking place at a regional level, remaining engaged in Commuter Connections by continuing to mention the organization in its branding and messaging materials. LCCS could also pay closer attention to the TDM activities of its regional peers, seeking to learn from shared experiences.

For instance, MWCOG coordinates a regional carpool incentive program called “Pool Rewards.” The organization would like LCCS to encourage its residents to become involved in this program. In addition, MWCOG would like to see LCCS become more involved in regional events such as Car Free Day.

Potential Partnerships

Stakeholders were asked to name any potential partnerships LCCS could consider pursuing in the future. While most interviewees did not suggest any specific opportunities, Ms. Leidich of Loudoun County suggested that the general concept of partnering and sharing resources with other organizations was

certainly worth exploring. Mr. Howard of the Chamber of Commerce assumed that LCCS maintained a strong partnership with WMATA, but suggested such a connection if none exists.

Other Advice or Suggestions

Other advice or suggestions provided by stakeholders included the following:

- LCCS' interaction with the Loudoun community is very important to its mission. Ms. Hogan of Verizon would like to see LCCS perform even more community outreach, if possible.
- Commuter bus service should be promoted more. Although many residents do not realize it, the fare structure of bus service in Loudoun is quite simple.
- MWCOG issues annual awards recognizing employers for efforts in TDM services, and does not receive many nominations from Loudoun County. LCCS should strive to submit entries each year. Although the program is quite competitive, victory or loss, employers can learn from other nominees as part of the program.
- LCCS could promote bicycle racks on small buses, and consider working with others in county government to implement a County-funded paratransit service.

Peer Review

A review of four peer agency operations was conducted to gain an understanding of LCCS relative performance and new ideas for LCCS' future programs, services, organizational structure, regional role, and funding. Peers were selected based on service area, population and employment density, proximity to large regional job centers, and existing transit service similar to Loudoun County. Hour-long interviews with each peer were conducted via telephone, with two of the selected peers operating inside of Virginia and two operating outside of the state.

Table 4.5 provides a summary of interviews conducted. The peer interview questionnaire, along with a more detailed summary of each additional interview, is included in Appendix B.

TABLE 4.5: PEER REVIEWS INTERVIEWEES

Peer Agency And Metropolitan Area	Interviewee and Title	Interview Date
Douglas County Rideshare Atlanta-Sandy Springs-Roswell, GA	Gary Watson <i>Director</i>	February 20, 2015
RIDE Solutions Roanoke, VA	Jeremy Holmes <i>Director of Alternative Transportation Programs</i>	February 26, 2015
I-494 Corridor Commission: Commuter Services Minneapolis-St. Paul-Bloomington, MN-WI	Melissa Madison <i>Executive Director</i>	March 12, 2015
Potomac Rappahannock Transportation Commission (PRTC): OmniMatch Washington-Arlington-Alexandria, DC-VA-MD-WV	Holly Morello <i>TDM Specialist</i>	March 31, 2015

Demographic, Socio-economic, and Commute Profile Background

Table 4.6 summarizes the basic demographic, socio-economic, and commute profile for each of the peer agencies. For comparison, information regarding the Loudoun County service area is included in the table's last row. While Douglas County Rideshare and Loudoun County each cover single jurisdictions, each of the additional peers serves multiple counties and/or cities. Totals in **Table 4.6** were calculated based on total regions served rather than on enrollees in any agency programs.

RIDE Solutions serves by far the largest land area (5,884 square miles) and also the largest constituency (758,491). Douglas County Rideshare and PRTC OmniMatch each support relatively diverse populations, including minority populations. PRTC's average median household income is highest among peers (\$84,044), while RIDE Solutions' is lowest (\$46,363). Finally, PRTC's carpool and drive alone mode shares are highest and lowest respectively, among the four peers.

TABLE 4.6: PEER AGENCY SERVICE AREA PROFILES

Peer Agency	Service Area	Service Area Population	Racial Composition	Median Household Income	Regional Mode Split
Douglas County Rideshare	200 Sq. Mi.	133,486	White 54% Black 40% Asian 1.6% Multiracial 2% Other Race 1.9%	\$52,691	Drive Alone 80% Carpool 12% Public Transit 1.2% Walk 0.7% Other Means/Telework 6%
I-494 Corridor Commission	116 Sq. Mi.	280,680	White 81% Black 6% Asian 7% Multiracial 3%	\$74,888	Drive Alone 79% Carpool 8% Public Transit 4% Walk 2% Other Means/Telework 7%
RIDE Solutions	5,884 Sq. Mi.	758,491	White 83% Black 12% Asian 2% Multiracial 2% Other Race 1%	\$46,363	Drive Alone 81% Carpool 9% Public Transit 2% Walk 3% Other Means/Telework 4%
PRTC OmniMatch	349 Sq. Mi.	471,110	White 63% Black 20% Asian 7% Multiracial 5% Other Race 6%	\$84,044	Drive Alone 71% Carpool 14% Public Transit 8% Walk 2% Other Means/Telework 5%
Loudoun County Commuter Services	516 Sq. Mi.	326,477	White 69% Black 7.3% Asian 15.1% Multiracial 4.1% Other Race 4%	\$122,238	Drive Alone 78% Carpool 9% Public Transit 3% Walk 2% Other Means/Telework 8%

SOURCE: U.S. 2013 FIVE-YEAR ACS, 2010 U.S. CENSUS QUICK FACTS

Commuter Services

Table 4.7 is an overview of the services provided by each peer agency. All peer agencies interviewed participate in ridesharing and ridematching initiatives, and support Guaranteed Ride Home programs. With the exception of RIDE Solutions, all agencies offer vanpool programs. Particularly innovative services include:

- Douglas County’s seniors and the disabled voucher program, which provides funding for trips taken by qualifying participants; and
- RIDE Solutions’ special commuter events, which include a clean commute challenge, a group bike ride, and participation in DRPT’s “Try Transit Week” initiative.

Regionally available transit infrastructure varies by agency, with PRTC’s service area offering the most extensive set of public transportation services. Universally popular programs among commuters include carpool and vanpool (where applicable), as well as the ridematching services that accompany these initiatives.

TABLE 4.7: COMMUTER SERVICE PROGRAM OFFERINGS

Peer Agency	Programs and Services Offered	Available Transit Infrastructure	Most Popular Commuter Programs
Douglas County Rideshare	<ul style="list-style-type: none"> – Rideshare – Vanpool – Vouchers for Seniors and the Disabled – Guaranteed Ride Home 	<ul style="list-style-type: none"> – Commuter Bus 	<ul style="list-style-type: none"> – Vanpool – Vouchers – Xpress Bus
I-494 Corridor Commission Commuter Services	<ul style="list-style-type: none"> – Commute Assistance – Carpool Ridematching – Vanpool – Bike Resources – Transit Promotion / Coordination – Telework Assistance – Guaranteed Ride Home – Commuter Events 	<ul style="list-style-type: none"> – Local Bus – Bus Rapid Transit – Light Rail – Commuter Rail 	<ul style="list-style-type: none"> – Carpool Ridematching – Vanpool
RIDE Solutions	<ul style="list-style-type: none"> – Carpool Matching – Guaranteed Ride Home – Telework Assistance – Transit/Bike/Walk Assistance – Commuter Events 	<ul style="list-style-type: none"> – Commuter Bus – Local Bus 	<ul style="list-style-type: none"> – Carpool Matching – Commuter Events
PRTC OmniMatch	<ul style="list-style-type: none"> – Carpool and Vanpool Ridematching – Vanpool Incentive Programs – Guaranteed Ride Home – Travel Information and Assistance – Promotion of Alternative Travel Options 	<ul style="list-style-type: none"> – Commuter Bus – Commuter Rail – Local Bus – Demand Response – Connections to Heavy Rail 	<ul style="list-style-type: none"> – Carpool and Vanpool Ridematching

Employer Services

Table 4.8 summarizes employer service offerings across the four peer agencies. Despite varying staff constraints, organizational structures, and budgets, each agency offers some level of personalized employer outreach. Particular examples of employer services programs include:

- Douglas County’s work with employers is focused on the promotion of its employee rideshare program as well as other TDM initiatives. When meeting with employers, the County emphasizes benefits such as reduced parking needs, employee cost savings, and increased morale from happier, less traffic-laden commutes;
- The I-494 Corridor Commission’s employer outreach program offers employers assistance with city government-mandated TDM plans, required of employers (depending on size and location) in some regional jurisdictions. Such plans are often conditions of development and include funding sources that cannot be returned to developers until plan completion. The Commission also

provides assistance with carpool parking management, which includes help installing a carpool preferential parking program;

- RIDE Solution’s “Data Analysis and Reporting” service encompasses such items as the development of an employee survey and density map as well as a full site analysis and written report on a worksite’s available transportation alternatives and recommendations; and
- PRTC Omni SmartCommute’s (the title of the agency’s employer outreach program) special employer events include ridematching challenges, such as a recent competition entitled “Fuel Your Life,” which was aimed at increasing ridesharing during inter-county commutes. Omni SmartCommute was recognized last year by Commuter Connections (a TDM program of MWCOC, the regional MPO) for its achievements in employer services.

TABLE 4.8: EMPLOYER SERVICE OFFERINGS

Peer Agency	Programs and Services Offered	Most Popular Employer Programs
Douglas County Rideshare	<ul style="list-style-type: none"> – General, and personalized Employer Outreach 	<ul style="list-style-type: none"> – Vanpool – Xpress Bus
I-494 Corridor Commission Commuter Services	<ul style="list-style-type: none"> – Commuter Fairs – Development TDM Plan Assistance – Carpool and Vanpool Formation – Carpool Parking Management – Free Commute Resources 	<ul style="list-style-type: none"> – Carpool Parking Management – Onsite Employee Assistance – TDM Plan Assistance
RIDE Solutions	<ul style="list-style-type: none"> – Commuter/Transportation Fairs – Data Analysis and Reporting – Promotion and Education – Awards and Certification – Capacity Building 	<ul style="list-style-type: none"> – Commuter/Transportation Fairs – Promotion and Education
PRTC Omni SmartCommute	<ul style="list-style-type: none"> – Special Events or Competitions/Challenges – Employee Commute Surveys – Carpool and Vanpool Formation – Telework Programs/Alternative Work Schedules – Transit Subsidies – Biking and Walking Tips – Parking Management – Employer Transportation Incentives 	<ul style="list-style-type: none"> – Special Events or Competitions/Challenges

Marketing Efforts

As shown in **Table 4.9**, peer agencies’ relative level of engagement in marketing initiatives varies. The I-494 Corridor Commission does not engage in formal marketing. Both Douglas County and PRTC rely heavily on name promotion from the organization’s logo placement on company vehicles, including vanpool vans and commuter and local buses. RIDE Solutions’ marketing strategy involves a public relations approach rather than one focused on purchased media; for instance, the agency issues press releases and does interviews on local television or radio stations.

TABLE 4.9: MARKETING EFFORTS

Peer Agency	Formal Marketing Efforts
Douglas County Rideshare	<ul style="list-style-type: none"> – Local media (local newspapers, magazines) – Phone numbers on vanpool vans
I-494 Corridor Commission Commuter Services	<ul style="list-style-type: none"> – None
RIDE Solutions	<ul style="list-style-type: none"> – Press releases – Interviews on local television or radio networks – Social media – Neighborhood and community outreach
PRTC OmniMatch	<ul style="list-style-type: none"> – Spots on public access television – Logo, name on buses – New homeowners mailing

Agency Organizational Structure

Table 4.10 details varying agency organizational structures, including type of organization, number of staff, and agencies’ budgets and funding sources for each peer. While Douglas County Rideshare is a component of the Douglas County Department of Transportation, the I-494 Corridor Commission is a joint powers organization built to serve its five member cities; representatives of each member city sit on its Board of Directors. RIDE Solutions works as a partnership between three Planning District Commissions (the Roanoke-Valley Alleghany Regional Commission, New River Valley Planning District Commission, and Region 2000 Local Government Council), and OmniMatch is a part of the Potomac and Rappahannock Transportation Commission (PRTC), a transit agency.

With four full-time and three part-time staff, Douglas County has the largest staff of the peer agencies; with just one full-time employee and one part-time employee, OmniMatch has the smallest staff, although their employer services are implemented by a contractor. Budget levels and funding sources are also varied across the peers:

- Douglas County Rideshare has the largest total budget (\$1,200,000) among the four peers, and is the only peer to have both a capital and operating budget. Their budget is used to support their public vanpool program, as the County owns and maintains its vanpools.. The organization’s operating expenses and revenues also come in large part from its vanpool program, which generates enough revenue from fares to cover the vanpool program’s operating expenses.
- The I-494 Corridor Commission has the second largest budget (\$379,000). The organization’s funding comes from a Congestion Mitigation and Air Quality (CMAQ) federal grant, and the required local match for the grant.
- Both the RIDE Solutions (\$286,000) and OmniMatch (\$286,000) budgets rely on Virginia-based grant sources, including DRPT and the Virginia Department of Transportation (VDOT). Occasionally, RIDE Solutions will receive one-time, limited sponsorship for special events (such as from the event host).

TABLE 4.10: ORGANIZATIONAL STRUCTURE

Peer Agency	Type of Organization	Staff	Budget and Funding Sources
Douglas County Rideshare	<ul style="list-style-type: none"> – Component of Douglas County Department of Transportation 	<ul style="list-style-type: none"> – 4 Full-Time Employees – 3 Part-Time Employees 	<p>Operating: \$750,000 Capital: \$450,000 Total: \$1,200,000 Sources:</p> <ul style="list-style-type: none"> – Vanpool Fares (Operating) – County Government General Revenue (Operating/Capital) – Federal Grants (Capital)
I-494 Corridor Commission	<ul style="list-style-type: none"> – Joint Powers Organization with a Board of Directors with representatives from member cities, transit agencies, and the business community 	<ul style="list-style-type: none"> – 3 Full-Time Employees 	<p>Total: \$379,000 Sources:</p> <ul style="list-style-type: none"> – CMAQ Grant (80%) – Local Match (20%)
RIDE Solutions	<ul style="list-style-type: none"> – Partnership between three Planning District Commissions 	<ul style="list-style-type: none"> – 1 Full-Time Employee – 2 Part-Time Employees 	<p>Total: \$286,000 Sources:</p> <ul style="list-style-type: none"> – DRPT Rideshare Grant – Local Match – Occasional, event-based sponsorship
PRTC OmniMatch	<ul style="list-style-type: none"> – Component of the Potomac and Rappahannock Transportation Commission, a transit agency 	<ul style="list-style-type: none"> – 1 Full-Time Employee – 1 Part-Time Employee – Contractor administration of the employer services program 	<p>Total: \$263,000 Sources:</p> <ul style="list-style-type: none"> – DRPT Rideshare Grant (75%) – VDOT Employer Outreach Grant (25%)

Role in the Region

Table 4.11 summarizes each peer agency's role in the region, regional transportation planning, partnerships, and major stakeholders. Regional role highlights include:

- As a member of the Atlanta Regional Commission (ARC) MPO, Douglas County is deeply involved in regional transit transportation planning processes at the local, regional, and state levels. County staff serve on several ARC planning committees; Douglas County Rideshare Director Gary Watson serves on the ARC's Transit Operators Subcommittee, a board that produces policies directly relating to transit. As a TDM leader in the region, Douglas County Rideshare is also in close contact with other TDM groups in the metropolitan Atlanta region, including various transportation management associations (TMAs), and the region's umbrella TDM organization, Georgia Commute Options.
- The I-494 Corridor Commission works closely with the four additional transportation management organizations in the region. The five groups meet to discuss issues one to two times per month. Commuter Services also remains in close contact with local transit agencies, bike stores, a local TDM listserv, and the Association for Commuter Transportation, an international trade association and leading advocate for commuter transportation and transportation demand management.
- Due to the close relationship between RIDE Solutions and the planning district commissions it serves, RIDE Solutions staff are fairly involved in the regional planning process. Staff also maintain close contact with the Roanoke Valley Transportation Planning Organization, the Metropolitan Planning Organization covering much of the region.
- PRTC OmniMatch is heavily involved in regional transit and TDM planning initiatives; recent projects include the I-95 Express Lanes and I-66 regional TDM and transit plans. PRTC has also worked on commuter parking lot planning studies in the region.

TABLE 4.11: ROLE IN THE REGION

Peer Agency	Level of Regional Planning Involvement	Partnerships	Major Stakeholders
Douglas County Rideshare	High	<ul style="list-style-type: none"> – Regional TDM Agency Partners – Georgia Commute Options 	<ul style="list-style-type: none"> – Atlanta Regional Commission (MPO) – Regional Commuters
I-494 Corridor Commission Commuter Services	Medium	<ul style="list-style-type: none"> – Regional TMOs – Local Transit Agencies – Association for Commuter Transportation 	<ul style="list-style-type: none"> – Metropolitan Council (MPO) – Metro Transit – Five Member Cities
RIDE Solutions	High	<ul style="list-style-type: none"> – Neighborhood Groups – Arts and Cultural Organizations – Thomas Jefferson Planning District Rideshare 	<ul style="list-style-type: none"> – Virginia Tech – Carilion Clinic – Local Governments
PRTC OmniMatch	High	<ul style="list-style-type: none"> – Regional TDM Agency Partners – Commuter Connections 	<ul style="list-style-type: none"> – MWCOG (MPO) – Local Governments

Focus Groups: Overview

In order to gain insights, suggestions, and opinions regarding LCCS programs and services from a wide range of users, transportation advocacy groups, and local employers, an outreach effort was undertaken by the consultant team. In lieu of traditional in-person focus groups, a broader online approach was conducted. Two different methods were used to engage and solicit opinion from a wide array of target populations for LCCS services in the region:

- An online survey, distributed via invitations to participate (and share the link) sent to approximately 120 employers, Homeowners Associations (HOAs), some government representatives and other organizations. A copy of the survey can be found in Appendix C.
- An IdeaScale interactive online forum was also created to solicit input. Email invitations to participate in the forum were sent to approximately 120 individuals representing various organizations and groups known to LCCS. The forum was also publically accessible. Select screen shots from the website are provided in Appendix D.

The results of this focus group/ outreach effort are summarized below. Overall, the response rate was found to be consistent with experience of the project team, but more important it was felt the amount of input obtained and the candor of the responses was well beyond what could have been achieved using a limited number of in-person focus groups. Email invitations were sent from an LCCS email address to increase the response rate as the address should be seen as familiar to most recipients and not “junk email.”

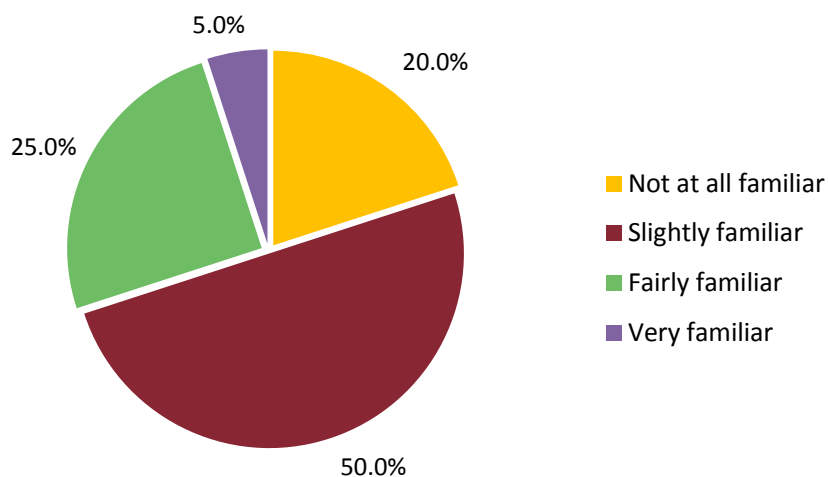
Survey Results Summary

- 20 people participated in the survey (response totals varying by question)
- 30 percent of respondents are **fairly familiar or very familiar** with LCCS and its programs
- 40 percent of respondents are **fairly familiar or very familiar** with LCCS and its programs
- Respondents identified **information** as the **most important transportation need**, both with respect to information on transit service and information on available transportation services
- Respondents identified several ways in which LCCS can help their organization's members or clients, including (but not limited to):
 - More transit routes, better times, optimized transfers
 - Carpooling and ridesharing support
 - Attending organizational meetings
- The majority (74 percent) of respondents agreed that there are **opportunities for LCCS to speak or present** commuter-related topics to their organization
- The majority (76 percent) of respondents identified **email** as an effective way for LCCS to inform members of their organizations or communities about programs and services. Many respondents also highlighted **newsletters** (48 percent) and **social media** (43 percent) as useful communication tools.
- Respondents generally agreed that **craft fairs, community festivals, and farmers markets** were all useful events in which their organizations might attend and be open to receiving information from LCCS
- 10 respondents are **interested in learning more** about LCCS programs and services and provided contact information

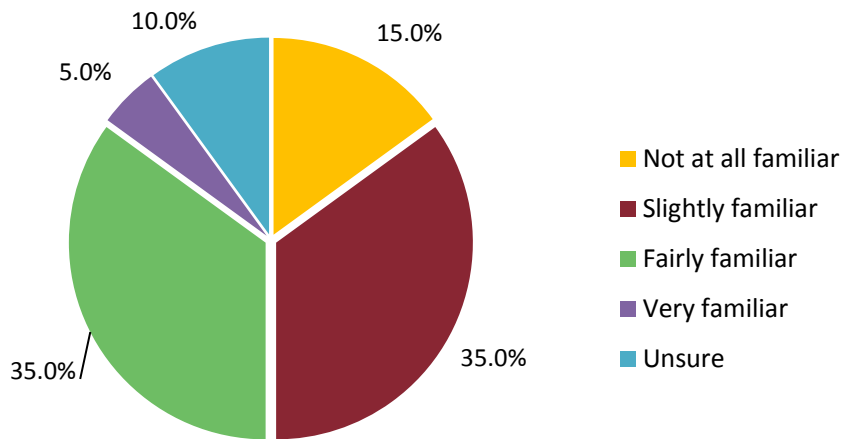
The question-specific responses, tables, and charts are shown below.

Responses

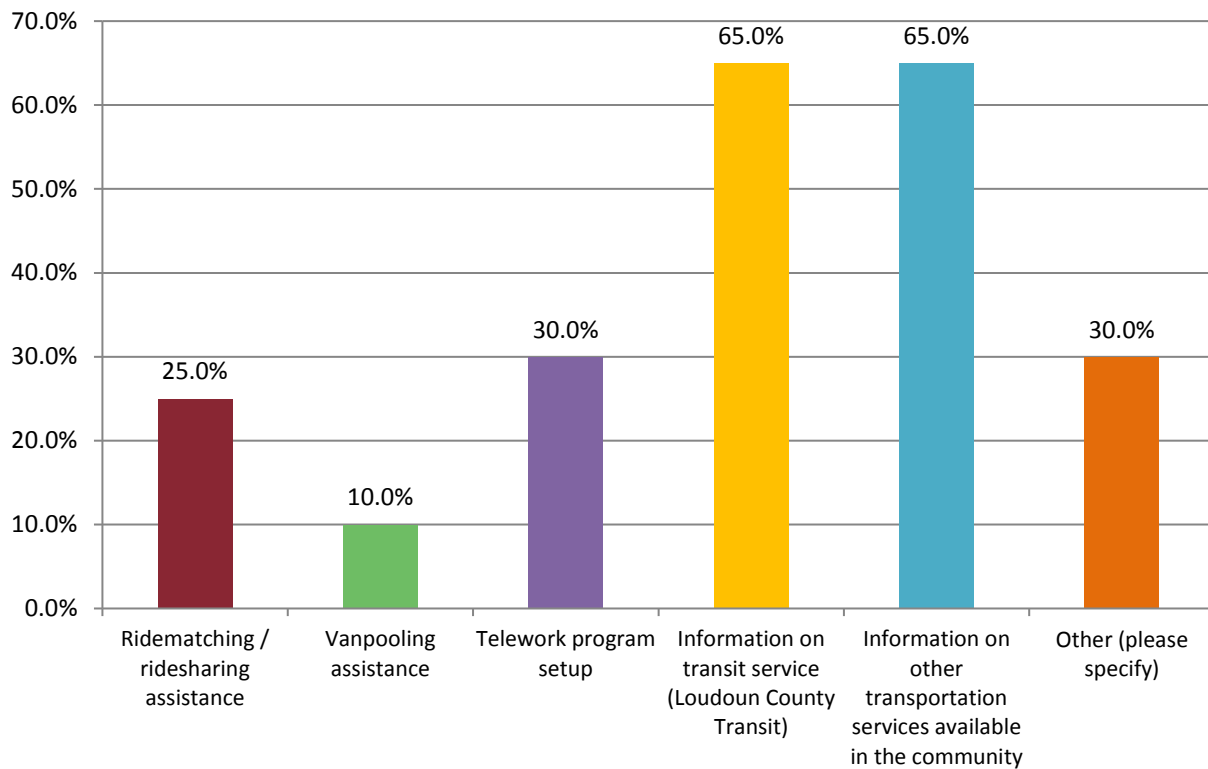
How familiar are you with Loudoun County Commuter Services and its programs? (20 responses)



Use the following scale to describe your organization's familiarity with Loudoun County Commuter Services and its programs: (20 responses)



From your perspective, what are the most important transportation needs of your organization? Check all that apply (20 responses)



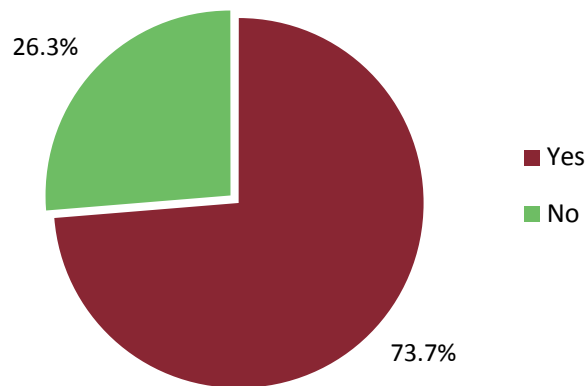
Other:

- Consistent bus travel from Sterling to Leesburg; Leesburg to Purcellville; Sterling to South Riding area
- Improvements to the Route 15 corridor
- Loudoun County needs to get bike lanes so riding bikes is actually a safe, viable mode of transportation
- Subsidy opportunities
- Travel training and ADA transportation
- Weekend access to transportation for the guests we serve here at the shelter

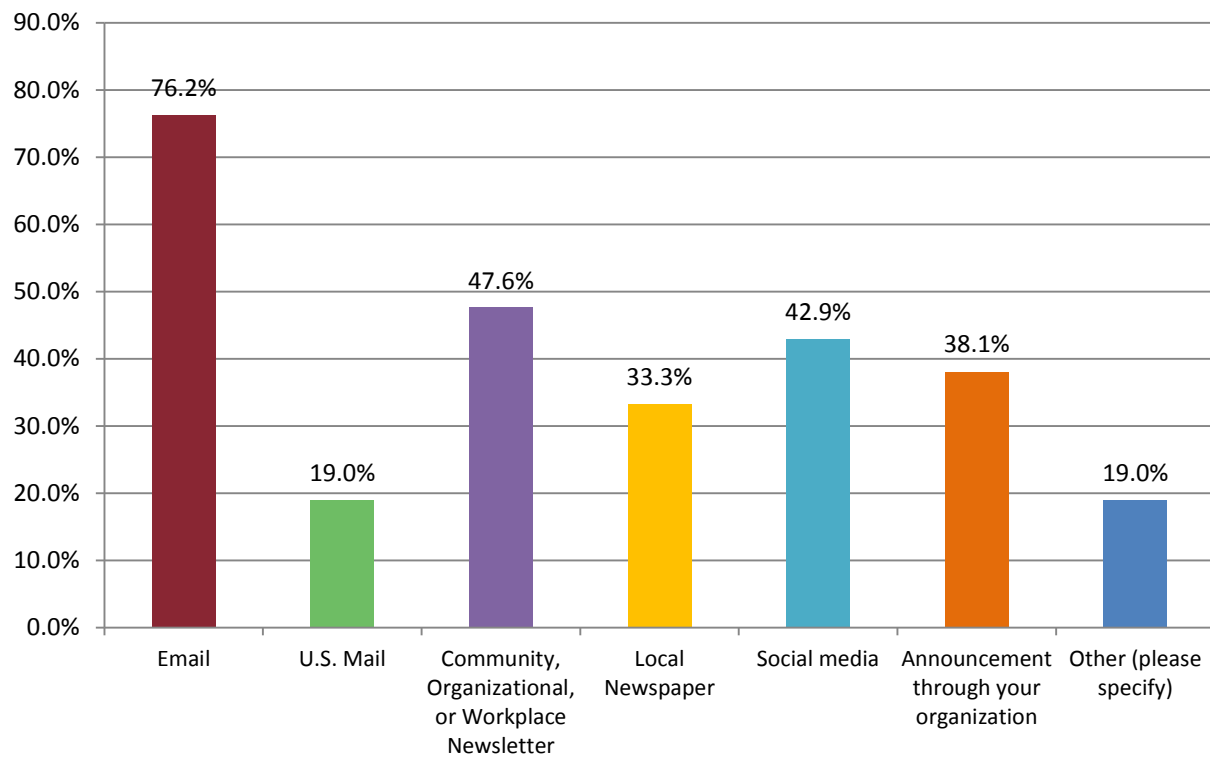
How could Loudoun County Commuter Services help your organization's members or clients to better meet their transportation needs? (13 responses)

- Attend our HOA meetings...or be present at Dulles South Safety meetings or the like. Perhaps join presentations and meetings?
- Carpooling or ridesharing support for persons traveling in from Western Loudoun and Jefferson County, West Virginia
- Create transfers that will allow for more flexibility in travel
- Have bus options from South Loudoun to Metro, not just far in locations. Not everyone works in DC, but there are not good ways to get to locations nearer
- More routes, better times, more Ashburn locations
- My organization helps legal refugees to the US find work. Efficient transportation from residences to retail/business locations is very important to my clients who typically do not have access to a car.
- Reduced fares for our patients
- Services available for metro service to Loudoun/Route 606 corridor
- The commuter service is so poor in this county that many people cannot get to critical locations. There is no way to get to places especially in Ashburn. It is so badly set up and is NOT keeping up with the growth and demand. In addition to the lack of commuter services the roads are an absolute mess and commuting borders on obscene at times.
- The consumers we serve are disabled by mental health and may need assistance with using the system. They may also need extended hours for counseling appointments, to get to jobs, and just getting around Loudoun
- We have a new commuter lot opening near our community there has not been much published about van and bus services from that lot
- Weekend service, more coverage towards the eastern end of the county
- With our multiple shifts and necessity of recurring, unscheduled overtime, Loudoun County Commuter Services are insufficient and impractical for our workforce

Is there an opportunity to speak or present commuter-related topics to your organization? (19 responses)



What are effective ways to inform members of your organization or community about the programs and services offered by Loudoun County Commuter Services? Check all that apply. (21 responses)



Other:

- Presentation at Department of Family Services "all staff" meeting
- Publish on the South Riding website and the Facebook pages. The Loudoun section of the Washington Post would be good too
- Streaming video, such as YouTube

Please describe the community events that members of your organization and/or community might attend and be open to receiving commuting information from Loudoun County Commuter Services (i.e., craft fairs, community festivals, farmers markets). (15 responses)

- A booth at one of our large festivals or concerts
- All of the above examples are appropriate, along with the bike to work day info recently received
- Company bulletin boards, job fair events, community festivals, church groups
- Contact South Riding Proprietary
- Convoy of Hope
- DFS All staff meeting
- Farmers' markets, brochures in various locations
- Health Fairs
- Local Job Fairs, LC Workforce Center
- Mainly getting to and from work but the extra curricular events for the children and their parents
- Many of them likely participate in the examples you have listed
- Much needed classes for the adults of the community
- We offer a 3-day Pre-Employment Training for all of our clients; this would be a good place for introducing this idea

Is there anything else that you'd like to share with us? (4 responses)

- The lack of support for the transportation/ commuting needs of Loudoun County residents in the past 15-20 years has been disgraceful and there does not seem to be a clear plan to improve this situation. Route 15 (especially north of Leesburg is one of the best examples). It can take 45 minutes or more to drive a mere 8 miles and can take 20 minutes to get to White's Ferry Road from Route 7 because of poorly timed lights and overcrowding. Good luck improving the situation! I would discourage anyone from living here and commuting for employment.
- We appreciate your starting this conversation. Your service could be the link our guests need to continue their journey as they work towards self-sufficiency and permanent housing allowing them a ride to town, to work, and to appointments
- We need the Connector to run on weekend for those of us that have to work in DC on the weekends or who wish to visit the sites
- While I do not live in Loudoun County, I commute here to manage a large-scale community in Leesburg

IdeaScale Summary

- 18 users contributed to 15 ideas on the LCCS IdeaScale site
- 4 ideas were supplied by the project team to “seed” the forum, these are identified in the summary below
- 53 total votes were cast, including those “for” and “against” an idea
- The majority (87 percent) of ideas focused on improving commutes
- The four most popular ideas pertained to bicycle facilities and services
- 6 respondents said that they were familiar with LCCS, while 2 respondents said they were not familiar with LCCS
- Several other ideas pertained to:
 - Drop off locations
 - Park n’ ride
 - “New employee” welcome packages
 - Trip planning
 - Bus amenities and features
 - Bicycle facilities and networks

The ideas, comments, and net votes are shown below.

Ideas

Category	Title	Comments	Score[1]
IMPROVING YOUR COMMUTE	Bicycle Corridors	<p>Identify bicycle corridors that will carry traffic from neighborhoods to transit hubs, shopping centers and employment centers. Sign these corridors and give them priority when making bicycle and pedestrian improvements.</p> <p>Corridors may involve the Washington and Old Dominion Trail, new trails, paths along roadways, bike lanes in roadways, etc.</p> <p>Identification and prioritization of these routes will help make bicycle commuting a better alternative to fighting traffic on Route 7 or Waxpool Road.</p>	8
IMPROVING YOUR COMMUTE	Build a bike trail on the South side of Potomac River	A bike trail should be installed alongside the Potomac Heritage Trail that currently exists beside the Potomac River between Leesburg and Algonkian Regional Park.	5
IMPROVING YOUR COMMUTE	Bikes on buses	What happened to the bike racks that used to be on the local buses, can we get those back (submitted by the project team)	5
AWARENESS AND USE OF LCCS SERVICES	Familiarity with Loudoun County Commuter Services	Are you familiar with Loudoun County Commuter Services? (6 voted "yes", 2 voted "no") (submitted by the project team)	4
IMPROVING YOUR COMMUTE	Broad Run Stream Valley Trail	<p>Create a walking and biking trail along Broad Run. This will run from Kincora all the way south to the new Metro Station. You can connect commuters in the W&OD with employment centers, parks, amenities and Metro Transit.</p> <p>From North to South:</p> <ul style="list-style-type: none"> - Kincora & Ballpark - Dulles Town Center - Washington & Old Dominion Trail - Bridge under Waxpool at the Golf Course - AOL Dulles Technology Center - Raytheon Headquarters - Lifetime Fitness - US Postal Facility - Commuter Park and Ride Lot - Metro Station at route 606 	4
IMPROVING YOUR COMMUTE	Pay for carpooling	I think you should pay people to carpool since vanpools and buses get smart benefits (3 voted "yes", 1 voted "no") (submitted by the project team)	2
SPREADING THE WORD	New employee welcome	Would information about transit routes, carpools, vanpools, etc. be well-received in a "new employee" package at work? Seems like people think about how they travel during the hiring process. (submitted by the project team)	2

Category	Title	Comments	Score[1]
IMPROVING YOUR COMMUTE	Eliminate add value option aboard buses	Every person that does not manage their SmartTrip card pays at the farebox, taking up everyone else's time. First they find their card needs money, then they try to feed crinkled dollar bills one at a time, with the box rejecting them because they're crinkled. Do this 5 times at 3 minutes a try and you have up to 66 other riders that have lost 15 minutes. They can add money to their cards at metro, online or have auto-reload. There is no need for the add value option. Alexandria recently did away with this option, finding it eliminated delays.	2
IMPROVING YOUR COMMUTE	More locations in DC	Need more locations to drop off commuters in DC. For example, there appears to be very few stop for Washington Navy Yard/DOT. These two agencies are the biggest/most populate in SE but yet it only appears to have 3 stops while other DC locations have more than 8 or 9 stops there.	1
IMPROVING YOUR COMMUTE	Franklin Park Park 'n Ride	The plans for the Franklin Park Park 'n Ride are approved and located on the County's website. With safety issues from excess traffic at St. Andrew's Church recommend this park 'n ride be built to replace the St. Andrew's lot. The plans cost over \$120,000 yet the bus stop was never built. The County prefers to rent parking spots from the church or Patrick Henry College.	1
IMPROVING YOUR COMMUTE	Trip Planning	This service would be similar to the WMATA Trip Planner, but it would incorporate Loudoun County (2 voted "yes", 1 voted "no") (submitted by the project team)	1
IMPROVING YOUR COMMUTE	Bus hand sanitizer	The bus policy for passengers is to not wear an overwhelming amount of perfume or cologne in line or on the bus. Ironically the bathroom has a hand sanitizer that can be smelled throughout the bus when used. Recommend switching to a hand sanitizer that does not smell.	1
IMPROVING YOUR COMMUTE	Move the window arm rest	The window armrest is useless under the edge of the window. Recommend moving it to between the seats where it could be used to ensure someone too large for one seat is not overlapping on you (1 voted "yes", 1 voted "no")	0
IMPROVING YOUR COMMUTE	Widen W&OD trail	Widen the W&OD bike/pedestrian trail, especially between Ashburn and Leesburg, to better accommodate the heavy traffic on this popular trail. (1 voted "yes", 1 voted "no")	0
IMPROVING YOUR COMMUTE	Carpool parking	Need more carpool parking at my building (2 voted "yes", 2 voted "no")	0

[1] Score reflect net votes: accounting for those "for" and "against" an idea

Conclusions from Outreach/Focus Group Effort

An outreach effort was undertaken by the consultant team to gather insights, suggestions and opinions on LCCS' efforts from a variety of users, transportation advocacy groups and local employers. A multifaceted, online approach was utilized in efforts to maximize participation. This digital approach is consistent with DRPT guidance and proved to be cost-effective and beneficial. Two web-based methods were used to solicit opinion from a wide cross-section of individuals and groups:

- An online survey was created, with email invitations sent to approximately 120 individuals representing employers, home owners' associations, representatives from various government agencies, and other organizations. Recipients were invited to share the survey link with other interested parties.
- An IdeaScale interactive online forum was also created to solicit input from a more focused population. Email invitations were sent to approximately 120 individuals representing various organizations and groups known to actively partner with LCCS. This interactive online forum allowed participants to post discussion topics, provide feedback and vote on the topics presented

The comments received were largely complementary of the existing efforts at LCCS, with some commenters encouraging greater participation/coordination with other regional efforts (Commuter Connections, WMATA) and expanded outreach to the business community. Comments on the existing transit operations, both commuter and local bus services, pointed to a desire for more capacity or new routes. A large number of comments were related to recommended improvements in bicycle facilities in the region. While the share of bicycle trips are small, it is not uncommon in studies such as this for this sub-set of travelers to be particularly forthcoming. Specific comments received on locations for new bicycle trails and safety enhancements were insightful and should be shared with appropriate Loudoun County staff.

Chapter 5 – Service Changes and Expansion Plan

Loudoun County is expected to undergo significant growth in the near term driven by improved economic conditions, the impacts of planned development (particularly the area surrounding Dulles Airport), and the impact of major transportation improvements – the most significant and transformative being the completion of the second phase of the Metrorail’s Silver Line now scheduled for 2020-21. As Metrorail expands into the county, LCCS will have an important role in communicating the opportunities this provides to residents and employers alike. There is also increasing recognition within LCCS and in the county government that TDM efforts can be a business development tool. All of this points to an expanded role for LCCS in the county above and beyond its existing scope.

LCCS staff have been proactive in laying the groundwork to grow the organization and realize the vision of “a vibrant community where personalized, tailored travel information and assistance is readily available for anyone traveling in, around, and through Loudoun County.” Efforts to increase outreach and to provide information services via the web and social media are just the start of an evolving, proactive communications strategy. LCCS has recognized the need for greater collaboration with employers as the agency continues its outreach efforts. LCCS has also identified a need to expand relationships with other agencies such as Commuter Connections and the Dulles Area Transportation Association (DATA) to leverage their complementary activities. These and other drivers have spearheaded some of the changes at LCCS highlighted in Chapter 4 served as the starting point for the development of the agency’s 6-year plan.



Strategy Development

Development of the strategic plan for LCCS began with the recognition that it needed to be both responsive to current transportation challenges within the county as well as inspirational to help make the organization dynamic and innovative. The development of a strategic plan is a balance; there is a need to select strategies that are aspirational but still achievable. While there is no lack of creativity at LCCS as demonstrated by current efforts, it is imperative that input from other stakeholders, public outreach, and the information gathered in the peer review process all be reflected in the final service plans.

The preferred initiatives/programs included in this plan were the result of strategy sessions held with LCCS staff and stakeholders. The first strategy session was held February 10, 2015, and included various Loudoun County staff representing the planning, transportation operations, and transit divisions of TCI. The input from this meeting resulted in the vision and goals for LCCS as documented in Chapter 3. The second strategic meeting, held on May 18, 2015, was to review and build upon the goals of the previous LCCS strategic plan reflecting the input received from stakeholders and interested parties interviewed/surveyed. The resulting new and expanded strategies were categorized as high, medium, and low priority; and further classified as near term (1-2 years), intermediate (3-5 years) and long term (6 years and beyond) to help in the selection and prioritization of the measures identified. Initial cost estimates were developed (presented in Chapter 5) and the timing of the strategies was further refined so that no one future year was overburdened with costs, spreading expenses more evenly over the 6-year planning horizon. From the initial full expansion plan, a second less extensive version was developed. The Constrained Plan was developed by eliminating some lower priority strategies and delaying others to yield a lower cost set of enhancements. Both plans offer flexibility in that individual strategies can be accelerated or postponed to the future as funding dictates. It is proposed that LCCS will revisit the goals and strategies during the annual budgeting process, evaluating the success of newly implemented strategies and adjusting the nature and timing of individual elements to reflect those lessons learned, address new issues, and adjusting to match the most up to date funding projections/availability.

Uncertainties Impacting Planning

Given the size and role of LCCS in helping to address the county's overall transportation needs, radical changes in the staffing makeup, organization and roles are not anticipated over the duration of the plan. Staffing and resource increases should be gradual, incremental and organic in nature. Naturally the governing board, current and/or new administrations may alter the composition, roles and available staffing as is the case with all governmental entities. Continuation and allotment of funding sources is also a significant unknown that affects LCCS indirectly. Of particular concern is if additional funding will be made available to run feeder and last-mile shuttle services to the new Loudoun County stations that will be completed as a part of the Silver Line Phase 2 extension, or if current funding earmarked for commuter bus services will be reallocated to fund these new services as an alternative. While both feeder and commuter services would benefit the county, the one-seat nature of the commuter bus service has distinct advantages compared to transferring to the Metro. At this time it is not yet known if funding will become available for both service types. The final decision will greatly impact the focus and needs of LCCS and as such this is a key factor that LCCS will need to adjust to over the course of the plan.

Opportunities often arise where demonstration projects or new funding sources become available. LCCS looks for these funding prospects on an ongoing basis and remains open to taking advantage of these new opportunities. The expanded strategies proposed in this plan remains flexible in terms of timing and, in some cases, scalability. This will allow LCCS to re-evaluate and to react to new opportunities as they arrive, be they staff availability, targeted funding or new services.

Enhancement Plan #1 – Full Plan

The first enhancement plan developed, referred to here as the Full Plan, consists of all desired augmentations to the baseline plan, and was developed through an iterative process. The Full Plan introduces new strategies and is designed to complement ongoing efforts while integrating the experience of LCCS staff, while also reflecting the political realities and addressing the desires of the County's governing board. While the Full Plan is aspirational in some aspects, it is not unrealistic and LCCS could reasonably achieve the strategies as described with expanded staffing and resources. The new strategies put forward are tailored to Loudoun County rather than being generic in nature. The Full Plan does not include unrealistic strategies that would be difficult to implement; nor does it include strategies that are inappropriate for the size and scale for the county. It omits solutions clearly more suited to densely populated areas of the greater region, and is scaled towards the smaller team size that typifies LCCS and similar agencies.

Initially a total of 52 enhancement strategies were developed including augmentation to existing efforts, significantly modified efforts and entirely new strategies. For presentation and analysis purposes this was stratified into nine (9) broader categories as summarized in Appendix F and detailed below:

1. Marketing / Information Dissemination / Customer Satisfaction

- (Modified) Provide ongoing and continual customer service training to all staff members. Develop formal procedures to effectively track all inquiries, possibly through LEX. Develop a process to summarize outcomes for future planning efforts.
- (Existing) Update/enhance the stock materials distributed and the range of services provided at transportation fairs.
- (Modified) Review and refine marketing collateral for community members not fluent in English (Spanish) to better convey general transportation options and transit information.
- (Modified) Create and implement formal operating procedures for ensuring that rideshare applicants and employers are contacted by LCCS on a regular basis.
- (Modified) Develop a process that regularly undertakes surveys to evaluate the level of customer satisfaction. Options include an ongoing customer survey at the bottom of each email sent to customers.
- (Modified) Develop and implement a plan for leveraging mobile and other technologies to provide up-to-date information to customers. Continue and grow social media presence using Facebook and Twitter.
- (Modified) Establish a formal process to annually review long-term plans based on market experience, new opportunities, and feedback from customers/stakeholders. Provide an annual update on the same timeframe as the Loudoun County TDP.
- (New) To reduce the total time LCCS spends addressing common requests via telephone, coordinate with other Loudoun County staff to investigate establishing a dedicated customer service center/phone number to provide general information on transit, TDM, and park-and-ride facilities (in addition to other county services.) Consider outsourcing this service in full or in part.
- (Modified) "Tell the story of LCCS" using current branding, encouraging greater employer and commuter participation.

- (Modified) Develop a plan to promote local transit service within the context of TDM/LCCS marketing.
- (Modified) As part of the Transit Summit, provide briefings to promote TDM and LCCS as complementary and supportive of transit to the Board of Supervisors.
- (Modified) Working with a marketing consultant, develop an annual mass media marketing campaign to help change the mindset about transportation and commuting in the County (promoting benefits of TDM such as time savings, costs, and 'green' messaging). Messaging focus will be revisited every year to be timely and to speak to current customer/stakeholder needs.
- (Modified) Working with appropriate Loudoun County staff, enhance the web pages for LCCS and transit to increase engagement, becoming more interactive and user friendly.
- (Existing) Maintain the LCCS web pages on the Loudoun County website, undertaking reasonable, low cost enhancements to make navigation easier/pages more user-friendly.
- (New) Refine and expand the utility of the LCCS web pages, continually ensuring information is up-to-date, including results in search engine queries.

2. Carpool / Ridematch

- (Modified) Implement follow-up with Ridematch database registrants to offer additional help and survey effectiveness of the program. Tie this program to the development of a plan to regularly contact customers.
- (Modified) Work with Arlington County and WMATA to develop a trip planner that includes TDM options in addition to traditional transit routes. Incorporate Loudoun County routes into GTFS and continually update the trip planner as necessary.



3. Vanpool Facilitation

- (Modified) Identify travel markets in which vanpools may be viable by using employer surveys, travel patterns data, and institutional knowledge of travel patterns in Loudoun County.
- (Modified) Continue to facilitate the dissemination of information on vanpool leasing and matching and the Vanpool Alliance. Continue to coordinate vanpool formation meetings for interested commuters.
- (New) Use a more aggressive approach to promote and advocate for new vanpool formation in the county. Focus on vanpool formation for regular trips which are not served by local or commuter bus.



4. Employer Services

- (Existing) Continue working with Economic Development staff to educate them about the benefits LCCS can offer new employers in the region.
- (Existing) Continue working with Loudoun County employers to encourage implementation of TDM programs and services.
- (Modified) Work with Loudoun County government to implement TDM programs and information distribution for County employees. Employ the density mapping strategy to coordinate vanpool and carpool services.
- (Existing) Enhance the existing “new hire” package of materials for employer clients to distribute to new employees.
- (Modified) Actively promote employee surveys as a new service to offer employers; surveys can help identify the needs and supports the development of programs targeted to the individual organization.
- (Existing) Continue to promote telework programs (including the telework program administered by VDOT and DRPT) to employers throughout Loudoun County.
- (New) Reach out to upper management at large local employers to encourage the use of the full range of Commuter Services programs.
- (Existing) Ensure that LCCS employer outreach staff participates in sales training.
- (Modified) Explore/research possible methods for providing TDM service to hospitals, schools, and Dulles Airport.
- (Modified) When the Silver Line starts operating in Loudoun County, begin to heavily promote the usage of “transit benefits” to employers throughout the county, especially those located near new Metrorail stations.
- (New) Explore options to work with employers to leverage the Metrorail Silver Line. Options may include reverse commute shuttle systems (public or private).
- (New) Fairfax County currently has a “shuttle pool,” which is like a vanpool, but on a larger scale, and often employer-coordinated. Through the creation of a working group, work with employers in the greater region and the Chamber of Commerce to learn about shuttle pools and possibly create a database, including shuttles from the Silver Line.

5. Community Outreach (New Category)

- (New) Perform community outreach directed at community organizations that serve a Spanish-speaking population. Develop market-specific marketing tools, with a focus on the Spanish-speaking community and other underrepresented groups.
- (New) Develop and implement targeted marketing/outreach plans for individual communities, especially the Towns and for new commuters living in the rural areas of the county.
- (New) Perform community outreach directed at new homeowners, homeowners associations, leasing offices, churches, etc. As part of this process, conduct “travel trainings,” during which participants are informed of the travel options within their community.

- (New) Continually market all transit service changes throughout the region, reaching current transit riders and non-riders.
- (New) Promote transit and TDM strategies to Chambers of Commerce, members of DATA, other local business groups, and community-based organizations.
- (New) Investigate the potential of using contractors/new staff to help coordinate pop-up or other outreach events. Research how well this has worked for other agencies and organizations in Northern Virginia and elsewhere.

6. Bicycling / Walking

- (Modified) Once more bicycle infrastructure is established (including bike racks on local buses), continue to support implementation of the Loudoun County Bicycle and Pedestrian Mobility Master Plan to encourage Active Transportation, especially for non-work trips.



7. Incentive Programs

- (Modified) Continue to offer Rideshare Rewards to new carpools. Add a commuter or employer “challenge” component into Rideshare Rewards.
- (New) Explore potential County-sponsored incentive programs for employers who have a workforce coming from the west and beyond. The county currently has carpools from this region, but should investigate something more specific for commuters coming from places such as West Virginia, Clarke County, and Winchester, where there are no transit options and few commuter options.

8. Public Transportation

- (New) Monitor usage of all park-and-ride facilities in the county. Promote alternative parking arrangements (perhaps through signage) at a park-and-ride commonly becoming full. Communicate where other park-and-rides are located, possibly through signage. Effectively communicate this information to those commuting from outside the county, particularly from points west. Improve transit information, including signage, throughout Loudoun County.
- (New) Consider a program encouraging transit riders to carpool or vanpool to park-and-ride lots. Under such a program, priority parking spaces would be reserved for participants.
- (Modified) Work with Loudoun County government to identify alternative sources of transit and TDM funding once gasoline tax revenues are diverted to the WMATA compact.
- (New) Explore the feasibility of implementing a carsharing program in Loudoun County, specifically with cars at the new Metrorail stations. A carsharing program could serve reverse commuters and may decrease residents’ need to own a car.



- (New) Through dissemination of schedules and other related information, work to promote the Silver Line and local transit services operated by the County.
- (Modified) Investigate opportunities for shuttle bus service from Loudoun County Metrorail stations to local employment sites as detailed in the CTP once approved. Provide information on shuttles and coordination to employers during outreach.

9. TDM and Regional Planning / Coordination

- (Modified) Form a transportation planning team within Loudoun County to explore how to more fully integrating transit and TDM considerations into the site-planning/approval process, including reviewing the possibility of using proffers as a funding mechanism.
- (New) Work towards establishing more formal procedures within the county to ensure transit and TDM are fully considered in all local and regional planning efforts.
- (Existing) Continue participation with Northern Virginia TDM Group to coordinate regional TDM efforts.
- (New) Develop metrics/data that quantify the benefits of TDM programs to support the case for greater funding. These data and metrics would be used to support discussions with agencies such as DRPT, the Board of Supervisors, or other relevant departments or entities.
- (Existing) Research additional funding opportunities outside VDOT and DRPT.

The modified and new strategies were further reviewed and refined, resulting in 21 new strategies designed to serve as a guide to expand the services and impact of LCCS. Table 5.1 summarizes the new strategies proposed in the Full Plan.

Enhancement Plan #2 – Constrained Plan

While not as ambitious as the Full Plan, the Constrained Plan still represents an expansion of the current program underway at LCCS both in terms of staff and resources. The growth in LCCS resources was more limited in this case, remaining in line with the previous plans and reflecting on initial discussion underway within the County regarding the addition of shared and/or dedicated staff to planning efforts (including LCCS.) The Constrained Plan proposes a more limited expansion and minimizes demands on the County both in terms of staffing and fiscal considerations. Both the Full and Constrained plans include a business development and coordination role for LCCS. The intent is that LCCS retains its core focus of facilitating and promoting travel options within the county while at the same time being supportive of employer and the County's business development objectives.

The constrained plan was developed by reviewing the new strategies in the Full Enhancement Plan. Similar strategies were combined, while some strategies were eliminated altogether. Efforts that were scalable were reduced or delayed to mitigate the financial burden and resources needed. The Constrained Plan represents a 29% reduction in additional cost over the 6-year planning timeframe compared to the Full Plan. It should be noted that LCCS will revisit the timing of all strategies on an annual basis to reflect resource availability and any changes that have occurred since the plan's development. Should new funding sources (grants, new state funding sources, one-time allotments, etc.) be identified, the LCCS staff

would be able to accelerate elements of either the Full or Constrained Plan. In the case of the Constrained Plan, additional resources could also be used to reinstate strategies put aside from the Full Plan.

The Constrained Plan retains all the core strategies and only addresses new and enhanced elements of the Full Plan. Table 5.1 provides a side-by-side comparison of the new strategies found in the Full and the Constrained Plans in order to highlight the differences.

TABLE 5.1: NEW STRATEGIES PROPOSED FOR FULL AND CONSTRAINED SERVICE PLANS

Category	Initiative	Implementation Year	
		Full Plan	Constrained
Marketing / Information Dissemination / Customer Satisfaction	Refine and expand the utility of the LCCS web pages, continually ensuring information is up-to-date, including results in search engine queries.	2017	2017
	Develop and implement a plan for leveraging mobile and other technologies to provide up-to-date information to customers. Continue and grow social media presence using Facebook and Twitter.	2018	2018
	Working with appropriate Loudoun County staff, enhance the web pages for LCCS and transit to increase engagement, becoming more interactive and user friendly.	2021	2021
	Reduce the total time LCCS spends addressing common requests via telephone, through coordination with other Loudoun County staff to investigate establishing a dedicated customer service center/phone number to provide general information on transit, TDM, and park-and-ride facilities (in addition to other county services.)	2019	N/A
	Potential outsourcing of customer service center / phone line.	2021	N/A
Vanpool Facilitation	Using employer surveys, travel patterns data, and institutional knowledge of travel patterns in Loudoun County, identify travel markets in which vanpools may be viable.	2018	2019
	Use a more aggressive approach to promote and advocate for new vanpool formation in the county.	2018	N/A
	Continue the LCCS vanpool pilot program to help alleviate overcrowding on buses. Focus on vanpool formation for regular trips which are not served by local or commuter bus.	2017	2017
Employer Services	Fairfax County currently has a “shuttle pool,” similar to a vanpool but on a larger scale and having a dedicated full time coordinator. Through the creation of a working group, work with employers in the greater region and the Chamber of Commerce to learn about shuttle pools and possibly create a database, including shuttles from the Silver Line.	2019	2019

TABLE 5.1 CONTINUED: NEW STRATEGIES PROPOSED FOR FULL AND CONSTRAINED SERVICE PLANS

Category	Initiative	Implementation Year	
		Full Plan	Constrained
Community Outreach (New Category)	Investigate the potential of using contractors/new staff to help coordinate pop-up or other outreach events. Research how well this has worked for other agencies and organizations in Northern Virginia and elsewhere.	2018	N/A
	Perform community outreach directed at community organizations that serve a Spanish-speaking population. Develop marketing tools with a focus on Spanish speakers and other underrepresented groups.	2019	2019
	Develop and implement targeted marketing/outreach plans for individual communities, especially the Towns and for new commuters living in the rural areas of the county.	2019	N/A
	Perform community outreach directed at new homeowners, homeowners associations, leasing offices, churches, etc. As part of this process, conduct “travel trainings,” during which participants are informed of the travel options within their community.	2020	2020
Incentive Programs	Explore potential County-sponsored incentive programs for employers who have a workforce coming from the west and beyond. The County currently has carpools from this region, but should investigate something more specific for commuters coming from places such as West Virginia, Clarke County, and Winchester, where there are no transit options and few commuter options.	2020	2020
Public Transportation	Through dissemination of schedules and other related information, work to promote the Silver Line and local transit services operated by the County.	2017	2017
	Consider a program encouraging transit riders to carpool or vanpool to park and ride lots. Under such a program, priority parking spaces would be reserved for participants.	2020	N/A
TDM and Regional Planning	Work towards establishing more formal procedures within the County to ensure transit and TDM are fully considered in all local and regional planning efforts.	2018	N/A
	Develop metrics/data that help better show <i>quantitatively</i> the benefits of TDM programs to support the case for greater funding. These data and metrics would be used to support discussions with agencies such as DRPT, the Board of Supervisors, or other relevant departments or entities.	2019	2019

Chapter 6 – Financial Plan

One of the principal objectives of this plan is to demonstrate that LCCS is proposing a financially sustainable program over the six-year horizon of the plan. The operating budgets need to consider expense forecasts; federal, state, regional and local revenue projections; labor or contractor agreements; and other sources of revenue and costs while still supporting regional priorities and policies. This plan includes a “baseline” level of service reflecting the program currently in place. In the case of LCCS this baseline supports the core program, and, given the known trends in funding and potential new costs, is considered the minimal program that the County could reasonably pursue to be effective.

LCCS also recognizes there are additional and expanded services it could provide that would further the County’s transportation and planning goals. To address this, two enhancement plans were developed for the agency as described in Chapter 5. The Full and Constrained Enhancement Plans reflect some early discussions held with Loudoun County about potentially expanding its planning effort to address new demands as the county grows, and this includes an expanded role for LCCS. Since additional resources are not committed at this time, both the Full and Constrained Enhancement Plans and their financial backing remain aspirational but reasonable given the needs in the county. These Enhancement Plans are also designed to assist LCCS in advocating for a rational, organic level of expansion.

LCCS funding is largely an aggregate line item in the Loudoun County budget. LCCS does not collect user fees nor are funding sources such as CMAQ, proffers or dedicated grants assigned specially to the TDM services the County provides. The funding sources in this plan consists of the Department of Rail and Public Transportation (DPRT) Rideshare Grant, the Loudoun County Local Match to the DRPT Rideshare Grant, and the Virginia Department of Transportation Employer Outreach Grant. Additional funding sources or allotments will need to be investigated if enhancements to the program are to be pursued.

Baseline Financial Plan

The financial planning process for LCCS began with a review of the existing budgets and expenses in order to develop baseline projections, reflecting the program as it currently exists. A review of the fiscal year 2014, 2015, and 2016 budgets helped establish the current financial conditions for LCCS, and this baseline six-year forecasts were developed – the horizon year necessary for the plan. Loudoun received a 15% increase in VDOT funding between FY2014 and FY2015, and a 7% increase in DRPT grant funding with an accompanying 7% increase in local match. Going forward there are no indications that the year-on-year increases will continue at this level. No rare there indications of changes to LCCS funding downward at either the state or county level. LCCS is not anticipating a significant change in the source of its funding. In light of this the baseline financial plan assumes growth in both revenue and costs at an estimated rate of inflation of 2%. The 2% rate is similar to the US Federal Reserve Board Report that estimates long term inflation⁷ and is a reasonable value to use over the course of the plan. As the same rate was applied to both revenue and costs, the Baseline Plan represents maintenance of the status quo.

⁷ <http://www.federalreserve.gov/monetarypolicy/files/fomcprojtabl20150318.pdf>

A summary of the recent budgets for Fiscal Years 2014 and 2015 including detailed breakouts of Revenue/Funding sources and Expenses, along with preliminary budgeted values for 2016, are summarized in Tables 6.1 and 6.2. A one-time professional services cost in 2014 of \$30,000 was allocated from the TDM program category, however this expense is not ongoing and was not carried forward in the forecasts.

Baseline forecasts for future fiscal years 2017-2022 are presented in Table 6.3 and include the 2% year on year growth meant to take inflation into account as discussed above. This baseline represents the status quo and a continuation of the current program. LCCS' current efforts represent a core set of strategies in-line with the mission of similar TDM organizations.

At this time discussions are ongoing within the County on potentially hiring additional planning staff that, should they be assigned in whole or in part to LCCS, would permit expansion of existing offerings and increase the range of services that LCCS could provide and/or oversee, however this is not considered in the baseline.

Enhanced Financial Plans

As discussed in Chapter 5, two enhanced plans were developed to address the possible expansion of LCCS services and programs. The Full and Constrained Plans, while aspirational at this time, represent a reasonable expansion of the program and strategies LCCS offers, responding to needs identified in the outreach and consultation process.

Each Enhancement Plan contains a number of planned strategies as detailed earlier in this report. Cost estimates for these new and expanded efforts were developed by reviewing expenditures on programs currently underway at LCCS, costs for similar programs reported by peer agencies, and estimates of the staff time typically required to implement a given strategy multiplied by current LCCS wage rates. A 3% inflation factor is included in these forecasts to make the estimates consistent with the baseline estimates. The intent of the enhancement plan is to provide LCCS with a blueprint for incremental improvements over the duration of the plan. The scheduled implementation of the enhancements reflects a measured approach, with no single year experiencing a sudden increase in funding needs and costs, allowing for a gradual increase over the six-year planning horizon. This approach will help with the implementation of new strategies, allowing time for new staff to be integrated and for programs/projects to be prudently put into action.

TABLE 6.1: EXISTING BASELINE REVENUES/FUNDING

Funding/Revenue Source	Fiscal Year Funding		
	2014	2015	2016 (Under Review)
Department of Rail and Public Transportation (DPRT) - Rideshare Grant	\$324,030	\$348,575	\$352,160
Loudoun County Local Match - DRPT Rideshare Grant*	\$81,008	\$87,144	\$68,135
Virginia Department of Transportation - Employer Outreach Grant	\$57,527	\$65,831	\$88,040
Total Revenues - Base Budget	\$462,565	\$501,550	\$508,335

* Values reflect original budgets. The employer outreach grant was subsequently increased to \$65,831 and \$68,135 for FY 2014 and 2015, respectively. As this increase in funding was considered atypical, it is not included in this forecasting effort

TABLE 6.2: EXISTING BASELINE EXPENSES

Category	Expense Description	Fiscal Year Cost		
		2014	2015	2016 (Under Review)
Administration	Information Dissemination	\$96,812	\$93,303	\$99,507
	Carpool Ridematching	\$29,366	\$30,241	\$31,759
	Vanpool Matching/Leasing	\$6,178	\$12,634	\$18,859
	Employer Services	\$100,411	\$102,478	\$106,762
	Public Transportation Promotion	\$27,437	\$28,325	\$28,989
	General Marketing and Advertising	\$48,688	\$47,024	\$50,414
	Administration Sub-Total	\$308,892	\$314,005	\$336,290
Marketing	General Marketing and Advertising	\$68,428	\$88,000	\$67,500
	Carpool Ridematching	\$0	\$10,000	\$8,000
	Information Dissemination	\$20,000	\$20,000	\$17,000
	Employer Services	\$15,545	\$19,545	\$20,545
	Public Transportation Promotion	\$5,000	\$5,000	\$5,000
	Advertising and Promotion Media Sub-Total	\$108,973	\$142,545	\$118,045
Professional Services	Information Dissemination	\$30,000	\$0	\$0
	Employer Services	\$0	\$0	\$5,000
	Public Transportation Promotion	\$0	\$0	\$20,000
	General Marketing and Advertising	\$0	\$0	\$5,000
	Professional Services Sub-Total	\$30,000	\$0	\$30,000
TDM Program Subsidies	Carpool Ridematching	\$0	\$25,000	\$10,000
	Van Start / Van Save Program	\$7,500	\$10,000	\$5,000
	Employer Services	\$7,200	\$10,000	\$9,000
	TDM Program Subsidies Sub-Total	\$14,700	\$45,000	\$24,000
Total Expenses		\$462,565	\$501,550	\$508,335

TABLE 6.3: BASELINE FORECASTED BUDGET

Revenues/Funding & Expenses		Fiscal Year					
		2017	2018	2019	2020	2021	2022
Revenues/Funding							
Department of Rail and Public Transportation (DPRT) - Rideshare Grant		\$362,658	\$369,912	\$377,311	\$384,858	\$392,556	\$400,408
Loudoun County Local Match - DRPT Rideshare Grant		\$90,665	\$92,479	\$94,329	\$96,216	\$98,141	\$100,104
Virginia Department of Transportation - Employer Outreach Grant		\$68,491	\$69,861	\$71,259	\$72,685	\$74,139	\$75,622
Total Revenues - Base Budget		\$521,814	\$532,252	\$542,899	\$553,759	\$564,836	\$576,134
Program Costs							
Admin.	Information Dissemination	\$97,074	\$99,016	\$100,997	\$103,017	\$105,078	\$107,180
	Carpool Ridematching	\$31,463	\$32,093	\$32,735	\$33,390	\$34,058	\$34,740
	Vanpool Matching/Leasing	\$13,145	\$13,408	\$13,677	\$13,951	\$14,231	\$14,516
	Employer Services	\$106,614	\$108,738	\$110,906	\$113,119	\$115,377	\$117,677
	Public Transportation Promotion	\$29,470	\$30,060	\$30,662	\$31,276	\$31,902	\$32,541
	General Marketing and Advertising	\$48,925	\$49,904	\$50,903	\$51,922	\$52,961	\$54,021
	Sub-Total	\$326,691	\$333,219	\$339,880	\$346,675	\$353,607	\$360,675
Marketing	General Marketing and Advertising	\$81,152	\$82,776	\$84,432	\$86,121	\$87,844	\$89,601
	Carpool Ridematching	\$10,404	\$10,613	\$10,826	\$11,043	\$11,264	\$11,490
	Information Dissemination	\$20,808	\$21,225	\$21,650	\$22,083	\$22,525	\$22,976
	Employer Services	\$20,335	\$20,742	\$21,157	\$21,581	\$22,013	\$22,454
	Public Transportation Promotion	\$5,202	\$5,307	\$5,414	\$5,523	\$5,634	\$5,747
	Sub-Total	\$137,901	\$140,663	\$143,479	\$146,351	\$149,280	\$152,268
Professional Services	Information Dissemination	\$10,404	\$10,613	\$10,826	\$11,043	\$11,264	\$11,490
	Sub-Total	\$10,404	\$10,613	\$10,826	\$11,043	\$11,264	\$11,490
TDM Program Subsidies	Carpool Ridematching	\$26,010	\$26,531	\$27,062	\$27,604	\$28,157	\$28,721
	Van Start / Van Save Program	\$10,404	\$10,613	\$10,826	\$11,043	\$11,264	\$11,490
	Employer Services	\$10,404	\$10,613	\$10,826	\$11,043	\$11,264	\$11,490
	Sub-Total	\$46,818	\$47,757	\$48,714	\$49,690	\$50,685	\$51,701
Total Expenses – Base Budget		\$521,814	\$532,252	\$542,899	\$553,759	\$564,836	\$576,134

Appendix F contains detailed, year-by-year cost estimates for both enhancement programs, a summary of which are provided in Tables 6.8 and 6.9 at the end of this chapter. These cost estimates were summarized by aggregating to classifications used in past LCCS plans with the addition of the new Community Outreach category. Summary budgets are presented in Tables 6.4 and 6.5. Figure 6.1 shows this information in graphical format. In reviewing the funding costs it can be seen:

- The Full Plan begins with a 2% increase in 2016 rising to 31% in 2021 over the baseline
- The Constrained Plan also begins with a 2% increase in 2016 rising to 19% in 2021 over the baseline
- The total increase in financial outlay for the Full Plan over the six-year timeframe is \$715,371, a 15% increase over the baseline
- The total increase in financial outlay for the Constrained Plan over the six-year timeframe is \$500,066, an 11% increase over the baseline

In addition to financial considerations, staff needs were also used as a metric in developing the financial plan. Appendix G provides detailed estimates of staffing needs for both the Full and Constrained Enhancement plans, while Tables 6.6 and 6.7 below provide increases in staffing summarized by the broader strategy categories. Overall, the Full Plan would result in the need for an additional 1.54 full time staff equivalents by 2022. While the constrained plan is limited to additional 0.7 full time staff equivalent in the final year of the plan. The fractional allotment of staff may include staff with responsibilities outside of LCCS (shared between departments within Loudoun County), hiring of consultants for assistance, hiring part-time staff, or a combination of these options.

TABLE 6.4: FORECASTED BUDGET – FULL ENHANCEMENT PROGRAM

Revenues/Funding & Expenses	Fiscal Year					
	2017	2018	2019	2020	2021	2022
<u>Base Budget</u>						
Total Revenues/Expenses	\$521,814	\$532,252	\$542,899	\$553,759	\$564,836	\$576,134
<u>Program Enhancements – Full Plan</u>						
Community Outreach (New Category)	\$0	\$3,094	\$25,415	\$61,437	\$61,437	\$75,560
Employer Services	\$0	\$0	\$2,165	\$0	\$0	\$0
Incentive Programs	\$0	\$0	\$0	\$4,950	\$2,016	\$2,479
Marketing / Information Dissemination / Customer Satisfaction	\$31,827	\$18,457	\$20,330	\$19,123	\$74,152	\$59,440
Public Transportation	\$12,870	\$12,870	\$12,870	\$18,868	\$14,886	\$18,307
TDM and Regional Planning	\$0	\$3,094	\$6,188	\$6,188	\$6,188	\$7,610
Vanpool Facilitation	\$10,481	\$25,570	\$20,539	\$20,539	\$20,539	\$25,261
Program Enhancements Sub-Total	\$55,178	\$63,085	\$87,506	\$131,105	\$179,217	\$188,657
Total Expenses – Full Plan Enhanced Budget	\$576,992	\$595,337	\$630,405	\$684,864	\$744,053	\$764,791

TABLE 6.5: FORECASTED BUDGET – CONSTRAINED ENHANCEMENT PROGRAM

Revenues/Funding & Expenses	Fiscal Year					
	2017	2018	2019	2020	2021	2022
<u>Base Budget</u>						
Total Revenues/Expenses	\$521,814	\$532,252	\$542,899	\$553,759	\$564,836	\$576,134
<u>Program Enhancements – Constrained Plan</u>						
Community Outreach (New Category)	\$0	\$0	\$4,310	\$40,332	\$40,332	\$49,604
Employer Services	\$0	\$0	\$2,165	\$0	\$0	\$0
Incentive Programs	\$0	\$0	\$0	\$4,950	\$2,016	\$2,479
Marketing / Information Dissemination / Customer Satisfaction	\$31,827	\$18,457	\$18,785	\$19,123	\$53,352	\$33,859
Public Transportation	\$12,870	\$12,870	\$12,870	\$12,870	\$12,870	\$15,828
TDM and Regional Planning	\$0	\$0	\$3,094	\$3,094	\$3,094	\$3,805
Vanpool Facilitation	\$10,481	\$10,481	\$16,520	\$11,489	\$11,489	\$14,130
Program Enhancements Sub-Total	\$55,178	\$41,808	\$57,743	\$91,858	\$123,152	\$119,704
Total Expenses – Constrained Enhanced Budget	\$576,992	\$574,060	\$600,642	\$645,61	\$687,988	\$695,838

FIGURE 6.1: FORECASTED ANNUAL EXPENSES – CUMULATIVE COST SHOWING ENHANCED STRATEGIES

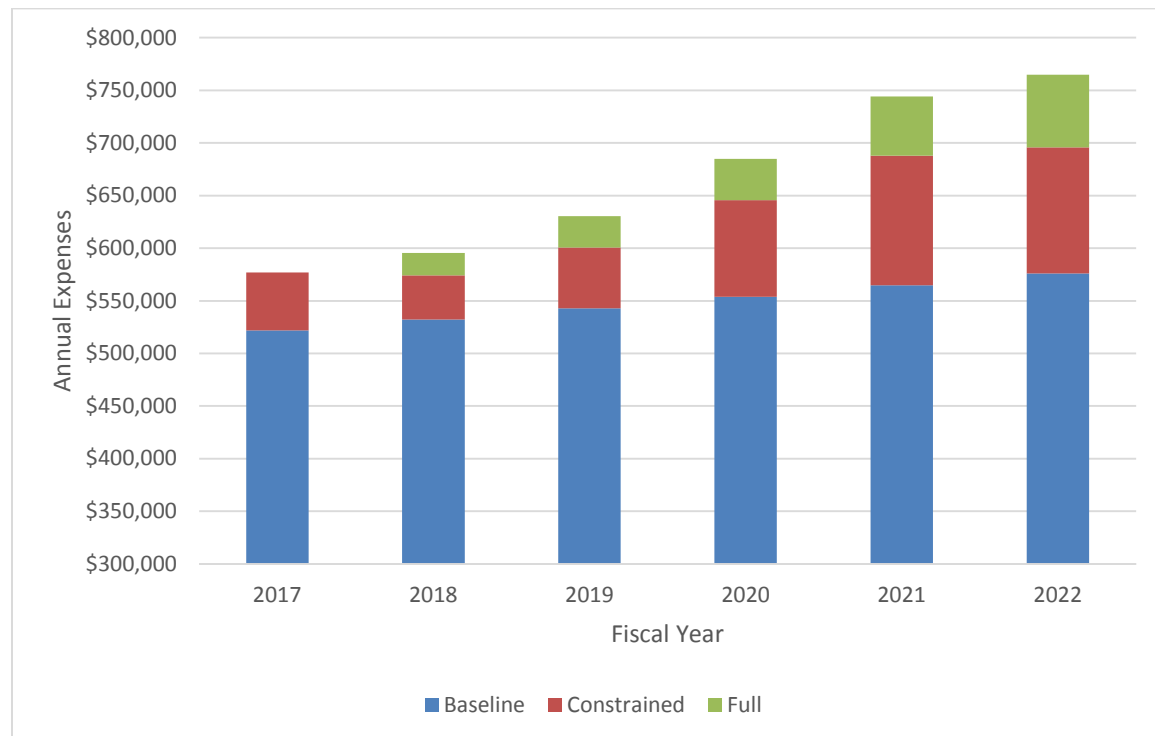


TABLE 6.6: FORECASTED ADDITIONAL STAFFING REQUIREMENTS – FULL ENHANCEMENT PLAN

Program Enhancement Category	Fiscal Year Additional Staffing Requirements (Full Time Employee Equivalents)					
	2017	2018	2019	2020	2021	2022
Community Outreach (New Category)	0.00	0.05	0.17	0.37	0.37	0.37
Employer Services	0.00	0.00	0.01	0.00	0.00	0.00
Incentive Programs	0.00	0.00	0.00	0.02	0.02	0.02
Marketing / Information Dissemination / Customer Satisfaction	0.00	0.10	0.12	0.10	0.60	0.60
Public Transportation	0.20	0.20	0.20	0.22	0.22	0.22
TDM and Regional Planning	0.00	0.05	0.10	0.10	0.10	0.10
Vanpool Facilitation	0.10	0.23	0.23	0.23	0.23	0.23
Total Annual Staffing Requirements – Full Plan	0.30	0.63	0.83	1.04	1.54	1.54

TABLE 6.7: FORECASTED ADDITIONAL STAFFING REQUIREMENTS – CONSTRAINED ENHANCEMENT PLAN

Program Enhancement Category	Fiscal Year Additional Staffing Requirements (Full Time Employee Equivalents)					
	2017	2018	2019	2020	2021	2022
Community Outreach (New Category)	0.00	0.00	0.02	0.22	0.22	0.22
Employer Services	0.00	0.00	0.01	0.00	0.00	0.00
Incentive Programs	0.00	0.00	0.00	0.02	0.02	0.02
Marketing / Information Dissemination / Customer Satisfaction	0.00	0.10	0.10	0.10	0.10	0.10
Public Transportation	0.20	0.20	0.20	0.20	0.20	0.20
TDM and Regional Planning	0.00	0.00	0.05	0.05	0.05	0.05
Vanpool Facilitation	0.10	0.10	0.11	0.11	0.11	0.11
Total Annual Staffing Requirements – Constrained Plan	0.30	0.40	0.49	0.70	0.70	0.70

TABLE 6.8: DETAILED SUMMARY OF ALL PROPOSED PROGRAM ENHANCEMENTS BY INITIATIVE CATEGORIES -- (Next four (4) tables)

Category	Initiative	Timeframe	Priority Level	Notes	One-time Program Initiation Costs	Annual Cost: Staffing and/or Consultant Assistance	LCCS Dedicated Staffing Requirement % of one Full Time Employee
Marketing/ Information Dissemination/ Customer Satisfaction	Develop and implement a plan for leveraging mobile and other technologies to provide up-to-date information to customers. Continue and grow social media presence using Facebook and Twitter.	2-4 Yrs.	Medium	Assumes 10% Full Time Employee under Employer Outreach Specialist salary	N/A	\$7,530	10%
	To reduce the total time LCCS spends addressing common requests via telephone, coordinate with other Loudoun County staff to investigate establishing a dedicated customer service center/phone number to provide general information on transit, TDM, and park-and-rides facilities (in addition to other county services.)	4-6 Yrs.	Low	Assumes a contractor or part-time staffer is hired 20 hours/week for \$20/hour to answer customer service phone calls and/or respond to customer service emails.	N/A	\$20,800	50%
	Potential outsourcing of customer service center / phone line	4-6 Yrs.	Low	Allocate 50 hours of research into private call centers as well as the possibility of integrating Loudoun County transit information into the Virginia 511 system (at Commuter Services Specialist salary)	\$1,544	TBD	2.4%
	Working with appropriate Loudoun County staff, enhance the web pages for LCCS and transit to increase engagement, becoming more interactive and user friendly.	4-6 Yrs.	Medium	Estimate based on GW RideConnect plan, which indicates they spend about \$28K/year to maintain site, but \$50K/year to upgrade it. LCCS serves a smaller service area, so each improvement is estimated at \$20K/year as an upfront cost, \$10K annually. Both upfront and annual costs should be contracted out to a specialist.	\$20,000	\$10,000	N/A
	Refine and expand the utility of the LCCS web pages, continually insuring information is up-to-date, including results in search engine queries.	1-3 Yrs.	High	Estimate based on GW RideConnect plan, which indicates they spend about \$28K/year to maintain site, but \$50K/year to upgrade it. LCCS serves a smaller service area, so each improvement is estimated at \$20K/year as an upfront cost, \$10K annually. Both upfront and annual costs should be contracted out to a specialist.	\$20,000	\$10,000	N/A

TABLE 6.8: DETAILED SUMMARY OF ALL PROPOSED PROGRAM ENHANCEMENTS BY INITIATIVE CATEGORIES CONTINUED

Category	Initiative	Timeframe	Priority Level	Notes	One-time Program Initiation Costs	Annual Cost: Staffing and/or Consultant Assistance	LCCS Dedicated Staffing Requirement % of one Full Time Employee
Vanpool Facilitation	Using employer surveys, travel patterns model data, and institutional knowledge of travel patterns in Loudoun County, identify travel markets in which vanpools may be viable.	1-3 Yrs.	High	Assumes 100 hours of research by the Transportation Planner to analyze surveys and travel patterns, as well as interview relevant County personnel; then to identify locations. Assume 20 hours to update research annually as new data comes in.	\$5,031	\$1,008	1.0%
	Use a more aggressive approach to promote and advocate for new vanpool formation in the County.	1-3 Yrs.	Medium	Assumes 5 hours per week (~250 per year) for Employer Outreach Specialist (12% Full Time Employee)	N/A	\$9,051	12%
	Continue the LCCS vanpool pilot program to help alleviate overcrowding on buses. Focus on vanpool formation for regular trips which are not served by local or commuter bus.	1-3 Yrs.	Medium	Assumes 10% Full Time Employee under Transportation Planner Salary	N/A	\$10,481	10%
Employer Services	Fairfax County currently has a "shuttle pool," which is like a vanpool, but on a larger scale, and Full Time Employee employer-coordinated. Through the creation of a working group, work with employers in the greater region and the Chamber of Commerce to learn about shuttle pools and possibly create a database, including shuttles from the Silver Line.	4-6 Yrs.	Low	In first year, allocate 50 hours of research between the Employer Outreach Specialist and Transportation Planner (25 hours each) (1.2% Full Time Employee each). Need to research first before determining whether Loudoun County government and employers have the capacity and interest to create a shuttle pool. Discuss shuttle pool structure with Fairfax County and consult with large employer HR departments in Loudoun County to gauge interest.	\$2,165	TBD	1.2%

TABLE 6.8: DETAILED SUMMARY OF ALL PROPOSED PROGRAM ENHANCEMENTS BY INITIATIVE CATEGORIES CONTINUED

Category	Initiative	Timeframe	Priority Level	Notes	One-time Program Initiation Costs	Annual Cost: Staffing and/or Consultant Assistance	LCCS Dedicated Staffing Requirement % of one Full Time Employee
Community Outreach (New Category)	Perform community outreach directed at community organizations that serve a Spanish-speaking population. Develop market-specific marketing tools, with a focus on Spanish speakers and other underrepresented groups.	4-6 Yrs.	High	Based on DC-area translation firm costs (approximately 18 cents a word for English-to-Spanish), annual translation budget approximately \$500. Assumes 50 hours to coordinate four pop-up events per year at the Employer Outreach Specialist rate (2.4% Full Time Employee). Rates for DC-area staffing firms that provide outreach staff for pop-up events, assumes \$250 per contracted outreach staff member (including at least one Spanish-speaking outreach staffer) for four events per year. Total contracted outreach staffing cost of \$2,000.	N/A	\$4,310	2.4%
	Develop and implement targeted marketing/outreach plans for individual communities, especially the Towns and for new commuters living in the rural areas of the county.	4-6 Yrs.	Medium	Assumes 10% Full Time Employee for Transportation Planner and Employer Outreach Specialist each.	N/A	\$18,011	10%
	Perform community outreach directed at new homeowners, homeowners associations, leasing offices, churches, etc. As part of this process, conduct "travel trainings," during which participants are informed of the travel options within their community.	4-6 Yrs.	High	Assumes 20% Full Time Employee for Transportation Planner and Employer Outreach Specialist each.	N/A	\$36,022	20%
	Investigate the potential of using contractors/new staff to help coordinate pop-up or other outreach events. Research how well this has worked for other agencies and organizations in Northern Virginia and elsewhere.	1-3 Yrs.	High	Assumes 100 total hours for those staff/contractors to coordinate the actual pop-ups (at the Commuter Services Specialist rate, 2.4% Full Time Employee). [Cost of actual pop-ups themselves reflected in Spanish-speaking pop-ups row above, although total cost of non-Spanish speaking pop-ups is lower than that of Spanish pop-ups (as former does not include translation). Cost of pop-ups themselves not shown here.]	N/A	\$3,093.75	4.8%

TABLE 6.8: DETAILED SUMMARY OF ALL PROPOSED PROGRAM ENHANCEMENTS BY INITIATIVE CATEGORIES CONTINUED

Category	Initiative	Timeframe	Priority Level	Notes	One-time Program Initiation Costs	Annual Cost: Staffing and/or Consultant Assistance	LCCS Dedicated Staffing Requirement % of one Full Time Employee
Incentive Programs	Explore potential County-sponsored incentive programs for employers who have a workforce coming from the west and beyond. The County currently has carpools from this region, but should investigate something more specific for commuters coming from places such as West Virginia, Clarke County, and Winchester, where there are no transit options and few commuter options.	4-6 Yrs.	Medium	Assumes 60 hours of research/obtaining approvals upfront, including consulting with surrounding counties (such as Prince William County) to see how they've used NuRide and similar programs to incentive workforce green commute challenges. Assume annual cost of 40 hours to manage a potential program at Transportation Planner rate (1% Full Time Employee in first year, 1.9% Full Time Employee thereafter).	\$2,934.66	\$2,016	1.9%
Public Transportation	Consider a program encouraging transit riders to carpool or vanpool to park-and-ride lots. Under such a program, priority parking spaces would be reserved for participants.	4-6 Yrs.	Low	Assumes approximately 80 hours of research upfront, then 40 hours annually (at Transportation Planner rate, .038 Full Time Employee in first year, .019 annually)	\$3,982.75	\$2,016	1.9%
	Through dissemination of schedules and other related information, work to promote the Silver Line and local transit services operated by the County.	1-3 Yrs.	High	Assumes 20% Full Time Employee for Commuter Services Specialist (416 hours per year). When Silver Line opens, this position should change to half-time, or possibly Full Time Employee.	N/A	\$12,870	20%
TDM and Regional Planning	Work towards establishing more formal procedures within the County to ensure transit and TDM are fully considered in all local and regional planning efforts.	1-3 Yrs.	Low	Assumes this will take 100 hours over the course of one year (at Employer Outreach Specialist rate, 4.8% Full Time Employee)	N/A	\$3,094	4.8%
	Develop metrics/data that help better show quantitatively the benefits of TDM programs to support the case for greater funding. These data and metrics would be used to support discussions with agencies such as DRPT, the Board of Supervisors, or other relevant departments or entities.	4-6 Yrs.	Low	Assumes this will take 100 hours over the course of one year (at Employer Outreach Specialist rate, 4.8% Full Time Employee)	N/A	\$3,094	4.8%

TABLE 6.9: ANNUAL COST FOR PROGRAM ENHANCEMENTS: FULL PLAN - (TWO TABLES TOTAL)

Category	Initiative	Costs for Additional Strategies (Full Plan)						
		Fiscal Year						
		2017	2018	2019	2020	2021	2022	Total
Community Outreach (New Category)	Investigate the potential of using contractors/new staff to help coordinate pop-up or other outreach events. Research how well this has worked for other agencies and organizations in Northern Virginia and elsewhere.	-	\$3,094	\$3,094	\$3,094	\$3,094	\$3,805	\$16,180
	Perform community outreach directed at community organizations that serve a Spanish-speaking population. Develop market-specific marketing tools, with a focus on Spanish speakers and other underrepresented groups.	-	-	\$4,310	\$4,310	\$4,310	\$5,301	\$18,231
	Develop and implement targeted marketing/outreach plans for individual communities, especially the Towns and for new commuters living in the rural areas of the county.	-	-	\$18,011	\$18,011	\$18,011	\$22,151	\$76,184
	Perform community outreach directed at new homeowners, homeowners associations, leasing offices, churches, etc. As part of this process, conduct "travel trainings," during which participants are informed of the travel options within their community.	-	-	-	\$36,022	\$36,022	\$44,303	\$116,347
Employer Services	Fairfax County currently has a "shuttle pool," which is like a vanpool, but on a larger scale, and Full Time Employee employer-coordinated. Through the creation of a working group, work with employers in the greater region and the Chamber of Commerce to learn about shuttle pools and possibly create a database, including shuttles from the Silver Line.	-	-	\$2,165	-	-	-	\$2,165
Incentive Programs	Explore potential County-sponsored incentive programs for employers who have a workforce coming from the west and beyond. The county currently has carpools from this region, but should investigate something more specific for commuters coming from places such as West Virginia, Clarke County, and Winchester, where there are no transit options and few commuter options.	-	-	-	\$4,950	\$2,016	\$2,479	\$9,445
Marketing / Information Dissemination / Customer Satisfaction	Refine and expand the utility of the LCCS web pages, continually insuring information is up-to-date, including results in search engine queries.	\$31,827	\$10,927	\$11,255	\$11,593	\$11,941	\$12,299	\$89,841
	Develop and implement a plan for leveraging mobile and other technologies to provide up-to-date information to customers. Continue and grow social media presence using Facebook and Twitter.	-	\$7,530	\$7,530	\$7,530	\$7,530	\$9,261	\$39,382
	Working with appropriate Loudoun County staff, enhance the web pages for LCCS and transit to increase engagement, becoming more interactive and user friendly.	-	-	-	-	\$33,881	\$12,299	\$46,180
	To reduce the total time LCCS spends addressing common requests via telephone, coordinate with other Loudoun County staff to investigate establishing a dedicated customer service center/phone number to provide general information on transit, TDM, and park-and-rides facilities (in addition to other County services.)	-	-	-	-	\$20,800	\$25,581	\$46,381
	Potential outsourcing of customer service center / phone line	-	-	\$1,544	-	-	-	\$1,544

Chart continued on next page

TABLE 6.9: ANNUAL COST FOR PROGRAM ENHANCEMENTS: FULL PLAN CONTINUED

Category	Initiative	Costs for Additional Strategies (Full Plan)						
		Fiscal Year						
		2017	2018	2019	2020	2021	2022	Total
Public Transportation	Through dissemination of schedules and other related information, work to promote the Silver Line and local transit services operated by the County.	\$12,870	\$12,870	\$12,870	\$12,870	\$12,870	\$15,828	\$80,178
	Consider a program encouraging transit riders to carpool or vanpool to park-and -ride lots. Under such a program, priority parking spaces would be reserved for participants.	-	-	-	\$5,998	\$2,016	\$2,479	\$10,493
TDM and Regional Planning	Work towards establishing more formal procedures within the county to ensure transit and TDM are fully considered in all local and regional planning efforts.	-	\$3,094	\$3,094	\$3,094	\$3,094	\$3,805	\$16,180
	Develop metrics/data that help better show <i>quantitatively</i> the benefits of TDM programs to support the case for greater funding. These data and metrics would be used to support discussions with agencies such as DRPT, the Board of Supervisors, or other relevant departments or entities.	-	-	\$3,094	\$3,094	\$3,094	\$3,805	\$13,086
Vanpool Facilitation	Using employer surveys, travel patterns model data, and institutional knowledge of travel patterns in Loudoun County, identify travel markets in which vanpools may be viable.	-	\$6,039	\$1,008	\$1,008	\$1,008	\$1,239	\$10,301
	Use a more aggressive approach to promote and advocate for new vanpool formation in the county.	-	\$9,051	\$9,051	\$9,051	\$9,051	\$11,131	\$47,334
	Continue the LCCS vanpool pilot program to help alleviate overcrowding on buses. Focus on vanpool formation for regular trips which are not served by local or commuter bus.	\$10,481	\$10,481	\$10,481	\$10,481	\$10,481	\$12,890	\$65,295
Annual and 6 Year Totals		\$55,178	\$63,085	\$87,506	\$131,105	\$179,217	\$188,657	\$704,748

TABLE 6.10: ANNUAL COST FOR PROGRAM ENHANCEMENTS: CONSTRAINED PLAN

Category	Initiative	Costs for Additional Strategies (Full Plan)						
		Fiscal Year						
		2017	2018	2019	2020	2021	2022	Total
Community Outreach (New Category)	Perform community outreach directed at community organizations that serve a Spanish-speaking population. Develop market-specific marketing tools, with a focus on Spanish speakers and other underrepresented groups.	-	-	\$4,310	\$4,310	\$4,310	\$5,301	\$18,231
	Perform community outreach directed at new homeowners, homeowners associations, leasing offices, churches, etc. As part of this process, conduct "travel trainings," during which participants are informed of the travel options within their community.	-	-	-	\$36,022	\$36,022	\$44,303	\$116,347
Employer Services	Fairfax County currently has a "shuttle pool," which is like a vanpool, but on a larger scale, and Full Time Employee employer-coordinated. Through the creation of a working group, work with employers in the greater region and the Chamber of Commerce to learn about shuttle pools and possibly create a database, including shuttles from the Silver Line.	-	-	\$2,165	-	-	-	\$2,165
Incentive Programs	Explore potential County-sponsored incentive programs for employers who have a workforce coming from the west and beyond. The County currently has carpools from this region, but should investigate something more specific for commuters coming from places such as West Virginia, Clarke County, and Winchester, where there are no transit options and few commuter options.	-	-	-	\$4,950	\$2,016	\$2,479	\$9,445
Marketing / Information Dissemination / Customer Satisfaction	Refine and expand the utility of the LCCS web pages, continually insuring information is up-to-date, including results in search engine queries.	\$31,827	\$10,927	\$11,255	\$11,593	\$11,941	\$12,299	\$89,841
	Develop and implement a plan for leveraging mobile and other technologies to provide up-to-date information to customers. Continue and grow social media presence using Facebook and Twitter.	-	\$7,530	\$7,530	\$7,530	\$7,530	\$9,261	\$39,382
	Working with appropriate Loudoun County staff, enhance the web pages for LCCS and transit to increase engagement, becoming more interactive and user friendly.	-	-	-	-	\$33,881	\$12,299	\$46,180
Public Transportation	Through dissemination of schedules and other related information, work to promote the Silver Line and local transit services operated by the County.	\$12,870	\$12,870	\$12,870	\$12,870	\$12,870	\$15,828	\$80,178
TDM and Regional Planning	Develop metrics/data that help better show <i>quantitatively</i> the benefits of TDM programs to support the case for greater funding. These data and metrics would be used to support discussions with agencies such as DRPT, the Board of Supervisors, or other relevant departments or entities.	-	-	\$3,094	\$3,094	\$3,094	\$3,805	\$13,086
Vanpool Facilitation	Using employer surveys, travel patterns model data, and institutional knowledge of travel patterns in Loudoun County, identify travel markets in which vanpools may be viable.	-	-	\$6,039	\$1,008	\$1,008	\$1,239	\$9,294
	Continue the LCCS vanpool pilot program to help alleviate overcrowding on buses. Focus on vanpool formation for regular trips which are not served by local or commuter bus.	\$10,481	\$10,481	\$10,481	\$10,481	\$10,481	\$12,890	\$65,295
Annual and 6 Year Totals		\$55,178	\$41,808	\$57,743	\$91,858	\$123,152	\$119,704	\$489,443

Chapter 7 – TDM Program Monitoring and Evaluation

This section of Loudoun County's TDM Plan describes the methods, frequency and type of data collection used to monitor and measure results of individual TDM services and the TDM program as a whole. TDM program monitoring and evaluation documented in this section illustrates compliance with DRPT's statewide data collection and performance measure standards and provides expanded options for Loudoun County Commuter Services to track efforts and make adjustments that continually align and maximize investments with local goals, objectives and priorities.

Program monitoring and evaluation is a sound management practice. Not only do funders and County managers want to know how their programs and projects are doing, but a successful monitoring and evaluation program further enables:⁸

- Greater collaboration between planning and operations groups when collecting and monitoring data.
- Better understanding the effectiveness of TDM strategies and investments.
- Adjustments and fine-tuning in the implementation of ongoing operational programs.
- Benchmarking to devise more effective investment strategies.
- Identification of successful strategies.
- Feedback in calibrating and refining planning tools and models, so that relationships and traveler responses are properly reflected.

This section is intended to serve as a resource, to refine and maintain a TDM program monitoring and evaluation process that allows County staff to focus on outcomes they are best positioned to influence and understand how different types of services offered shape data collection, measures, and the evaluation process.

Program Classification

Central to the TDM Program Monitoring and Evaluation approach is to classify the services Loudoun County Commuter Services provides directly or in partnership with others. Research and past practice show that individual TDM projects, programs and outcomes tend to be interdependent, therefore making specific evaluation of individual elements challenging. Also, the availability of and access to other TDM services in the region could play a significant role in influencing mode choice for some commuters. This categorization and relationship of the various TDM service offerings is presented to further illustrate what is to be evaluated, external dependencies, and gaps in data availability. The classification includes:

⁸ FHWA, Integrating Demand Management into the Transportation Planning Process: A Desk Reference - Tools and Techniques for Evaluation TDM (2012), <http://www.ops.fhwa.dot.gov/publications/fhwahop12035/index.htm#toc>

Trip Accommodation Services - defined as those that are likely to be used alone, or if they are used in combination with other services, are likely to have the greatest motivational impact of the services in the package.

Loudoun County Commuter Services – Trip Accommodation Services		
<ul style="list-style-type: none"> Loudoun County Transit (Commuter, Local, METRO Connection) 	<ul style="list-style-type: none"> Carpool – Rideshare Matches/Active Users 	<ul style="list-style-type: none"> Vanpool – Active Vanpools

Trip Facilitation Services - expected to be used primarily in combination with other services but with less direct influence. The designation of primary versus secondary also takes into account how readily data can be collected on the use and impacts of the services.

Loudoun County Commuter Services – Trip Facilitation Services			
<ul style="list-style-type: none"> Website Park and Ride Lots 	<ul style="list-style-type: none"> Pool Rewards Employer Engagement 	<ul style="list-style-type: none"> NuRide Telework!VA 	<ul style="list-style-type: none"> Vanpool Alliance

Support Services - include those, such as marketing, that primarily inform commuters of travel options or other program services; in essence, they offer a “referred” influence. They can directly motivate mode change with no intermediate contact, but these impacts are difficult to measure.

Loudoun County Commuter Services – SUPPORT SERVICES			
<ul style="list-style-type: none"> Customer Service Guaranteed Ride Home 	<ul style="list-style-type: none"> Branding 	<ul style="list-style-type: none"> Material Production/Distribution 	<ul style="list-style-type: none"> Event/Fair Attendance

TDM Program impacts are typically derived from Trip Accommodation and Facilitation Services. Evaluation approaches reasonably assume impacts for Support Services are captured through the Trip Accommodation and Facilitation services, but Support Services (the bulk of services within direct influence of Loudoun County Commuter Services) remain necessary but not sufficient to individually effect travel behavior change. This sets up two methodologies and roles for measuring TDM programs as illustrated in **Exhibit 7.1**:

EXHIBIT 7.1. HOW MEASURES AND ROLES VARY BASED UPON TDM PROGRAM SERVICE CLASSIFICATION.

DIRECT IMPACT (Trip Accommodation, Facilitation Service Classifications)		PROGRAM PARTICIPATION (Trip Facilitation, Support Service Classification)	
Sample Measures:	VMT Reduced Emissions Reduced Mode Split	Sample Measures:	Outreach New Placements Duration/Level of Engagement
Roles:	<u>External Partners (LEAD)</u> Collect data, analyze at regional level - MWCOG State of Commute. <u>LCCS (SUPPORT)</u> Assist with surveys, reporting	Roles:	<u>LCCS (LEAD)</u> Tracked more frequently – basis for enhanced monitoring and evaluation. <u>External Partners (SUPPORT)</u> Joint efforts, coordinated marketing – DRPT/MWCOG

The monitoring and evaluation program developed will be specific to LCCS, with a focus on measures and monitoring approaches more applicable and useful to an agency this size and for the county. Potential new measures are also identified that can enhance the tracking and monitoring of Support Services at the programmatic level.

Performance Measures and Monitoring

This section incorporates monitoring measures from both Loudoun County Commuter Services and a peer TDM program.⁹ The metrics reflect many of the reporting requirements for DRPT input required by Grantees into their OLGA program. Likewise, the reporting takes advantage of leveraging the triennial State of the Commute survey and data collection effort. The additional measures represent best practice and potential new data collection to inform the degree of behavior change and adherence to program goals/objectives. Given Loudoun County Commuter Services limited resources, the evaluation measures presented are anticipated to be the least onerous and most beneficial to administer.

The list presented in **Exhibit 7.2** is neither all inclusive nor prescriptive. Minimally required data collection and reporting is highlighted by (3) stars in the priority column along with varying degrees of additional and optional measures that could be implemented ranging from medium priority (2 star) and lower priority (1 star) based upon usefulness in more detailed assessment, ease of implementation and the ultimate programmatic needs of Loudoun County Commuter Services.

⁹ GWRide Connect FY2015

EXHIBIT 7.2. PRIORITY-BASED SELECTION OF LOUDOUN COUNTY COMMUTER SERVICES EXISTING AND POTENTIAL PERFORMANCE MEASURES.

Type of Metric	Method/Measure	Frequency	Priority
OUTPUT BASED	Service Requests and Method	Annually	* * *
	New Rideshare Applicants	Monthly	* * *
	Rideshare Applicants Assisted	Monthly	* * *
	New Vanpools Formed	Annually	* * *
	Vanpools Assisted	Annually	* * *
	Applicant Surveys	Annually	* * *
	Vanpool Surveys	Annually	* * *
	Loudoun Transit information Distributed	Annually	* *
	METRO information Distributed	Annually	* *
	Loudoun Commuter Services Website Hits	Monthly	* *
	Number of Park-and Ride Spaces Available	Annually	*
	Annual Bus Ridership	Annually	* *
	Number of Employer Outreach Participants (Level)	Triennially	* * *
	Number of Transportation Fairs Staffed	Annually	* *
	Guarantee Ride Home Registrations	Annually	* * *
	Guaranteed Ride Home Trips	Annually	* * *
OUTCOME BASED	Number of SOV Miles Saved by Commuter Bus Service	Annually	* * *
	Number of Tons of Airborne Particulate Matter Reduced by Commuter Bus Service	Annually	* * *
	Contacted Loudoun County Commuter Services (Percent)	Triennially	* * *
	Using Workplace-Based TDM Programs (Percent)	Triennially	* * *
	Offered Workplace-Based TDM Programs (Percent)	Triennially	* * *
	Dissatisfied with Commute (Percent)	Triennially	* * *
	Mode Split (Percent SOV, Transit, Carpool, Bike, Walk)	Triennially	* * *
	Service Requests from Participating Employers	Annually	* *
	Applicants/Service Requests per Fair Staffed ¹	Annually	* *
	Repeat Customers/Duration of Website Hits ¹	Annually	*
	Customer Service Satisfaction (Wait time, Issue resolved, etc.) ¹	Monthly	*
	Partnerships, Coordination and Joint Activities (Within county, Private Sector, Regional Partners) ¹	Annually	* *
¹ Potential new measures			

Loudoun County Commuter Services currently tracks multiple performance measures to monitor program delivery and report performance. A range of performance measures are tracked in the annual Fiscal Plan. Loudoun County Commuter Services sends a monthly operations report to the Board of Supervisors; this report also is sent to NVTC and DRPT. Loudoun County Commuter Services also is monitored through

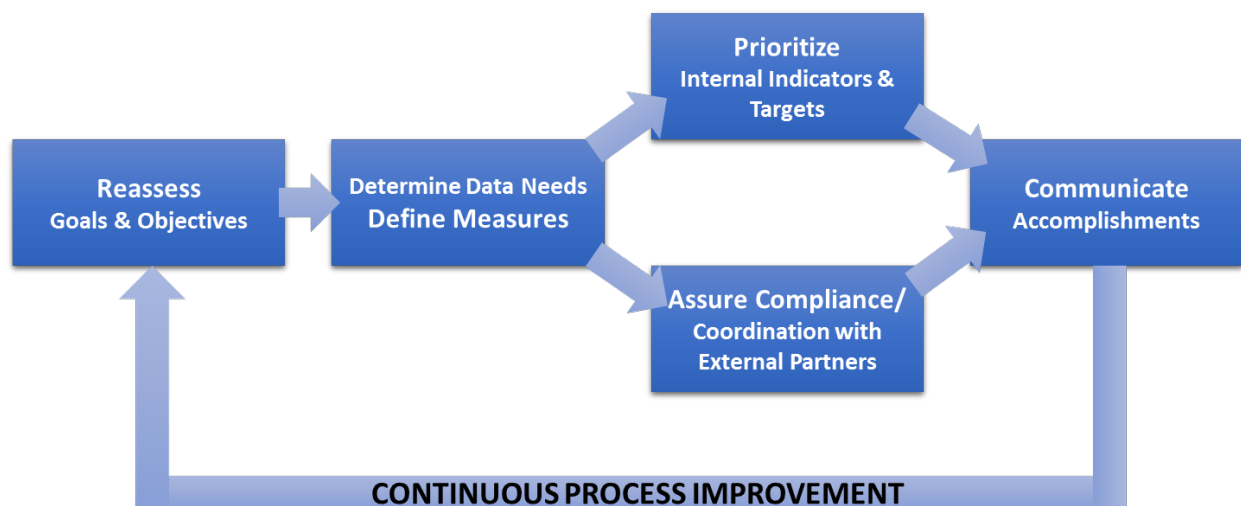
several state and regional studies conducted by MWCOG and other outside agencies. These resources serve as a starting point to evaluate the impact of the program and monitor progress towards goals and objectives.

Program Evaluation

The proposed evaluation process (see **Exhibit 7.3**) facilitates moving from evaluation/performance reporting as compliance tools more towards it becoming a vital management tool that facilitates thoughtful reflection leading to strategic decisions and action. Essential elements of this process include:

- 1) Framework for meeting both required compliance and developing informative effectiveness evaluations in achieving locally defined targets.
- 2) Scalability and appropriateness to prevailing conditions and desired outcomes specific to Loudoun County.
- 3) Emphasis on communication to promote brand, justify program investments to stakeholders, and produce a narrative that connects purpose, action, and observed outcomes.

EXHIBIT 7.3. PROGRAM EVALUATION PROCESS



This Program Evaluation framework focuses on the resources available, LCCS' goals and objectives and seeks to answer the question: "Did we do what we said we'd do?" The steps toward answering this question include:

- 1) **Reassess Goals & Objectives** – Use feedback from past evaluation and invite input from stakeholders to define/modify positive outcomes Loudoun Commuter Services wishes to achieve in light of discovered opportunities and constraints.

2) Determine Data Needs and Define Measures - Identified what data is best suited to the goals and objectives. Determine any new data collection required and any responsible third parties. The following considerations for this step are that it:

- a. Remains flexible regarding data/measures as not all approaches may prove feasible
- b. Seeks to leverage existing data and collection processes from local sources, partners, and other similar assessment efforts.
- c. Focuses on collecting less data well, rather than collecting lots of data poorly.
- d. Understands the level of effort differences between collection methods (i.e. Secondary Data, Surveys, Interviews, etc.)

3a) Prioritize Internal Indicators & Targets – Local context (density, travel patterns, transit availability) also dictates that the potential evaluation data, measures, indications and targets for Loudoun County will differ from those derived for TDM programs in more dense urban areas.

The following considerations for this step include identifying targets that are:

- e. Specific
- f. Measurable
- g. Achievable
- h. Realistic
- i. Timeframe Specific

3b) Assure Compliance/Coordination with External Partners – Understand timeline (quarterly, annually, triennially) and mechanisms specified for various reporting and grant requirements. Where possible, seek to align internal and external reporting to avoid duplication and streamline the evaluation process.

4) Communicate Accomplishments – This represents a step beyond reporting and includes the development of a dashboard or graphical representation of accomplishments to date and future focus areas. This can be aligned with the brand and published in a manner that communicates the relevance of what Loudoun County Commuter Services does to County, business, commuter, and general public audiences.

The ultimate goal of the Performance Monitoring and Evaluation Program efforts at LCCS is to facilitate the benchmarking and tracking of overall program performance and allow adjustments in services oriented toward goal-driven outcomes as defined by both the County and its TDM funding partners.

Future Guidance

Currently there are a number of separate efforts underway at the federal, state and local levels that will, once available, provide more informative and definitive guidance on the types of metrics LCCS and similar agencies could use in reporting success and monitoring their effectiveness. As part of the Moving Ahead for Progress in the 21st Century Act (MAP-21), the Air Quality and Congestion Mitigation Measure

Outcomes Assessment Study¹⁰ completed in May 2015 provided some general guidance and examples of TDM and similar projects that the CMAQ has funded. In subsequent rulemaking expected in the near future, performance measures for CMAQ funded projects, measures that would assist agencies like LCCS in gauging performance, will be provided.¹¹ DRPT is also engaged in a study to determine a list of performance metrics it would like reported by recipients of grants for TDM efforts, expected to be completed within one year. Finally, one of the tasks in both the Full and Constrained Enhancement plans for LCCS is to investigate and study measures that would aid LCCS in better explaining its performance and effectiveness to the County Board of Supervisors. Completion of any and all of these efforts will greatly assist LCCS in future program monitoring and evaluation efforts.

¹⁰ https://www.fhwa.dot.gov/environment/air_quality/cmaq/research/outcomes_assessment/brochure/index.cfm

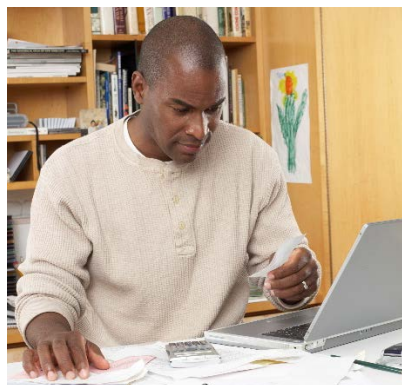
¹¹ See CMAQ Fact Sheet on the FHWA MAP-21 website: <https://www.fhwa.dot.gov/map21/factsheets/cmaq.cfm>

Chapter 8 – Conclusions

With continued growth and significant changes in the transportation infrastructure, Loudoun County is poised for rapid and fundamental changes over the next decade. LCCS has for many years maintained a strong presence in the business community and has provided customized solutions to employers, their employees and residents alike. The completion of the second phase of Metro's Silver Line and increased commercial development in the area near Dulles airport points to an even greater role for the agency in facilitating movement into, out of and through the region. At the same time Loudoun County is committed to maintaining its heritage and traditional atmosphere, using this as a competitive advantage the region. Within this context, this TDM plan for LCCS is varied and helps to lay the groundwork to meet these primary goals:



- To help LCCS become recognized as the preeminent trusted resource for traveler information and assistance in Loudoun County.
- To fully leverage new investments in surface transportation infrastructure and technology.
- To meet the needs of a dynamic and changing community, expanding the benefits of TDM for all.



The plan provides a flexible set of strategies that are both aspirational and reasonable. It recognizes the uniqueness of Loudoun County, its strengths and positioning within the greater DC region. It builds on experiences learned locally and nationally, recognizes best practices and seeks to be innovative. The plan encompasses the methods, priorities, and monitoring that will ensure LCCS continues to provide a high rate of return for the funding provided. It is designed to keep LCCS strategically focused and

aligned with its regional partners in order to fully leverage additional resources and opportunities. The plan provides options for future program enhancements, recognizing latent needs in the county and the opportunities to partner with other regional





agencies such as Commuter Connections and WMATA. Most importantly the plan remains flexible, allowing LCCS to respond quickly when new opportunities arise. This TDM plan is intended to be a tool to help LCCS in its continued efforts to maintain and grow not only as a resource to link travelers with their transportation options, but also as a demonstration of Loudoun County's commitment to innovation while continuing to be a vibrant community in which to live and do business.

Appendix A – Stakeholder Questionnaire

MEMO



To: Sharon Affinito, Loudoun County Department of Transportation and Capital Infrastructure
Judy Galen, Loudoun County Department of Transportation and Capital Infrastructure

From: Robert d'Abadie, Michael Baker Jr., Inc.
Shana Johnson, Foursquare ITP

Subject: Draft Stakeholder Interview Questionnaire and Interview Request Email

Date: February 5, 2015

Stakeholder Interview Questionnaire

Interviewer Instructions

This interview is designed to last no longer than 30 minutes. The purpose of the interview is to gather feedback on how Loudoun County Commuter Services is currently perceived within the community, what they are doing well today and should continue doing, to record any suggestions for areas of improvement, and any areas where you think it may be beneficial for Loudoun County Commuter Services to expand their services.

Introduction

Thank you for participating in this stakeholder interview assisting us with input for updating the Loudoun County Commuter Services Transportation Demand Management (TDM) Plan. Virginia Department of Rail and Public Transportation's encourages this outreach as a tool for Loudoun County Commuter Services get feedback from key partners in the community and to understand how to best serve the our customers. We will share a summary of this interview with you so that you can ensure we have accurately recorded your feedback. Once the interviews are complete, your feedback will be included anonymously part of publicly available update to the agency's 6-year plan.

Do you have any questions about this project or interview before we begin?



Questions

1. Can you describe your individual staff or organization's relationship with Loudoun County Commuter Services?
2. What services and programs provided by Loudoun County Commuter Services are working well today?
 - a. What programs and services are most useful to residents of the region?, How about for workers? (ask if applicable) What programs and services do you think employers most value?
 - b. What do you see as the core strengths of the Loudoun County Commuter Services program?
3. What improvements could Loudoun County Commuter Services to their programs and services make to better serve our community?
 - a. Are there any gaps in programs or services you can identify?
 - b. Are there any new programs you would like to see offered implemented?
 - c. Do you have specific advice, ideas or suggestions you would like the agency to hear?
 - d. Are there any new partnership opportunities Loudoun County Commuter Services should consider?
4. What Loudoun County Commuter Services programs and services are most useful to your position/role, agency, or organization?
5. Is there anything else you would like to add about Loudoun County Commuter Services that I may have missed?

Thank you again for your time and for sharing your expertise with us.

Interview Request Email

Greetings,

Loudoun County Commuter Services is in the process of creating a six-year Transportation Demand Management Plan, in accordance with the requirements of the Virginia Department of Rail and Public Transportation. This plan will guide improvements to our programs and activities over the next six years, and we'd like your input! Our consultants on this work, Michael Baker and Foursquare ITP, would like to schedule a time to speak with you for no more than 30 minutes regarding your thoughts on what Loudoun County Commuter Services is doing well today and what we could do to better serve our community. A member of consultant team will follow-up directly with you to request a time to speak. Your participation in this endeavor is greatly appreciated!

Best regards,

Sharon Affinito, Loudoun County Department of Transportation and Capital Infrastructure

Appendix B– Peer Review Questionnaire

MEMO



To: Sharon Affinito, Loudoun County Department of Transportation and Capital Infrastructure
Judy Galen, Loudoun County Department of Transportation and Capital Infrastructure

From: Robert d'Abadie, Michael Baker Jr., Inc.
Shana Johnson, Foursquare ITP

Subject: FINAL Peer Review Questionnaire and Interview Request E-mail Invitations

Date: January 30, 2015

Peer Review Interview Questionnaire

Interviewer Instructions

This interview is designed to last no longer than 30 minutes. An outline of TDM services will be summarized from the website prior to the interview. For peers located in Virginia, any applicable information from the TDM Plans found online should be summarized to avoid asking program staff to repeat information that is publicly available.

Introduction

Thank you for agreeing to participate in this peer interview for Loudoun County's Transportation Demand Management (TDM) Plan. Your program is one of the four peers selected for review based on your proximity to a large metropolitan region and/or large employment centers or similarity in services offered by Loudoun County Commuter Services. Loudoun County is generally interested in best practices in TDM and getting a better sense of what has been successful in your region and how those lessons could be applied to the region we serve. We will share a copy of this peer review with you once it is complete, and it will be a part of Loudoun County's public TDM plan. Do you have any questions about this project or interview?

General Questions

1. Can you start by telling me a little bit about the general characteristics of the commuters that you serve (e.g., age, typical occupations, socio-economic profile, etc.) of?
2. Can you describe the types of business and industries that are prevalent in your region?
 - a. Do you serve a wide variety of these businesses and industries, or are there certain ones that you have closer working relationships with?



3. Can you describe commuting patterns in your region?
 - a. Do most commuters travel into the downtown or out to suburban employment centers?
 - b. Do you have many suburb to suburb commuters?
 - c. What commute modes are most commonly used in your region?
4. Your agency offers a large variety of TDM programs and services. What services are the cornerstone of your TDM program?
5. What are your most successful programs in terms of individual participation and SOV trips reduced?
 - a. Are there any differences between individual program participation by age, gender, or other demographic variables?
6. Which programs are most popular with the employers participating in your programs?
 - a. Are there differences between programs used by large and mid-sized to small employers in your region? How do you define large versus mid-sized to small employers?
 - b. For employers you've worked with for an extended period of time, what has worked well when attempting to increase their participation in TDM activities?
7. With regard to employer outreach, what are your most effective strategies for getting in the door for meetings or other activities?
8. What has worked well for raising the awareness of commuting services in your area?
9. Are there any new or innovative TDM services or marketing initiatives that your agency offers?

Agency Organizational Structure

10. Is your agency part of an MPO or Transit Agency or a stand-alone agency?
11. How many full-time and part-time staff support your agency? What are their roles?
12. What is your agency's overall annual budget for TDM? What major funding sources does your agency rely on (excluding any budget for transit operations)?
 - a. Follow up questions about any non-CMAQ funding, particularly contributions from large employers or institutional partners (e.g. local college or university).
13. How does your agency measure the success of individual elements as well as overall programs you undertake? Are there key performance metrics that your agency uses to evaluate their TDM programs? (if the agency is receiving contributions from large employers or institutional partners ask if they require any special reporting to ensure return on their contribution. If developer/owner fees are levied, inquire if special reporting is required for that).

Role in the Region

14. How often do TDM agencies in your region meet, gather, share ideas, etc.? What format is used for these meetings (e.g. in-person, conference call), and who are they organized by (e.g., the MPO)?
15. What strategic partnerships in the region have been most beneficial to your agency?
16. Are there any local or state policy directives or funding guidelines that impact TDM in your region (e.g. state environmental, transportation or other agencies or local development proffers for TDM)?
17. Who are the major stakeholders in your region? How do they influence your TDM programs and resources?
18. What is your agency's role in regional planning initiatives?

Conclusion

19. Is there something else you would like to add about your agency that I may have missed?

Peer Interview Request Email Text

[For out of state peers]

Dear CONTACT NAME:

My firm is assisting Loudoun County, Virginia, a suburban jurisdiction in the Washington, D.C. area, with the development of a six-year strategic plan, called a Transportation Demand Management Plan (TDM Plan). As part of the TDM Plan, we are reaching out to peer agencies to better understand what programs your agency offers and which programs and services are most effective for your constituents. Our goal is to identify both common practices and unique, innovative solutions that might inspire other agencies. The phone interview is designed to last no longer than 30 minutes.

Would you be willing to speak with me for a brief phone interview and participate in this peer review?

Thank you for your consideration. Please let me know if you have questions regarding this request.

Best regards,

[For Virginia peers]

Dear CONTACT NAME:

My firm is helping Loudoun County to develop a six-year Transportation Demand Management (TDM) plan in fulfillment of the Virginia Department of Rail and Public Transportation's requirements (state funders of this program). As part of the TDM Plan, we are reaching out to peer agencies to better understand what programs your agency offers and which programs and services are most effective for your constituents. Our goal is to identify both common practices and unique, innovative solutions that might inspire other agencies. The phone interview is designed to last no longer than 30 minutes.

Would you be willing to speak with me for a brief phone interview and participate in this peer review?

Thank you for your consideration. Please let me know if you have questions regarding this request.

Best regards,

Appendix C– Online Stakeholder Survey



Loudoun County Commuter Services

Travel Options › Information › Advice › Solutions

Loudoun County Survey

Your Opinion Matters!

Share your thoughts about how we can better serve those who travel in, around and through Loudoun County. This survey will only take 5-10 minutes to complete. The closing date of the survey is April 17, 2015, so please try and finish it before that date.

If you have any questions about this survey, please contact Sharon Affinito at Sharon.affinito@loudoun.gov.

Thank you for taking the time to offer your opinion.

To learn more about Loudoun County Commuter Services, visit our web page at www.loudoun.gov/commute.





Loudoun County Survey

Your Option Matters!

1. How familiar are you with Loudoun County
Commuter Services and its programs?

- ☐ Not at all familiar
- ☐ Slightly familiar
- ☐ Fairly familiar
- ☐ Very familiar

2. Use the following scale to describe your organization's familiarity
with Loudoun County Commuter Services and its programs:

- ☐ Not at all familiar
- ☐ Slightly familiar
- ☐ Fairly familiar
- ☐ Very familiar
- ☐ Unsure

3. From your perspective, what are the most important
transportation needs of your organization? (Check all that apply)

- ☐ Ridematching / ridesharing assistance
- ☐ Vanpooling assistance
- ☐ Telework program setup
- ☐ Information on transit service (Loudoun County Transit)
- ☐ Information on other transportation services available in the community
- ☐ Other (please specify)

4. How could Loudoun County Commuter Services help your organization's members or clients to better meet their transportation needs?

(Drag the right hand corner of the box to expand)

5. Is there an opportunity to speak or present commuter-related topics to your organization?

☐ Yes

☐ No

6. What are effective ways to inform members of your organization or community about the programs and services offered by Loudoun County Commuter Services?
(Check all that apply)

☐ Email

☐ U.S. Mail

☐ Community, Organizational, or Workplace Newsletter

☐ Local Newspaper

☐ Social media

☐ Announcement through your organization

☐ Other (please specify)

7. Please describe the community events that members of your organization and/or community might attend and be open to receiving commuting information from Loudoun County Commuter Services (i.e., craft fairs, community festivals, farmers markets).

(Drag the right hand corner of the box to expand)

8. If you are interested in learning more about Loudoun County Commuter Services and the programs and services we provide, please give us your name and a contact phone or email.

Name

Phone

Email

3

9. Is there anything else that you'd like to share with us?

(Drag the right hand corner of the box to expand)

4

Appendix D– Ideascale Outreach Website Screen Captures



WELCOME IDEAS

Welcome to Loudoun County Commuter Services' Online Comment Forum!

[Why We Have This Forum](#)

Loudoun County Commuter Services is currently working on a plan to guide the development of our services to assist commuters in Loudoun County over the next six years. To aid in this effort, we are requesting feedback from members of the community – including residents, employers, and employees – on how well the agency is serving the County, and which services could be improved or added. As with any organization, the people who use Loudoun County Commuter Services' programs are really the experts, and that is why we are grateful you are taking the time to give us your feedback!

[Instructions](#)

1. To submit your feedback within this forum, if you haven't already done so, you'll need to create a username and password (using your email) by clicking the "register" icon at the top right corner of your screen. This is easy, free, and takes just a couple of minutes.
2. Once you have registered, please take a moment to review each of the four "campaigns," (or topics) which are located on the right side of your screen. Each campaign contains prompts at the top of the page to help start the flow of ideas.
3. To submit feedback or an idea, please click the button labeled "Submit New Idea," which is located at the top right of your screen.
4. You will then be prompted to type in your comment or idea, add a title, and choose a campaign for the new idea.

****Please categorize your comment under one of the following five topics:**

Improving Your Commute: What types of programs and/or services would improve the commuting experience in, around and through Loudoun County?

Awareness and Use of LCCS Services: Are you familiar with Loudoun County Commuter Services? If yes, how have you used our services? For example, have you sought assistance with finding a carpool or vanpool, information on Loudoun County Commuter buses, or assistance with commute programs at your workplace?

Your Experience with LCCS: Has Loudoun County Commuter Services directly impacted your commute or the commute of others you are aware of? If so, how? If you have not used Loudoun County Commuter Services programs or assistance, how could we interest you in using our services in the future?

Spreading the Word: Loudoun County Commuter Services strives to help others take advantage of alternatives to driving alone—including biking, buses, carpools, Metro, telework, vanpools and walking. How can we improve the way we spread the word to individuals, businesses and community organizations?

Other: Any other concerns/ideas that you'd like LCCS to know about.

If someone has already posted an idea and you support it, you may vote on their idea: simply click the up or down arrows to the right of the idea title/description. To add a comment, click in the box below the idea.

Thank you for your participation!

Filter ideas by status: ☐ All (18)

Welcome!

Search Ideas

[Submit New Idea](#)

[How does it work?](#) [+]

[Usage statistics](#) 1-1

18 Ideas Posted

2 Comments 66 Votes
20 Users

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Campaigns

All Ideas

Improving Your Commute
Awareness and Use of LCCS Services
Your Experience with LCCS
Spreading the Word
Other

[Global Moderators](#) 1-1

jetrauss

[Leaderboard](#) 1-1

	sharon affinito 136 points	1
	Judy Gelen 118 points	2
	youngkerry 105 points	3
	Tom Wyland 83 points	4
	Community Member 78 points	5
	David Stern 76 points	6
	jetrauss 112 points	7

[Print the Leaderboard](#)

Loudoun County Commuter Services Online For...
Browse Recent Ideas

WELCOME IDEAS

Filter Ideas by Status: All (18)

Recent Popular Hot Random

IMPROVING YOUR COMMUTE

Morning Early Arrival

Buses should arrive 15 minutes early during morning commute at first bus stop, especially during extreme hot/cold weather.

Submitted by **Community Member** 6 months ago | [Add your comment](#)

1 vote

ACTIVE

IMPROVING YOUR COMMUTE

Bigger Buses

The existing buses are too cramped for a 1 and half to 2 hour ride, and the buses are aging. Today the bus broke down in the morning, and in the afternoon, the bus smelled of bathroom waste due to a "broken vent system" announced the driver.

Submitted by **Community Member** 6 months ago | [Add your comment](#)

1 vote

ACTIVE

IMPROVING YOUR COMMUTE

More Buses

Dulles South In Stone Ridge is developing at a rapid pace, but the infrastructure is not keeping up. More people are standing on the ride. We need more buses added to this route and the Loudoun County Parkway road expanded.

Submitted by **Community Member** 6 months ago | [Add your comment](#)

1 vote

ACTIVE

IMPROVING YOUR COMMUTE

Welcome!

Search Ideas

Submit New Idea

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18 Ideas Posted
2 Comments 86 Votes
20 Users
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Campaigns

All Ideas

- Improving Your Commute
- Awareness and Use of LCC's Services
- Your Experience with LCC's
- Spreading the Word
- Other

Leaderboard 1-1

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transportation metro
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WELCOME IDEA 8

Filter ideas by status: All (18)

Recent Popular Hot Random

IMPROVING YOUR COMMUTE

Bicycle Corridors

Identify bicycle corridors that will carry traffic from neighborhoods to transit hubs, shopping centers and employment centers. Sign these corridors and give them priority when making bicycle and pedestrian improvements. Corridors may involve the Washington and Old Dominion Trail, new trails, paths along roadways, bike lanes in roadways, etc. Identification and prioritization of these routes will help make bicycle...[more »](#)

Submitted by Tom Wyland 6 months ago | [Add your comment](#)

7 votes

ACTIVE

AWARENESS AND USE OF LCCS SERVICES

Familiarity with Loudoun County Commuter Services

Are you familiar with Loudoun County Commuter Services? To your right, please vote yes (up arrow) or no (down arrow).

Submitted by jefrauss 7 months ago | [1 comment](#)

5 votes

ACTIVE

IMPROVING YOUR COMMUTE

Build a bike trail on the South side of Potomac River

A bike trail should be installed alongside the Potomac Heritage Trail that currently exists beside the Potomac River between Leesburg and Algonkian Regional Park.

Submitted by David Stern 6 months ago | [Add your comment](#)

5 votes

ACTIVE

IMPROVING YOUR COMMUTE

Welcome!

Search Ideas

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Campaigns

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- Awareness and Use of LCCS Services
- Your Experience with LCCS
- Spreading the Word
- Other

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transit bike transportation metro commute

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WELCOME IDEAS

Filter Ideas by Status: All [18]

Recent

Popular

Hot

Random

AWARENESS AND USE OF LCC'S SERVICE

Familiarity with Loudoun County Commuter Services

Are you familiar with Loudoun County Commuter Services? To your right, please vote yes (up arrow) or no (down arrow).

Submitted by [jstrauss](#) 7 months ago | [1 comment](#)

5

votes



ACTIVE

IMPROVING YOUR COMMUTE

Bicycle Corridors

Identify bicycle corridors that will carry traffic from neighborhoods to transit hubs, shopping centers and employment centers. Sign these corridors and give them priority when making bicycle and pedestrian improvements. Corridors may involve the Washington and Old Dominion Trail, new trails, paths along roadways, bike lanes in roadways, etc. Identification and prioritization of these routes will help make bicycle [...more](#) »

Submitted by [Tom Wyland](#) 6 months ago | [Add your comment](#)

7

votes



ACTIVE

IMPROVING YOUR COMMUTE

Build a bike trail on the South side of Potomac River

A bike trail should be installed alongside the Potomac Heritage Trail that currently exists beside the Potomac River between Leesburg and Algonkian Regional Park.

Submitted by [David Stern](#) 6 months ago | [Add your comment](#)

5

votes



ACTIVE

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Improving Your Commute
Awareness and Use of LCC's
Services
Your Experience with LCC's
Spreading the Word
Other

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Appendix E– Summary of Final Enhanced Strategies

All Proposed Additional Strategies by Category, Estimated 2015 Costs

Category	Initiative	Timeframe	Priority Level	Notes	One-time Program Initiation Costs	Annual Cost: Staffing and/or Consultant Assistance	LCCS Dedicated Staffing Requirement - Expressed as Percent of one Full Time Employee's Total Time Commitment
Marketing / Information Dissemination / Customer Satisfaction	Develop and implement a plan for leveraging mobile and other technologies to provide up-to-date information to customers. Continue and grow social media presence using Facebook and Twitter.	2-4 Years	Medium	Assumes 10% Full Time Employee under Employer Outreach Specialist salary	N/A	\$7,530	10%
	To reduce the total time LCCS spends addressing common requests via telephone, coordinate with other Loudoun County staff to investigate establishing a dedicated customer service center/phone number to provide general information on transit, TDM, and park-and-rides facilities (in addition to other county services.)	4-6 Years	Low	Assumes a contractor or part-time staffer is hired 20 hours/week for \$20/hour to answer customer service phone calls and/or respond to customer service emails.	N/A	\$20,800	50%
	Potential outsourcing of customer service center / phone line	4-6 Years	Low	Allocate 50 hours of research into private call centers as well as the possibility of integrating Loudoun County transit information into the Virginia 511 system (at Commuter Services Specialist salary)	\$1,544	TBD	2.4%
	Working with appropriate Loudoun County staff, enhance the web pages for LCCS and transit to increase engagement, becoming more interactive and user friendly.	4-6 Years	Medium	Estimate based on GW RideConnect plan, which indicates they spend about \$28K/year to maintain site, but \$50K/year to upgrade it. LCCS serves a smaller service area, so each improvement is estimated at \$20K/year as an upfront cost, \$10K annually. Both upfront and annual costs should be contracted out to a specialist.	\$20,000	\$10,000	N/A
	Refine and expand the utility of the LCCS web pages, continually insuring information is up-to-date, including results in search engine queries.	1-3 Years	High	Estimate based on GW RideConnect plan, which indicates they spend about \$28K/year to maintain site, but \$50K/year to upgrade it. LCCS serves a smaller service area, so each improvement is estimated at \$20K/year as an upfront cost, \$10K annually. Both upfront and annual costs should be contracted out to a specialist.	\$20,000	\$10,000	N/A
Vanpool Facilitation	Using employer surveys, travel patterns model data, and institutional knowledge of travel patterns in Loudoun County, identify travel markets in which vanpools may be viable.	1-3 Years	High	Assumes 100 hours of research by the Transportation Planner to analyze surveys and travel patterns, as well as interview relevant County personnel; then to identify locations. Assume 20 hours to update research annually as new data comes in.	\$5,031	\$1,008	1.0%
	Use a more aggressive approach to promote and advocate for new vanpool formation in the County.	1-3 Years	Medium	Assumes 5 hours per week (~250 per year) for Employer Outreach Specialist (12% Full Time Employee)	N/A	\$9,051	12%
	Continue the LCCS vanpool pilot program to help alleviate overcrowding on buses. Focus on vanpool formation for regular trips which are not served by local or commuter bus.	1-3 Years	Medium	Assumes 10% Full Time Employee under Transportation Planner Salary	N/A	\$10,481	10%
Employer Services	Fairfax County currently has a "shuttle pool," which is like a vanpool, but on a larger scale, and Full Time Employee employer-coordinated. Through the creation of a working group, work with employers in the greater region and the Chamber of Commerce to learn about shuttle pools and possibly create a database, including shuttles from the Silver Line.	4-6 Years	Low	In first year, allocate 50 hours of research between the Employer Outreach Specialist and Transportation Planner (25 hours each) (1.2% Full Time Employee each). Need to research first before determining whether Loudoun County government and employers have the capacity and interest to create a shuttle pool. Discuss shuttle pool structure with Fairfax County and consult with large employer HR departments in Loudoun County to gauge interest.	\$2,165	TBD	1.2%
Community Outreach (New Category)	Perform community outreach directed at community organizations that serve a Spanish-speaking population. Develop market-specific marketing tools, with a focus on Spanish speakers and other underrepresented groups.	4-6 Years	High	Based on DC-area translation firm costs (approximately 18 cents a word for English-to-Spanish), annual translation budget should be approximately \$500, both to translate new materials and continue to update old ones. Assumes 50 hours to coordinate four pop-up events per year at the Employer Outreach Specialist rate (2.4% Full Time Employee). Using rates for DC-area staffing firms that provide outreach staff for pop-up events, assumes \$250 per contracted outreach staff member (including at least one Spanish-speaking outreach staffer) for four events per year, for a total contracted outreach staffing cost of \$2,000. Assumes 2 staff members per event.	N/A	\$4,310	2.4%
	Develop and implement targeted marketing/outreach plans for individual communities, especially the Towns and for new commuters living in the rural areas of the County.	4-6 Years	Medium	Assumes 10% Full Time Employee for Transportation Planner and Employer Outreach Specialist each.	N/A	\$18,011	10%
	Perform community outreach directed at new homeowners, homeowners associations, leasing offices, churches, etc. As part of this process, conduct "travel trainings," during which participants are informed of the travel options within their community .	4-6 Years	High	Assumes 20% Full Time Employee for Transportation Planner and Employer Outreach Specialist each.	N/A	\$36,022	20%
	Investigate the potential of using contractors/new staff to help coordinate pop-up or other outreach events. Research how well this has worked for other agencies and organizations in Northern Virginia and elsewhere.	1-3 Years	High	Assumes 100 total hours for those staff/contractors to coordinate the actual pop-ups (at the Commuter Services Specialist rate, 2.4% Full Time Employee). [Cost of actual pop-ups themselves reflected in Spanish-speaking pop-ups row above, although total cost of non-Spanish speaking pop-ups is lower than that of Spanish pop-ups (as former does not include translation). Cost of pop-ups themselves not shown here.]	N/A	\$3,093.75	4.8%
Incentive Programs	Explore potential County-sponsored incentive programs for employers who have a workforce coming from the west and beyond. The County currently has carpools from this region, but should investigate something more specific for commuters coming from places such as West Virginia, Clarke County, and Winchester, where there are no transit options and few commuter options.	4-6 Years	Medium	Assumes 60 hours of research/obtaining approvals upfront, including consulting with surrounding counties (such as Prince William County) to see how they've used NuRide and similar programs to incentive workforce green commute challenges. Assume annual cost of 40 hours to manage a potential program at Transportation Planner rate (1% Full Time Employee in first year, 1.9% Full Time Employee thereafter).	\$2,934.66	\$2,016	1.9%

All Proposed Additional Strategies by Category, Estimated 2015 Costs

Category	Initiative	Timeframe	Priority Level	Notes	One-time Program Initiation Costs	Annual Cost: Staffing and/or Consultant Assistance	LCSS Dedicated Staffing Requirement - Expressed as Percent of one Full Time Employee's Total Time Commitment
Public Transportation	Consider a program encouraging transit riders to carpool or vanpool to park-and -ride lots. Under such a program, priority parking spaces would be reserved for participants.	4-6 Years	Low	Assumes approximately 80 hours of research upfront, then 40 hours annually (at Transportation Planner rate, .038 Full Time Employee in first year, .019 annually)	\$3,982.75	\$2,016	1.9%
	Through dissemination of schedules and other related information, work to promote the Silver Line and local transit services operated by the County.	1-3 Years	High	Assumes 20% Full Time Employee for Commuter Services Specialist (416 hours per year). When Silver Line opens, this position should change to half-time, or possibly Full Time Employee.	N/A	\$12,870	20%
TDM and Regional Planning	Work towards establishing more formal procedures within the county to ensure transit and TDM are fully considered in all local and regional planning efforts.	1-3 Years	Low	Assumes this will take 100 hours over the course of one year (at Employer Outreach Specialist rate, 4.8% Full Time Employee)	N/A	\$3,094	4.8%
	Develop metrics/data that help better show <i>quantitatively</i> the benefits of TDM programs to support the case for greater funding. These data and metrics would be used to support discussions with agencies such as DRPT, the Board of Supervisors, or other relevant departments or entities.	4-6 Years	Low	Assumes this will take 100 hours over the course of one year (at Employer Outreach Specialist rate, 4.8% Full Time Employee)	N/A	\$3,094	4.8%

Proposed Additional Strategies Listed by Implimentation Timeframe

Category	Initiative	Timeframe	Priority Level	Notes	One-time Program Initiation Costs	Annual Cost: Staffing and/or Consultant Assistance	LCSS Dedicated Staffing Requirement - Expressed as Percent of one Full Time Employee's Total Time Commitment
Marketing / Information Dissemination / Customer Satisfaction	Refine and expand the utility of the LCSS web pages, continually insuring information is up-to-date, including results in search engine queries.	1-3 Years	High	Estimate based on GW RideConnect plan, which indicates they spend about \$28K/year to maintain site, but \$50K/year to upgrade it. LCSS serves a smaller service area, so each improvement is estimated at \$20K/year as an upfront cost, \$10K annually. Both upfront and annual costs should be contracted out to a specialist.	\$20,000	\$10,000	N/A
Vanpool Facilitation	Using employer surveys, travel patterns model data, and institutional knowledge of travel patterns in Loudoun County, identify travel markets in which vanpools may be viable.	1-3 Years	High	Assumes 100 hours of research by the Transportation Planner to analyze surveys and travel patterns, as well as interview relevant County personnel; then to identify locations. Assume 20 hours to update research annually as new data comes in.	\$5,031	\$1,008	1.0%
Vanpool Facilitation	Use a more aggressive approach to promote and advocate for new vanpool formation in the County.	1-3 Years	Medium	Assumes 5 hours per week (~250 per year) for Employer Outreach Specialist (12% Full Time Employee)	N/A	\$9,051	12%
Vanpool Facilitation	Continue the LCSS vanpool pilot program to help alleviate overcrowding on buses. Focus on vanpool formation for regular trips which are not served by local or commuter bus.	1-3 Years	Medium	Assumes 10% Full Time Employee under Transportation Planner Salary	N/A	\$10,481	10%
Community Outreach (New Category)	Investigate the potential of using contractors/new staff to help coordinate pop-up or other outreach events. Research how well this has worked for other agencies and organizations in Northern Virginia and elsewhere.	1-3 Years	High	Assumes 100 total hours for those staff/contractors to coordinate the actual pop-ups (at the Commuter Services Specialist rate, 2.4% Full Time Employee). [Cost of actual pop-ups themselves reflected in Spanish-speaking pop-ups row above, although total cost of non-Spanish speaking pop-ups is lower than that of Spanish pop-ups (as former does not include translation). Cost of pop-ups themselves not shown here.]	N/A	\$3,093.75	4.8%
Public Transportation	Through dissemination of schedules and other related information, work to promote the Silver Line and local transit services operated by the County.	1-3 Years	High	Assumes 20% Full Time Employee for Commuter Services Specialist (416 hours per year). When Silver Line opens, this position should change to half-time, or possibly Full Time Employee.	N/A	\$12,870	20%
TDM and Regional Planning	Work towards establishing more formal procedures within the county to ensure transit and TDM are fully considered in all local and regional planning efforts.	1-3 Years	Low	Assumes this will take 100 hours over the course of one year (at Employer Outreach Specialist rate, 4.8% Full Time Employee)	N/A	\$3,094	4.8%
Marketing / Information Dissemination / Customer Satisfaction	Develop and implement a plan for leveraging mobile and other technologies to provide up-to-date information to customers. Continue and grow social media presence using Facebook and Twitter.	2-4 Years	Medium	Assumes 10% Full Time Employee under Employer Outreach Specialist salary	N/A	\$7,530	10%
Marketing / Information Dissemination / Customer Satisfaction	Working with appropriate Loudoun County staff, enhance the web pages for LCSS and transit to increase engagement, becoming more interactive and user friendly.	4-6 Years	Medium	Estimate based on GW RideConnect plan, which indicates they spend about \$28K/year to maintain site, but \$50K/year to upgrade it. LCSS serves a smaller service area, so each improvement is estimated at \$20K/year as an upfront cost, \$10K annually. Both upfront and annual costs should be contracted out to a specialist.	\$20,000	\$10,000	N/A
Marketing / Information Dissemination / Customer Satisfaction	To reduce the total time LCSS spends addressing common requests via telephone, coordinate with other Loudoun County staff to investigate establishing a dedicated customer service center/phone number to provide general information on transit, TDM, and park-and-rides facilities (in addition to other county services.)	4-6 Years	Low	Assumes a contractor or part-time staffer is hired 20 hours/week for \$20/hour to answer customer service phone calls and/or respond to customer service emails.	N/A	\$20,800	50%
Marketing / Information Dissemination / Customer Satisfaction	Potential outsourcing of customer service center / phone line	4-6 Years	Low	Allocate 50 hours of research into private call centers as well as the possibility of integrating Loudoun County transit information into the Virginia 511 system (at Commuter Services Specialist salary)	\$1,544	TBD	2.4%
Employer Services	Fairfax County currently has a "shuttle pool," which is like a vanpool, but on a larger scale, and Full Time Employee employer-coordinated. Through the creation of a working group, work with employers in the greater region and the Chamber of Commerce to learn about shuttle pools and possibly create a database, including shuttles from the Silver Line.	4-6 Years	Low	In first year, allocate 50 hours of research between the Employer Outreach Specialist and Transportation Planner (25 hours each) (1.2% Full Time Employee each). Need to research first before determining whether Loudoun County government and employers have the capacity and interest to create a shuttle pool. Discuss shuttle pool structure with Fairfax County and consult with large employer HR departments in Loudoun County to gauge interest.	\$2,165	TBD	1.2%
Community Outreach (New Category)	Perform community outreach directed at community organizations that serve a Spanish-speaking population. Develop market-specific marketing tools, with a focus on Spanish speakers and other underrepresented groups.	4-6 Years	High	Based on DC-area translation firm costs (approximately 18 cents a word for English-to-Spanish), annual translation budget should be approximately \$500, both to translate new materials and continue to update old ones. Assumes 50 hours to coordinate four pop-up events per year at the Employer Outreach Specialist rate (2.4% Full Time Employee). Using rates for DC-area staffing firms that provide outreach staff for pop-up events, assumes \$250 per contracted outreach staff member (including at least one Spanish-speaking outreach staffer) for four events per year, for a total contracted outreach staffing cost of \$2,000. Assumes 2 staff members per event.	N/A	\$4,310	2.4%
Community Outreach (New Category)	Develop and implement targeted marketing/outreach plans for individual communities, especially the Towns and for new commuters living in the rural areas of the County.	4-6 Years	Medium	Assumes 10% Full Time Employee for Transportation Planner and Employer Outreach Specialist each.	N/A	\$18,011	10%
Community Outreach (New Category)	Perform community outreach directed at new homeowners, homeowners associations, leasing offices, churches, etc. As part of this process, conduct "travel trainings," during which participants are informed of the travel options within their community.	4-6 Years	High	Assumes 20% Full Time Employee for Transportation Planner and Employer Outreach Specialist each.	N/A	\$36,022	20%

Proposed Additional Strategies Listed by Implimentation Timeframe

Category	Initiative	Timeframe	Priority Level	Notes	One-time Program Initiation Costs	Annual Cost: Staffing and/or Consultant Assistance	LCCS Dedicated Staffing Requirement - Expressed as Percent of one Full Time Employee's Total Time Commitment
Incentive Programs	Explore potential County-sponsored incentive programs for employers who have a workforce coming from the west and beyond. The County currently has carpools from this region, but should investigate something more specific for commuters coming from places such as West Virginia, Clarke County, and Winchester, where there are no transit options and few commuter options.	4-6 Years	Medium	Assumes 60 hours of research/obtaining approvals upfront, including consulting with surrounding counties (such as Prince William County) to see how they've used NuRide and similar programs to incentive workforce green commute challenges. Assume annual cost of 40 hours to manage a potential program at Transportation Planner rate (1% Full Time Employee in first year, 1.9% Full Time Employee thereafter).	\$2,934.66	\$2,016	1.9%
Public Transportation	Consider a program encouraging transit riders to carpool or vanpool to park-and-ride lots. Under such a program, priority parking spaces would be reserved for participants.	4-6 Years	Low	Assumes approximately 80 hours of research upfront, then 40 hours annually (at Transportation Planner rate, .038 Full Time Employee in first year, .019 annually)	\$3,982.75	\$2,016	1.9%
TDM and Regional Planning	Develop metrics/data that help better show <i>quantitatively</i> the benefits of TDM programs to support the case for greater funding. These data and metrics would be used to support discussions with agencies such as DRPT, the Board of Supervisors, or other relevant departments or entities.	4-6 Years	Low	Assumes this will take 100 hours over the course of one year (at Employer Outreach Specialist rate, 4.8% Full Time Employee)	N/A	\$3,094	4.8%

Implementation Schedule - Full and Constrained Expansion Proposals

Category	Initiative	Timeframe	Full Expansion Proposal							Constrained Expansion Proposal						
			Fiscal Year							Fiscal Year						
			'16	'17	'18	'19	'20	'21	'22	'16	'17	'18	'19	'20	'21	'22
Marketing / Information Dissemination / Customer Satisfaction	Refine and expand the utility of the LCCS web pages, continually insuring information is up-to-date, including results in search engine queries.	1-3 Years		◆	◆	◆	◆	◆	◆		◆	◆	◆	◆	◆	◆
Vanpool Facilitation	Using employer surveys, travel patterns model data, and institutional knowledge of travel patterns in Loudoun County, identify travel markets in which vanpools may be viable.	1-3 Years			◆	◆	◆	◆	◆				◆	◆	◆	◆
Vanpool Facilitation	Use a more aggressive approach to promote and advocate for new vanpool formation in the County.	1-3 Years			◆	◆	◆	◆	◆							
Vanpool Facilitation	Continue the LCCS vanpool pilot program to help alleviate overcrowding on buses. Focus on vanpool formation for regular trips which are not served by local or commuter bus.	1-3 Years	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Community Outreach (New Category)	Investigate the potential of using contractors/new staff to help coordinate pop-up or other outreach events. Research how well this has worked for other agencies and organizations in Northern Virginia and elsewhere.	1-3 Years			◆	◆	◆	◆	◆							
Public Transportation	Through dissemination of schedules and other related information, work to promote the Silver Line and local transit services operated by the County.	1-3 Years		◆	◆	◆	◆	◆	◆		◆	◆	◆	◆	◆	◆
TDM and Regional Planning	Work towards establishing more formal procedures within the county to ensure transit and TDM are fully considered in all local and regional planning efforts.	1-3 Years			◆	◆	◆	◆	◆							
Marketing / Information Dissemination / Customer Satisfaction	Develop and implement a plan for leveraging mobile and other technologies to provide up-to-date information to customers. Continue and grow social media presence using Facebook and Twitter.	2-4 Years			◆	◆	◆	◆	◆			◆	◆	◆	◆	◆
Marketing / Information Dissemination / Customer Satisfaction	Working with appropriate Loudoun County staff, enhance the web pages for LCCS and transit to increase engagement, becoming more interactive and user friendly.	4-6 Years						◆	◆						◆	◆
Marketing / Information Dissemination / Customer Satisfaction	To reduce the total time LCCS spends addressing common requests via telephone, coordinate with other Loudoun County staff to investigate establishing a dedicated customer service center/phone number to provide general information on transit, TDM, and park-and-rides facilities (in addition to other county services.)	4-6 Years						◆	◆							
Marketing / Information Dissemination / Customer Satisfaction	Potential outsourcing of customer service center / phone line	4-6 Years				◆	◆	◆	◆							
Employer Services	Fairfax County currently has a "shuttle pool," which is like a vanpool, but on a larger scale, and Full Time Employee employer-coordinated. Through the creation of a working group, work with employers in the greater region and the Chamber of Commerce to learn about shuttle pools and possibly create a database, including shuttles from the Silver Line.	4-6 Years				◆	◆	◆	◆				◆	◆	◆	◆
Community Outreach (New Category)	Perform community outreach directed at community organizations that serve a Spanish-speaking population. Develop market-specific marketing tools, with a focus on Spanish speakers and other underrepresented groups.	4-6 Years				◆	◆	◆	◆				◆	◆	◆	◆
Community Outreach (New Category)	Develop and implement targeted marketing/outreach plans for individual communities, especially the Towns and for new commuters living in the rural areas of the County.	4-6 Years				◆	◆	◆	◆							
Community Outreach (New Category)	Perform community outreach directed at new homeowners, homeowners associations, leasing offices, churches, etc. As part of this process, conduct "travel trainings," during which participants are informed of the travel options within their community .	4-6 Years					◆	◆	◆					◆	◆	◆

Implementation Schedule - Full and Constrained Expansion Proposals

Category	Initiative	Timeframe	Full Expansion Proposal							Constrained Expansion Proposal						
			Fiscal Year							Fiscal Year						
			'16	'17	'18	'19	'20	'21	'22	'16	'17	'18	'19	'20	'21	'22
Incentive Programs	Explore potential County-sponsored incentive programs for employers who have a workforce coming from the west and beyond. The County currently has carpools from this region, but should investigate something more specific for commuters coming from places such as West Virginia, Clarke County, and Winchester, where there are no transit options and few commuter options.	4-6 Years					◆	◆	◆					◆	◆	◆
Public Transportation	Consider a program encouraging transit riders to carpool or vanpool to park-and -ride lots. Under such a program, priority parking spaces would be reserved for participants.	4-6 Years					◆	◆	◆							
TDM and Regional Planning	Develop metrics/data that help better show <i>quantitatively</i> the benefits of TDM programs to support the case for greater funding. These data and metrics would be used to support discussions with agencies such as DRPT, the Board of Supervisors, or other relevant departments or entities.	4-6 Years				◆	◆	◆	◆				◆	◆	◆	◆

Appendix F– Enhanced Program Budget and Forecast Detail – Full and Constrained Plans

Additional Annual Costs - Full and Constrained Expansion Proposals

Category	Initiative
Marketing / Information Dissemination / Customer Satisfaction	Refine and expand the utility of the LCCS web pages, continually insuring information is up-to-date, including results in search engine queries.
Vanpool Facilitation	Using employer surveys, travel patterns model data, and institutional knowledge of travel patterns in Loudoun County, identify travel markets in which vanpools may be viable.
Vanpool Facilitation	Use a more aggressive approach to promote and advocate for new vanpool formation in the County.
Vanpool Facilitation	Continue the LCCS vanpool pilot program to help alleviate overcrowding on buses. Focus on vanpool formation for regular trips which are not served by local or commuter bus.
Community Outreach (New Category)	Investigate the potential of using contractors/new staff to help coordinate pop-up or other outreach events. Research how well this has worked for other agencies and organizations in Northern Virginia and elsewhere.
Public Transportation	Through dissemination of schedules and other related information, work to promote the Silver Line and local transit services operated by the County.
TDM and Regional Planning	Work towards establishing more formal procedures within the county to ensure transit and TDM are fully considered in all local and regional planning efforts.
Marketing / Information Dissemination / Customer Satisfaction	Develop and implement a plan for leveraging mobile and other technologies to provide up-to-date information to customers. Continue and grow social media presence using Facebook and Twitter.
Marketing / Information Dissemination / Customer Satisfaction	Working with appropriate Loudoun County staff, enhance the web pages for LCCS and transit to increase engagement, becoming more interactive and user friendly.
Marketing / Information Dissemination / Customer Satisfaction	To reduce the total time LCCS spends addressing common requests via telephone, coordinate with other Loudoun County staff to investigate establishing a dedicated customer service center/phone number to provide general information on transit, TDM, and park-and-rides facilities (in addition to other county services.)
Marketing / Information Dissemination / Customer Satisfaction	Potential outsourcing of customer service center / phone line
Employer Services	Fairfax County currently has a "shuttle pool," which is like a vanpool, but on a larger scale, and Full Time Employee employer-coordinated. Through the creation of a working group, work with employers in the greater region and the Chamber of Commerce to learn about shuttle pools and possibly create a database, including shuttles from the Silver Line.
Community Outreach (New Category)	Perform community outreach directed at community organizations that serve a Spanish-speaking population. Develop market-specific marketing tools, with a focus on Spanish speakers and other underrepresented groups.
Community Outreach (New Category)	Develop and implement targeted marketing/outreach plans for individual communities, especially the Towns and for new commuters living in the rural areas of the County.
Community Outreach (New Category)	Perform community outreach directed at new homeowners, homeowners associations, leasing offices, churches, etc. As part of this process, conduct "travel trainings," during which participants are informed of the travel options within their community .
Incentive Programs	Explore potential County-sponsored incentive programs for employers who have a workforce coming from the west and beyond. The County currently has carpools from this region, but should investigate something more specific for commuters coming from places such as West Virginia, Clarke County, and Winchester, where there are no transit options and few commuter options.
Public Transportation	Consider a program encouraging transit riders to carpool or vanpool to park-and-ride lots. Under such a program, priority parking spaces would be reserved for participants.
TDM and Regional Planning	Develop metrics/data that help better show <i>quantitatively</i> the benefits of TDM programs to support the case for greater funding. These data and metrics would be used to support discussions with agencies such as DRPT, the Board of Supervisors, or other relevant departments or entities.

Annual and 7 Year Totals

Costs for Additional Strategies (Full Expansion Proposal)							
Fiscal Year							
'16	'17	'18	'19	'20	'21	'22	Total*
\$0	\$31,827	\$10,927	\$11,255	\$11,593	\$11,941	\$12,299	\$89,841
\$0	\$0	\$6,039	\$1,008	\$1,008	\$1,008	\$1,239	\$10,301
\$0	\$0	\$9,051	\$9,051	\$9,051	\$9,051	\$11,131	\$47,334
\$10,481	\$10,481	\$10,481	\$10,481	\$10,481	\$10,481	\$12,890	\$75,776
\$0	\$0	\$3,094	\$3,094	\$3,094	\$3,094	\$3,805	\$16,180
\$0	\$12,870	\$12,870	\$12,870	\$12,870	\$12,870	\$15,828	\$80,178
\$0	\$0	\$3,094	\$3,094	\$3,094	\$3,094	\$3,805	\$16,180
\$0	\$0	\$7,530	\$7,530	\$7,530	\$7,530	\$9,261	\$39,382
\$0	\$0	\$0	\$0	\$0	\$33,881	\$12,299	\$46,180
\$0	\$0	\$0	\$0	\$0	\$20,800	\$25,581	\$46,381
\$0	\$0	\$0	\$1,544	\$0	\$0	\$0	\$1,544
\$0	\$0	\$0	\$2,165	\$0	\$0	\$0	\$2,165
\$0	\$0	\$0	\$4,310	\$4,310	\$4,310	\$5,301	\$18,231
\$0	\$0	\$0	\$18,011	\$18,011	\$18,011	\$22,151	\$76,184
\$0	\$0	\$0	\$0	\$36,022	\$36,022	\$44,303	\$116,347
\$0	\$0	\$0	\$0	\$4,950	\$2,016	\$2,479	\$9,445
\$0	\$0	\$0	\$0	\$5,998	\$2,016	\$2,479	\$10,493
\$0	\$0	\$0	\$3,094	\$3,094	\$3,094	\$3,805	\$13,086
\$10,481	\$55,178	\$63,085	\$87,506	\$131,105	\$179,217	\$188,657	\$715,228

Costs for Additional Strategies (Constrained Expansion Proposal)							
Fiscal Year							
'16	'17	'18	'19	'20	'21	'22	Total*
\$0	\$31,827	\$10,927	\$11,255	\$11,593	\$11,941	\$12,299	\$89,841
\$0	\$0	\$0	\$6,039	\$1,008	\$1,008	\$1,239	\$9,294
\$10,481	\$10,481	\$10,481	\$10,481	\$10,481	\$10,481	\$12,890	\$75,776
\$0	\$12,870	\$12,870	\$12,870	\$12,870	\$12,870	\$15,828	\$80,178
\$0	\$0	\$7,530	\$7,530	\$7,530	\$7,530	\$9,261	\$39,382
\$0	\$0	\$0	\$0	\$0	\$33,881	\$12,299	\$46,180
\$0	\$0	\$0	\$2,165	\$0	\$0	\$0	\$2,165
\$0	\$0	\$0	\$4,310	\$4,310	\$4,310	\$5,301	\$18,231
\$0	\$0	\$0	\$0	\$36,022	\$36,022	\$44,303	\$116,347
\$0	\$0	\$0	\$0	\$4,950	\$2,016	\$2,479	\$9,445
\$0	\$0	\$0	\$3,094	\$3,094	\$3,094	\$3,805	\$13,086
\$10,481	\$55,178	\$41,808	\$57,743	\$91,858	\$123,152	\$119,704	\$499,924

Appendix G– Enhanced Program Staffing Forecasts – Full and Constrained Plans

Additional Staffing Requirements - Full and Constrained Expansion Proposals

Category	Initiative
Marketing / Information Dissemination / Customer Satisfaction	Refine and expand the utility of the LCCS web pages, continually insuring information is up-to-date, including results in search engine queries.
Vanpool Facilitation	Using employer surveys, travel patterns model data, and institutional knowledge of travel patterns in Loudoun County, identify travel markets in which vanpools may be viable.
Vanpool Facilitation	Use a more aggressive approach to promote and advocate for new vanpool formation in the County.
Vanpool Facilitation	Continue the LCCS vanpool pilot program to help alleviate overcrowding on buses. Focus on vanpool formation for regular trips which are not served by local or commuter bus.
Community Outreach (New Category)	Investigate the potential of using contractors/new staff to help coordinate pop-up or other outreach events. Research how well this has worked for other agencies and organizations in Northern Virginia and elsewhere.
Public Transportation	Through dissemination of schedules and other related information, work to promote the Silver Line and local transit services operated by the County.
TDM and Regional Planning	Work towards establishing more formal procedures within the county to ensure transit and TDM are fully considered in all local and regional planning efforts.
Marketing / Information Dissemination / Customer Satisfaction	Develop and implement a plan for leveraging mobile and other technologies to provide up-to-date information to customers. Continue and grow social media presence using Facebook and Twitter.
Marketing / Information Dissemination / Customer Satisfaction	Working with appropriate Loudoun County staff, enhance the web pages for LCCS and transit to increase engagement, becoming more interactive and user friendly.
Marketing / Information Dissemination / Customer Satisfaction	To reduce the total time LCCS spends addressing common requests via telephone, coordinate with other Loudoun County staff to investigate establishing a dedicated customer service center/phone number to provide general information on transit, TDM, and park-and-rides facilities (in addition to other county services.)
Marketing / Information Dissemination / Customer Satisfaction	Potential outsourcing of customer service center / phone line
Employer Services	Fairfax County currently has a "shuttle pool," which is like a vanpool, but on a larger scale, and Full Time Employee employer-coordinated. Through the creation of a working group, work with employers in the greater region and the Chamber of Commerce to learn about shuttle pools and possibly create a database, including shuttles from the Silver Line.
Community Outreach (New Category)	Perform community outreach directed at community organizations that serve a Spanish-speaking population. Develop market-specific marketing tools, with a focus on Spanish speakers and other underrepresented groups.
Community Outreach (New Category)	Develop and implement targeted marketing/outreach plans for individual communities, especially the Towns and for new commuters living in the rural areas of the County.
Community Outreach (New Category)	Perform community outreach directed at new homeowners, homeowners associations, leasing offices, churches, etc. As part of this process, conduct "travel trainings," during which participants are informed of the travel options within their community.
Incentive Programs	Explore potential County-sponsored incentive programs for employers who have a workforce coming from the west and beyond. The County currently has carpools from this region, but should investigate something more specific for commuters coming from places such as West Virginia, Clarke County, and Winchester, where there are no transit options and few commuter options.
Public Transportation	Consider a program encouraging transit riders to carpool or vanpool to park-and-ride lots. Under such a program, priority parking spaces would be reserved for participants.
TDM and Regional Planning	Develop metrics/data that help better show <i>quantitatively</i> the benefits of TDM programs to support the case for greater funding. These data and metrics would be used to support discussions with agencies such as DRPT, the Board of Supervisors, or other relevant departments or entities.

Annual and 7 Year Totals

Additional LCCS Staffing Required (Full Time Employees - Full Expansion)						
Fiscal Year						
'16	'17	'18	'19	'20	'21	'22
0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.01	0.01	0.01	0.01	0.01
0.00	0.00	0.12	0.12	0.12	0.12	0.12
0.10	0.10	0.10	0.10	0.10	0.10	0.10
0.00	0.00	0.05	0.05	0.05	0.05	0.05
0.00	0.20	0.20	0.20	0.20	0.20	0.20
0.00	0.00	0.05	0.05	0.05	0.05	0.05
0.00	0.00	0.10	0.10	0.10	0.10	0.10
0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.50	0.50
0.00	0.00	0.00	0.02	0.00	0.00	0.00
0.00	0.00	0.00	0.01	0.00	0.00	0.00
0.00	0.00	0.00	0.02	0.02	0.02	0.02
0.00	0.00	0.00	0.10	0.10	0.10	0.10
0.00	0.00	0.00	0.00	0.20	0.20	0.20
0.00	0.00	0.00	0.00	0.02	0.02	0.02
0.00	0.00	0.00	0.00	0.02	0.02	0.02
0.00	0.00	0.00	0.05	0.05	0.05	0.05
0.10	0.30	0.63	0.83	1.04	1.54	1.54

Additional LCCS Staffing Required (Full Time Employees - Constrained Expansion)						
Fiscal Year						
'16	'17	'18	'19	'20	'21	'22
0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.01	0.01	0.01	0.01
0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.10	0.10	0.10	0.10	0.10	0.10	0.10
0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.20	0.20	0.20	0.20	0.20	0.20
0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.10	0.10	0.10	0.10	0.10
0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.01	0.00	0.00	0.00
0.00	0.00	0.00	0.02	0.02	0.02	0.02
0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.20	0.20	0.20
0.00	0.00	0.00	0.00	0.02	0.02	0.02
0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.05	0.05	0.05	0.05
0.10	0.30	0.40	0.49	0.70	0.70	0.70