

Long-Range Transportation Demand Management (TDM) Plan

Loudoun County Office of Transportation Services (OTS)

prepared for

Loudoun County Office of Transportation Services (OTS)

prepared by

Cambridge Systematics, Inc.

with

LDA Consulting
Southeastern Institute of Research
Center for Urban Transportation Research

September 2010

Long-Range Transportation Demand Management (TDM) Plan

*Loudoun County Office of
Transportation Services (OTS)*

prepared for

Loudoun County Office of Transportation Services (OTS)

prepared by

Cambridge Systematics, Inc.
4800 Hampden Lane, Suite 800
Bethesda, Maryland 20814

with

LDA Consulting
Southeastern Institute of Research
Center for Urban Transportation Research

Table of Contents

1.0 Purpose of the Plan.....	1-1
2.0 Overview of Loudoun County Office of Transportation Services (OTS)	2-1
2.1 History of TDM Program	2-1
2.2 Governance and Organizational Structure	2-1
2.3 Service Area Profile	2-4
2.4 Current TDM Services and Programs.....	2-14
3.0 Future Service Area Profile	3-1
3.1 Projected Demographics.....	3-1
3.2 Future Development	3-3
3.3 Projected Travel Patterns.....	3-7
3.4 External Trends.....	3-8
4.0 Loudoun County Office of Transportation Services Strategic Plan	4-1
4.1 Strengths, Weaknesses, Opportunities, and Threats (SWOT).....	4-1
4.2 Loudoun County Office of Transportation Services Mission and Vision.....	4-5
4.3 Goals and Objectives.....	4-9
4.4 Program Monitoring and Evaluation.....	4-18
5.0 Financial Plan	5-1
5.1 Current Budget and Financial Resources.....	5-1
5.2 Future Financial Resources	5-3

List of Tables

Table 2.1	Commuter Services Staff Descriptions	2-3
Table 2.2	Park-and-Ride Locations in Loudoun County	2-8
Table 2.3	Estimated Demographic Profile (1990-2010)	2-9
Table 2.4	Top 10 Employers in Loudoun County	2-10
Table 2.5	Top 10 Commute Destinations for Loudoun County Residents	2-13
Table 2.6	Top 10 Commute Origins for Loudoun County Employees.....	2-14
Table 3.1	Demographic Changes (1990-2030)	3-1
Table 3.2	Estimated Employment Levels.....	3-2
Table 4.1	Loudoun County OTS Goals, Objectives, and Strategies	4-12
Table 4.2	Potential Loudoun County Commuter Services Performance Measures.....	4-19
Table 5.1	Loudoun County Transit and Commuter Services FY 2006- FY 2010 Operating Budgets.....	5-1
Table 5.2	Loudoun County Commuter Services DRPT Grant Allocations (FY 2006-FY 2010)	5-2
Table 5.3	Loudoun County Office of Transportation Services FY 2006-FY 2010 Revenue Sources.....	5-3
Table 5.4	Unconstrained Short-Term Program Expenses.....	5-4

List of Figures

Figure 2.1 Office of Transportation Services Organizational Chart2-2

Figure 2.2 Map of Commuter Services Service Area2-5

Figure 2.3 Loudoun County Policy Area Map.....2-6

Figure 2.4 Population Growth in Loudoun County and Virginia (1990-2010)2-9

Figure 2.5 2006 Mode Split: Loudoun versus Statewide Average2-12

Figure 2.6 2000 Commuting Patterns2-13

Figure 2.7 Reasons for Use of Alternate Transportation Modes2-15

Figure 3.1 Projected Population Growth (1990-2030)3-2

Figure 3.2 Loudoun County Planned Land Use.....3-6

Figure 3.3 Projected 2030 Commuting Patterns3-8

Figure 3.4 Size and Age Profile of U.S. Generations.....3-9

Figure 3.5 The Incidence of Telework - Workers3-11

1.0 Purpose of the Plan

Transportation Demand Management (TDM), according to the U.S. Department of Transportation, is any program “designed to reduce demand for transportation through various means, such as use of transit and of alternative work hours.” TDM agencies throughout Virginia promote ridesharing and other transportation alternatives to single-occupancy vehicles (SOV) in order to assist individuals seeking transportation options to their workplaces and other destinations, to mitigate congestion on Virginia’s roadways, and to reduce environmental impacts caused by vehicle emissions, roadway expansion, and other transportation-related factors. Relative to other transportation programs, most TDM agencies have few large capital costs and operate using short-term (one- to two-year) funding horizons. As a result, many of these agencies have not previously been empowered to fully participate in long-range planning processes.

Beginning in 2009, the Virginia Department of Rail and Public Transportation (DRPT) requires all agencies receiving TDM grant funds to prepare, adopt, and submit a Long-Range TDM Plan. The purpose of this Plan is to identify and detail the TDM programs currently provided in the region, to outline potential improvements to be carried out in the Plan’s timeframe, and to illustrate the financial resources necessary to implement these programs and improvements. This document will establish the scope and benefits of each TDM agency’s programs and act as the basis for DRPT to incorporate TDM programs into all relevant state transportation plans, funding decisions, and programs.

This document presents the Long-Range TDM Plan for the Loudoun County Office of Transportation Services (OTS) and its Commuter Services program, which advocates alternatives to drive alone commuting for residents and employees of the County. As growth is expected to continue in Loudoun County over the next 25 years, this plan outlines goals and objectives along with associated program and service enhancements that will help to ensure that Loudoun County keeps moving for years to come.

This plan incorporates relevant information from all existing area TDM planning documents and is consistent with long-range plans prepared by local and regional planning organizations (Loudoun County, MWCOG), the Virginia Department of Transportation (VDOT), and DRPT.

2.0 Overview of Loudoun County Office of Transportation Services (OTS)

2.1 HISTORY OF TDM PROGRAM

TDM has been a part of the transportation services offered in Loudoun County for almost 20 years. In 1991, Loudoun County Transportation Planning staff submitted the first application for a rideshare grant from DRPT. In 1993, the County took over an ailing privately owned commuter bus company and these two services were combined under the Transportation Department of Loudoun County government. Today, the program is a member of the Commuter Connections network, the regional TDM provider in the Washington, D.C. metropolitan region.

Loudoun County Office of Transportation Services (OTS) has grown and evolved over the years to provide a wide range of TDM programs in addition to ridematching, including employer outreach. The range of programs offered encourages transportation alternatives to single-occupancy vehicle (SOV) travel for both residents and employees throughout the county.

2.2 GOVERNANCE AND ORGANIZATIONAL STRUCTURE

2.2.1 Governance

Loudoun County Commuter Services is operated as a program of OTS and is therefore an integrated part of the county government. All of the county government agencies are governed by an elected body, the Board of Supervisors, which is comprised of eight members representing geographical jurisdictions and one chairman. This board sets county policies, adopts ordinances, appropriates funds, approves land rezonings and special exceptions to the zoning ordinance, approves grant applications and is the ultimate governing body for the OTS program.

The Board of Supervisors appoints a County Administrator who manages county operations, to whom the OTS Department Director reports. The Board of Supervisors also appoints the Planning Commission, a nine-member advisory board that makes recommendations concerning land development ordinances, comprehensive planning, future land use policies, and the Capital Improvements Program for the county. The Planning Commission also reviews a variety of

land development applications and makes recommendations to the Board of Supervisors. Many legislative issues regarding TDM and the road network must be approved by the Planning Commission.

Loudoun County also works closely with the Metropolitan Washington Council of Governments (MWCOG), the Federally recognized transportation policy board for the “region.” MWCOG is responsible for developing a Constrained Long-Range Plan (CLRP), managing the regional Transportation Improvement Program (TIP), preparing critical regional transportation planning studies, and sponsoring Commuter Connections as the regional TDM coordinating agency. MWCOG works together with OTS, local officials, public transportation providers, the Virginia Department of Transportation (VDOT), and other state agencies to ensure that local and regional transportation priorities are coordinated with land use and other comprehensive plans.

2.2.2 Organizational Structure

Commuter Services is a part of the Loudoun County Office of Transportation Services; an organizational chart for OTS is shown in Figure 2.1. The director of OTS reports directly to the County Administrator. Commuter Services is located in the Transit and Commuter Services division alongside the Loudoun County Transit (LC Transit) commuter bus system. This organization identifies TDM and transit as two different aspects of the same program; in fact, Loudoun County considers its transit program to be an element of the overall TDM program. Loudoun County has two distinct transit services: a commuter bus service (LC Transit) and local bus service known as Virginia Regional Transit (VRT).

Figure 2.1 Office of Transportation Services Organizational Chart



The Transit and Commuter Services Division employs five full-time staff members, all of whom spend some portion of their time on activities directly related to the provision of transit service. The titles, major responsibilities, and percent time spent on transit work are shown in Table 2.1. In addition to providing a full range of TDM services, including marketing, customer service, and employer outreach as detailed in Section 2.4.2 of this plan, these staff members also manage the commuter bus system, manage the county’s park-and-ride lot system, and perform planning functions for both the LC Transit and VRT

services. The first countywide transit plan was completed as part of the update to the Countywide Transportation Plan (CTP).

The current staff levels for this division show substantial growth in the recent past; in 1999, the division only included two full-time staff members. The most recent addition is the Employer Outreach Specialist, which up until 2006 was a half-time position.

Table 2.1 Commuter Services Staff Descriptions

Position	Job Description	Percent Transit
Transit and Commuter Services Division Chief	Oversee transit and commuter services staff and projects	80%
Transit Operations Manager	Oversee commuter bus program (LC Transit) and supports local transit program (VRT)	95%
Commuter Services Specialist	Markets and promotes commute options, develops TDM and transit plans, oversees commuter services	20%
Commuter Services Technician	Handles all day-to-day customer inquiries for transit and rideshare	60%
Employer Outreach Specialist	Works with employers in the county	10%

2.2.3 Key Stakeholders

Local and regional partners comprise OTS key stakeholder base, including the Board of Supervisors and Planning Commission, DRPT, VDOT, VRT, and the Metropolitan Planning Organization (MWCOG). These stakeholders are the primary funders, service delivery partners, and beneficiaries (citizens) of the services provided by OTS. A brief overview of each stakeholder is presented below.

- *Board of Supervisors* – As elected officials the Board of Supervisors is one of the most important organizational stakeholders for the program. The Board approves funding requests and grant applications and allocates use of the local gasoline tax for TDM programs.
- *Planning Commission* – The Commission reviews land development applications that are submitted for rezonings and special exceptions. All ZMAP and SPEX applications are reviewed by OTS for input related to TDM conditions and proffers. The Planning Commission also develops the Countywide Comprehensive Plan which shapes the vision for the future of the county and includes transit and TDM sections.
- *Metropolitan Washington Council of Governments (MWCOG) and Commuter Connections* – MWCOG is the Metropolitan Planning Organization (MPO) for the Washington, D.C. region and the home of Commuter Connections, the regional TDM program. OTS is a member of the Commuter Connections network and the agencies partner on a range of initiatives and services,

including the Guaranteed Ride Home program, on-line ridematching, and regional TDM marketing. OTS reports a range of TDM performance measures to Commuter Connections on an annual basis.

- *Department of Rail and Public Transportation (DRPT)* – DRPT is 'OTS' primary funding agency through a TDM/Commuter Assistance grant and also is a partner in service delivery. OTS looks to DRPT to support, guide, and promote TDM at the state and regional level.
- *Virginia Department of Transportation (VDOT)* – Provides funding to OTS in the form of an Employer Outreach grant. VDOT also administers the statewide Congestion Mitigation and Air Quality Improvement Program (CMAQ) funds for the State. In addition, VDOT owns one of the park-and-ride lots in Loudoun County.
- *Loudoun County Transit* – LC Transit is actually a part of the overall TDM program in Loudoun County, and LC transit functions are performed by OTS staff, including route planning, scheduling, and marketing. Operations and maintenance are performed by a private contractor.
- *Virginia Regional Transit* – OTS staff perform a range of functions for the nonprofit VRT local bus system, including marketing and route planning. Loudoun County also provides funding to VRT from the local gasoline tax fund.
- *Dulles Area Transportation Association (DATA)* – OTS works with DATA on employer outreach in the Dulles corridor. DATA hosts quarterly Employer Council meetings to discuss transportation issues.

Residents and employees in Loudoun County, whether they utilize TDM services provided by OTS or not, also are stakeholders of the program as they all benefit from the services provided. The reduction in congestion resultant from OTS programs improves the quality of life for all those who live or work in Loudoun County. Since the residents of Loudoun County elect the Board of Supervisors, the ultimate governing body of OTS, the citizens can have a substantial impact on the governmental support for OTS programs.

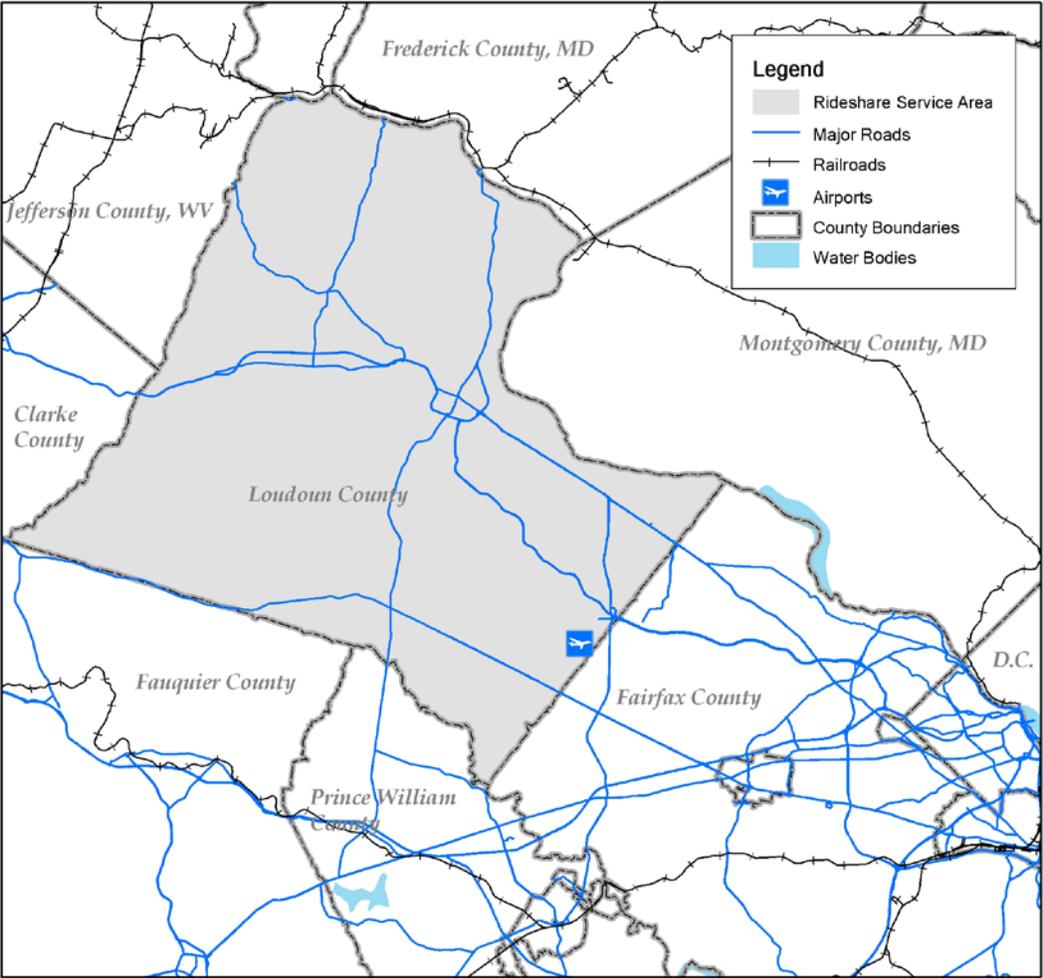
2.3 SERVICE AREA PROFILE

2.3.1 Description of Service Area

Loudoun County OTS provides a range of TDM services to residents and employees of Loudoun County, which is located approximately 25 miles northwest of Washington, D.C. The 517-square-mile service area is home to over

279,000 residents and 149,000 jobs.¹ The service area is shown in Figure 2.2. The county 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. The Potomac River separates Loudoun County from the State of Maryland, and the only bridge that connects these jurisdictions is located in the far western portion of the county.

Figure 2.2 Map of Commuter Services Service Area



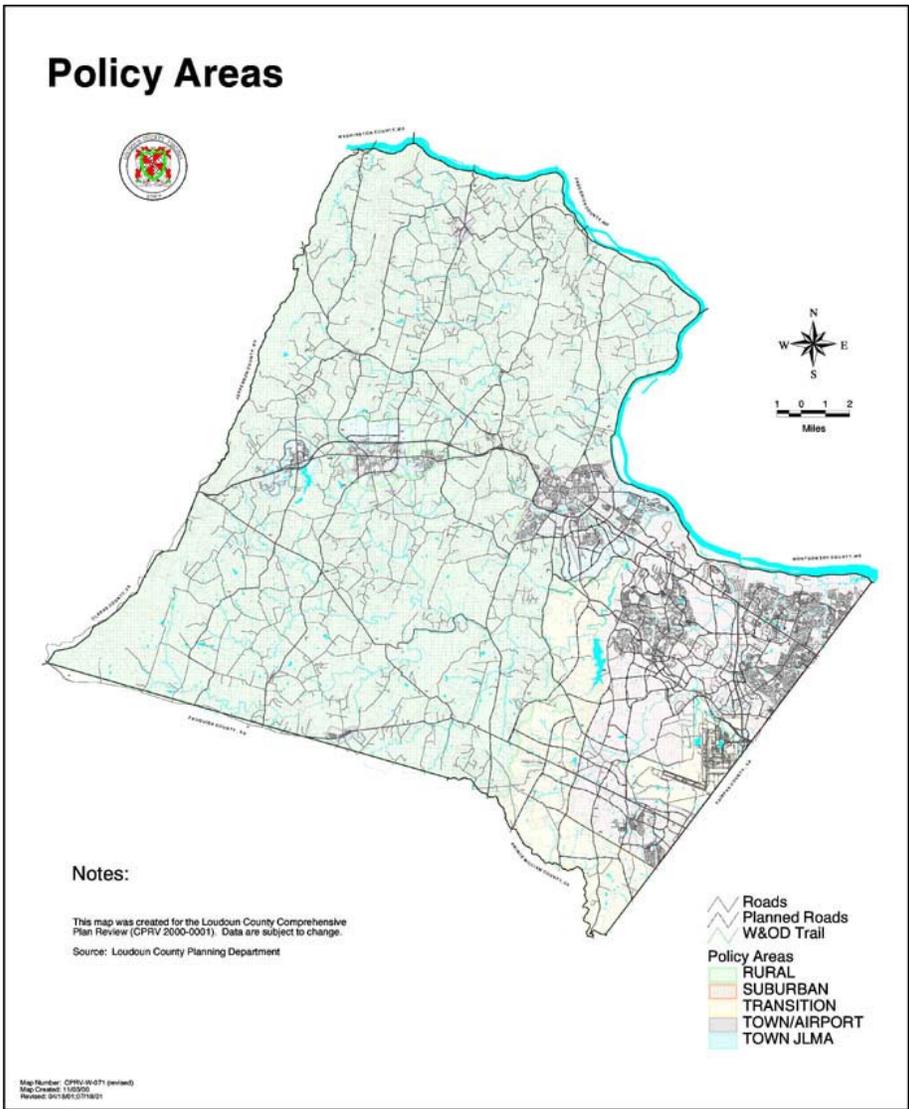
Source: Cambridge Systematics

¹ Source: Loudoun County Government, Department of Management and Financial Services 2008 estimates.

Current land use in Loudoun County varies between suburban commercial and residential developments, small villages, and rural areas. The vast majority of land in the county is devoted to rural type uses, as shown in Figure 2.3. The eastern portion of Loudoun County is characterized by typical suburban developments, with higher densities along major corridors. Development in this area is centered on four communities, including Dulles, Sterling, Potomac, and Ashburn.

The western portion of the county is rural in nature and encompasses over two-thirds of the county's area. These areas contain mostly farms and rural residential development. The county also contains seven towns (four of which have a population of less than 1,000) and 13 even smaller villages.

Figure 2.3 Loudoun County Policy Areas



Source: Loudoun County General Plan

Transportation Facilities

Loudoun County is served by a multimodal transportation system that includes two airports, a network of tolled and untolled roadways, local and commuter bus systems, bicycle facilities, and sidewalks. Dulles International Airport, on the eastern boundary of the County is growing rapidly as a hub for passenger and freight travel. Roads have historically been the primary element in Loudoun County's transportation network; roadways in the eastern and more suburban portion of the county are straining to accommodate the traffic demand in this area. A major freeway in the county is the privately owned and operated Dulles Greenway which connects Leesburg to Dulles Airport and communities to the east. The Greenway is funded through user toll revenues, with a higher toll rate during the peak periods to maintain high traffic speeds.² Other major roadways, including VA 7, VA 28, and VA 15, provide access to activity centers throughout the region. There currently are no HOV facilities in Loudoun County, although HOV lanes are available on several facilities in adjacent jurisdictions, including I-66 and the Dulles Toll Road in Fairfax County. In the western part of the county, many roads still maintain their rural character, including a large portion of facilities that remain unpaved.

LC Transit operates commuter bus service on seven routes to locations in D.C. and Arlington. Commuter buses run in peak periods only and provide connections to Metrorail and other regional transit services. VRT is a nonprofit company that provides local transit service in Loudoun County. Fixed route service is provided in Purcellville, Leesburg, Sterling/Countryside, Ashburn Village, Ashburn Farm, and Dulles Town Center/Dulles Airport; service also is available along the VA 7 corridor.³ VRT also provides on-demand transit to areas not served by fixed route service.

There are 16 park-and-ride lots with over 2,600 spaces located in the service area,⁴ as listed in Table 2.2.

² Dulles Greenway web site, cited October 20, 2009. <http://dullesgreenway.com/>.

³ VRT Schedules, cited October 20, 2009. <http://www.loudoun.gov/Default.aspx?tabid=898>.

⁴ Loudoun County web site, cited October 20, 2009. <http://www.loudoun.gov/Default.aspx?tabid=959>.

Table 2.2 Park-and-Ride Locations in Loudoun County

Name	Location	Spaces	Connecting Transit
Algonkian	Our Lady of Hope Catholic Church	100	LC Transit
Ashburn Farm	Summerwood Circle and Ashburn Farm Parkway	20	
Ashburn North	Russell Branch Parkway and Richfield Way	190	LC Transit
Ashburn Village	Grottoes Drive and Gloucester Pkwy	40	
Brambleton	Creighton Road East of VA 659	100	
Broadlands	Across from the Visitors Center on Waxpool Road	30	
Broadlands South	Broadlands Southern Walk Village Center	75	
Broad Run Farms	Galilee Methodist Church	48	LC Transit
Cascades	Palisades Pkwy and Community Lutheran Church	55	LC Transit, VRT
Dulles North Transit Center	VA 606 and VA 634	750	LC Transit
Dulles South	Stone Ridge Village Center, Aldie	250	LC Transit
Leesburg	Sycolin Road	691	LC Transit
Lowe's Island	Great Falls Plaza	65	LC Transit
Potomac Station	Potomac Station Drive and River Creek Pkwy	50	
Purcellville	St. Andrew Presbyterian Church	90	LC Transit
Purcellville	Patrick Henry College	123	LC Transit
	Total	2,677	

While popular activities in Loudoun County, bicycling and pedestrian facilities are not easily accessible to most residents. Sidewalks are often only provided in some residential neighborhoods, and other types of facilities are lacking throughout the county. The major bicycling facility in the county is the Washington & Old Dominion (W&OD) Trail, which traverses the county from east to west. Bicycle lockers are available at the Dulles North Transit Center and the Leesburg park-and-ride lot. All LC Transit vehicles also can accommodate bicycles. The remainder of the pedestrian and bicycle facilities in Loudoun County are primarily small local systems that are recreational in nature.

2.3.2 Demographic Profile

Table 2.3 shows some of the historic and estimated demographic changes for Loudoun County from 1990 to 2010. Figure 2.4 shows how growth in Loudoun County compares to growth throughout the Commonwealth of Virginia. Throughout these two decades, growth in Loudoun County has substantially outpaced growth in the rest of the Commonwealth, with the population almost doubling during each 10-year period.

Changing demographics impact the types of TDM services needed. For example, rapidly growing areas should expect to expand programs and provide a wider

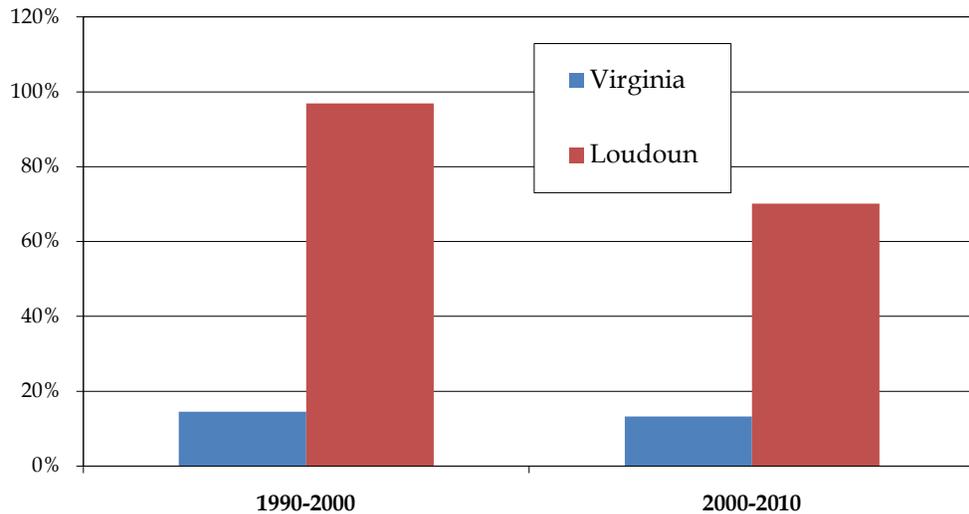
range of transportation options (i.e., car-sharing, transit, bike/ped, telework). Areas with growing senior populations may want to explore programs that serve nonwork travel needs in addition to more traditional commuter services.

Table 2.3 Estimated Demographic Profile (1990-2010)

	1990	2000	2010
Population:			
Total Population	86,129	169,599	288,556
Percent Growth	-	96.9%	70.1%
Age Groups (Percent):			
Under 20	25,380 (29%)	45,220 (28%)	87,548 (30%)
30 to 64	55,526 (64%)	106,762 (64%)	181,205 (63%)
65 and Over	5,223 (6%)	9,538 (7%)	19,804 (7%)

Sources: Virginia Employment Commission, U.S. Census Bureau, and Loudoun County Department of Management and Financial Services.

Figure 2.4 Population Growth in Loudoun County and Virginia (1990-2010)



Sources: Virginia Employment Commission, U.S. Census Bureau, and Loudoun County Department of Management and Financial Services.

Employment levels also can impact the type of TDM services required in a service area. Areas with high levels of employment will have a greater focus on employer services than areas which are mainly residential. In 2008, the total employment of Loudoun County was estimated to be over 148,000.⁵ Table 2.4 shows the 10 largest employers in Loudoun County in 2009. Eight of the top 10 employers in Loudoun County have over 1,000 employees.

Table 2.4 Top 10 Employers in Loudoun County

Loudoun County
1. Loudoun County Schools
2. County of Loudoun
3. AOL LLC
4. Verizon Business
5. M.C. Dean, Inc.
6. U.S. Department of Homeland Defense
7. United Air Lines
8. Inova Loudoun Hospital
9. Orbital Science Corporation
10. Postal Service

Source: Virginia Employment Commission. 50 Largest Employers during 1st Quarter (January, February, March) 2009.

2.3.3 Existing Travel Patterns

Knowing where and how residents, workers, and visitors in a service area travel for work and nonwork activities helps determine the services that best fit their needs today and can help identify the types of programs that will attract customers to non-SOV modes in the future. Considering current travel and commute trends, combined with future development and population projections, can give some clues to what types of services will be needed and where future programs and marketing should be targeted.

⁵ Source: Loudoun County Department of Management and Financial Services, October 2008.

State of the Commute Survey (2007)

The 2007 State of the Commute survey provides information about commuting patterns and travel patterns within Loudoun County. Some important travel statistics from these results include:

- Average one-way commute time/distance: *36 minutes/20 miles*
- Percent reporting their commute is more difficult than last year: *44%*
- Percent of residents reporting no transit in home/work area:
25% home/15% work
- Percent of residents with transit stop within one-half mile of home: *12%*
- Projected VMT increase 2000-2025: *81% (NOVA average)*

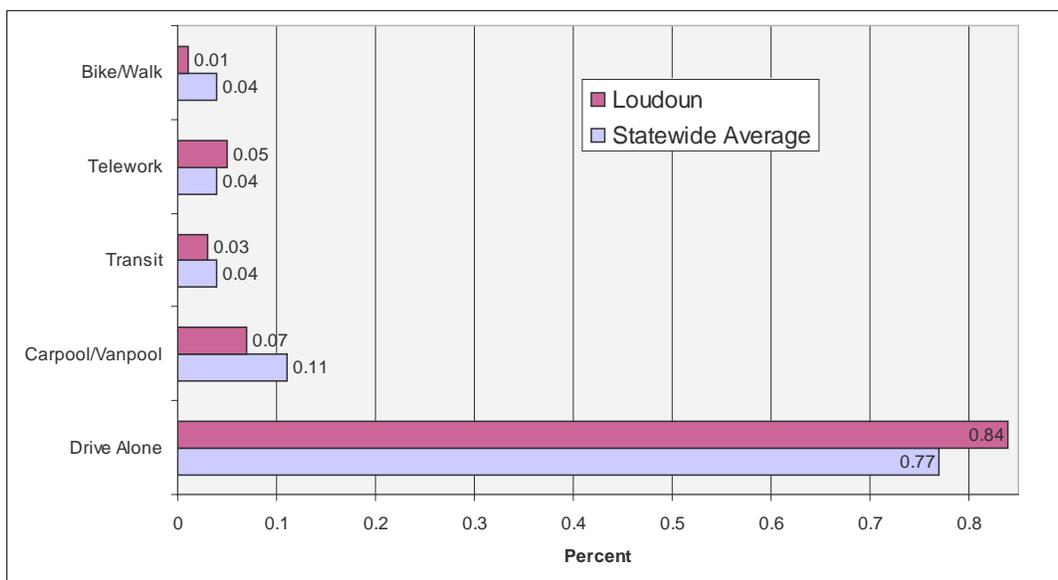
The average commute in the Northern Virginia region is approximately 31 minutes and 15 miles;⁶ compared to this average, Loudoun County residents have longer than average commutes measured both in terms of time and distance. This indicates that residents of Loudoun County generally have long-distance commutes, which supports the traditional suburban to urban commuting patterns in this area. However, as VMT and congestion continue to increase, these commutes might take even longer to complete.

Mode Split

Mode split is commonly used as a performance measure for TDM agencies. In Virginia, approximately 77 percent of commuters drive alone, 11 percent carpool or vanpool, 4 percent take transit, 4 percent telework, and 4 percent walk or use other means. However, as shown in Figure 2.5, Loudoun County has a higher percentage of drive alone commuters along with a lower percentage of car/vanpoolers.

⁶ 2007 State of the Commute Survey.

Figure 2.5 2006 Mode Split: Loudoun versus Statewide Average

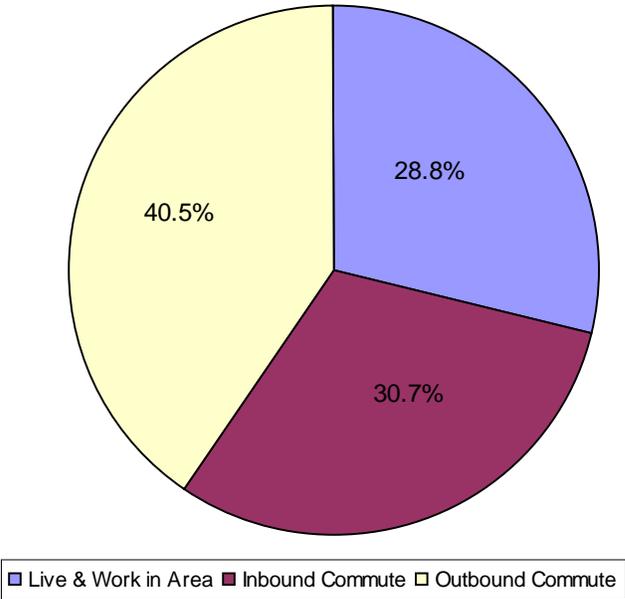


Source: 2007 State of the Commute Survey.

Commuting Patterns

Commuting patterns are one of the largest influences on a TDM agency's programs and customers. Areas with a large percentage of inbound commuters may want to emphasize employer services, while areas with a large percentage of outbound commuters may want to focus on residentially based programs. Figure 2.6, Table 2.5, and Table 2.6 detail these patterns for Loudoun County, and highlight that the largest share of county residents commute out for work. As a result, OTS operates services that primarily serve residents who live in Loudoun County and work in other nearby jurisdictions, including Fairfax and Arlington Counties and the District of Columbia. Employees in Loudoun County tend to live in Loudoun and Fairfax Counties, or other jurisdictions to the west. Generally in Loudoun County, people either live very close to or very far from their workplaces.

Figure 2.6 2000 Commuting Patterns



Source: Virginia Employment Commission.

Table 2.5 Top 10 Commute Destinations for Loudoun County Residents

Residents Commuting to:	Residents (%)
Loudoun County	38,321 (42%)
Fairfax County	35,933 (39%)
District of Columbia	5,843 (6%)
Montgomery County	2,770 (3%)
Arlington County	2,671 (3%)
City of Fairfax	1,154 (1%)
Prince William County	773 (1%)
City of Alexandria	757 (1%)
Prince George’s County	595 (1%)
Carroll County	405 (0%)
Total Resident Commuters:	92,254

Source: Virginia Employment Commission, 2008.

Table 2.6 Top 10 Commute Origins for Loudoun County Employees

Workers Commuting From:	Workers (%)
Loudoun County	38,321 (48%)
Fairfax County	16,420 (21%)
Prince William County	3,882 (5%)
Jefferson County	2,305 (3%)
Montgomery County	1,732 (2%)
Fauquier County	1,595 (2%)
Frederick County, VA	1,583 (2%)
Clarke County	1,270 (2%)
Arlington County	1,230 (2%)
Carroll County	1,151 (1%)
Total Workers:	79,239

Source: Virginia Employment Commission, 2008.

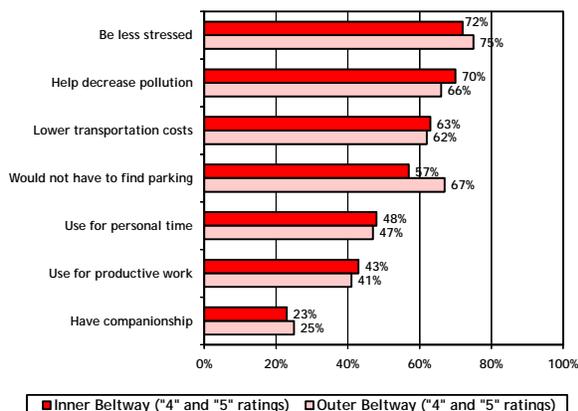
2.4 CURRENT TDM SERVICES AND PROGRAMS

The range of TDM services and programs provided by Loudoun County OTS focuses mainly on two areas: employer services and ridematching. However, a major focus of OTS staff on a day-to-day basis is the provision of information, including transit information to residents, employees, and visitors of the county.

2.4.1 Customers

The long-distance commutes of the majority of people commuting to and from Loudoun County has resulted in congestion being one of the major transportation issues throughout the county, especially in the more suburban areas to the east. Long and stressful commutes are common in Loudoun County, and OTS strives to offset their effects and improve the quality of life of county residents. Figure 2.7 shows the major reasons for using an alternate mode of transportation in the Northern Virginia area; residents of Loudoun County – which is included in the “Outer Beltway” category – would have similar responses. “Being less stressed” is the most popular response to this question in the Northern Virginia area, underscoring the fact that congestion and transportation generally are difficult problems on the mind of most commuters.

Figure 2.7 Reasons for Use of Alternate Transportation Modes



Source: 2007 Virginia State of the Commute Survey.

OTS identifies its customers as residents, employees, and visitors of Loudoun County as they all benefit from the transportation options that OTS provides. Other potential customer groups, including groups with “social mobility” needs (such as the aging or low-income groups) are primarily served by other programs in Loudoun County.

2.4.2 Programs and Services

Information about all of the programs and services provided by OTS can be found on their web site, www.loudoun.gov/commute. General information about commuting and transportation options also can be found at this site. The following programs and services are provided or administered by the Loudoun County OTS staff.

Information Dissemination

One of the major activities in which OTS staff engage is the distribution of information related to various transportation options. Web site maintenance, production of brochures, and on-site transportation fairs all fall under this category. In addition, OTS staff, especially the Commuter Services Specialists, spend a significant portion of their time answering phone calls from the public, 90 percent of which are about transit service. According to OTS staff, these calls

are often very time-intensive while trying to find an acceptable solution to their transportation problem.

Carpool/Ridematching

Within OTS, the carpool/ridematching service is known as Rideshare. The regional ridematching database in the Washington, D.C. metropolitan area is administered through Commuter Connections. OTS staff provides general commute information and can assist individuals using the Commuter Connections on-line tool for regional carpool ridematching. Using this tool, residents and employees can receive instant ridematching information. Although the on-line ridematching tool has removed some of the workload for this program, OTS staff still checks to ensure that each started application is completed and submitted to Commuter Connections and that each application is submitted with the highest possibility of success. This often requires staff members to adjust some of the search criteria provided by the applicants to create a longer match list.

Vanpool Matching/Leasing

Loudoun County OTS also assists individuals using the Commuter Connections on-line tool for regional vanpool ridematching. OTS helps vanpools apply for funding through the VanStart/VanSave programs, which provide financial assistance to pay for vacant seats to start a new vanpool or keep an existing vanpool in service until vacant seats can be filled by regular riders. The county web site also refers interested users to van leasing companies in the region.

Guaranteed Ride Home

The Guaranteed Ride Home (GRH) program in the Washington, D.C. area is administered on a regional basis by Commuter Connections. OTS staff help individuals register for and use this program.

Employer Services

Outreach to employers is becoming increasingly more important to the Loudoun County TDM program. For the last three years, 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. OTS also coordinates with the Dulles Area Transportation Association (DATA) and actively participates in their quarterly employer council meetings.

OTS currently includes over 90 employers in its Employer Outreach database. Funding for the Employer Outreach position and activities is split between a dedicated VDOT grant and DRPT TDM/Commuter Services grant funds.

Telework

As part of the Employer Outreach services, OTS encourages employers to consider this TDM measure, as well as alternative work schedules and flexible work hours. Generally, employers are referred to the Telework!VA program for more customized assistance. Currently, five companies are involved in the TeleworkVA! program in Loudoun County. The OTS web site also includes information about telework centers, although there are none located in Loudoun County.

Bicycling/Walking

As part of the information on transportation alternatives, OTS provides some limited information for pedestrians and bicyclists. Bicycle commutes are encouraged especially along the W&OD trail. OTS supports the regional Bike to Work Day. The Loudoun County Bicycle and Pedestrian Mobility Master Plan (Bike/Ped Plan), adopted in 2003 provides guidance on planned bicycle and pedestrian facilities throughout the County.

Public Transportation

Loudoun County recently developed a countywide transit plan, a twenty-year service plan. This plan, which is incorporated into the Countywide Transportation Plan (CTP) recommends changes and expansion to the provision of public transit service throughout the county.

LC Transit, managed by the Office of Transportation Services, provides commuter bus service from locations in Loudoun County to destinations in the Washington Metropolitan region. All members of the OTS staff spend some portion of their time and activities devoted to the management and promotion of this bus service. Since Loudoun County began operating the service in 1994, annual passenger trips on the system have increased by almost 20-fold to 890,011 in fiscal year 2009.⁷ LC Transit riders are primarily choice riders who use the service for its convenience.

LC Transit offers three types of commuter bus service: long-haul service from park-and-ride lots in Loudoun County directly to destinations in Arlington and the District of Columbia, short-haul service from northeastern Loudoun to the West Falls Church Metrorail station, and reverse commute service from the West Falls Church Metrorail station to employment destinations in Loudoun County. A fourth type of service is recommended in the transit chapter of the update to the CTP currently under review; Inter-County service linking residential and employment locations in Loudoun and Fairfax Counties.

⁷ DRAFT Countywide Transportation Plan: Chapter 3-Transit and Other Mobility Options.

Virginia Regional Transit (VRT) is a nonprofit company that provides local transit service on six routes in Loudoun County. VRT serves primarily captive riders with no other transportation choices. Loudoun County provides funding for the service through a set-aside of local gasoline tax funds. OTS staff perform marketing and route planning functions for VRT. The transit chapter of the update to the CTP currently under review recommends the expansion and improvement of local transit service in Loudoun County and the inclusion of new Express services that connect major destinations in Loudoun and Fairfax Counties.

Other TDM Services and Activities

OTS also administers or promotes the following programs and services:

- **Incentive Programs** – OTS promotes the use of private ridesharing rewards programs on their website, including NuRide which awards points (redeemable for rewards) for alternatives to drive-alone commuting.
- **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. OTS reviews development proposals and provides comments regarding when transit or TDM-related proffers or conditions may be appropriate.

2.4.3 Related Mobility Programs

Demand responsive bus service is provided by VRT in areas without traditional fixed route service. This service is available for specific trip purposes to all residents who live more than three-fourths mile from a transit line and for ADA passengers anywhere in the county. Other agencies and organizations provide some limited amount of transportation services to specific segments of the population.

3.0 Future Service Area Profile

This plan is designed to address the TDM needs of Loudoun County in the short (one to six year), medium (7 to 15 year), and long (16 to 25 year) term. This section addresses how Loudoun County is expected to change over these time horizons.

Over the next 25 years, Loudoun County will continue to grow and change substantially as it has over the previous 25 years. As these changes occur, the transportation services and options provided to residents and employees in the area will need to evolve to keep pace. Efficient service delivery and coordination of transportation options will be key to meeting future growth and travel needs in Loudoun County.

3.1 PROJECTED DEMOGRAPHICS

The 2008 population of Loudoun County was 278,591 residents; this represents approximately 6.4 percent annual growth since the 2000 population level. Population projections for Loudoun County are shown in Table 3.1. This population growth, which was over 70 percent per decade prior to 2010, is projected to slow substantially to 30 percent by 2020 and 16 percent by 2030. While these projections represent a substantial slowdown in growth in the county, they are still significantly higher than the growth rate projected for the Commonwealth as a whole, as shown in Figure 3.1. This growth will result in 155,000 new residents in Loudoun County by 2030.

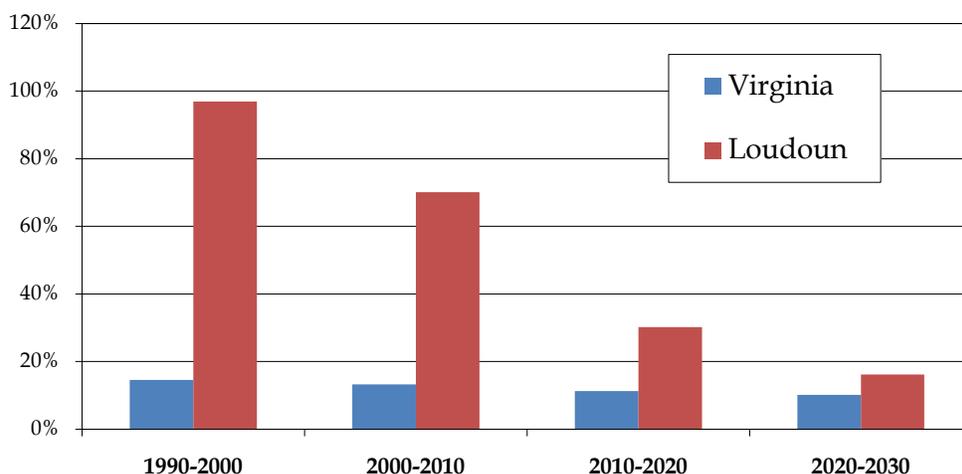
Also of interest is the projected age structure of residents in the future. The percentage of area residents over age 65 is expected to more than double from six percent in 1990 to 13 percent in 2030. This expected age shift may have a substantial impact on the transportation needs of the population.

Table 3.1 Demographic Changes (1990-2030)

	1990	2000	2010	2020	2030
Population:					
Total Population	86,129	169,599	288,556	375,615	436,558
Percent Growth	-	96.9%	70.14%	30.17%	16.22%
Age Groups (Percent):					
Under 20	23,380 (29%)	45,220 (28%)	87,548 (30%)	106,533 (28%)	123,972 (28%)
20 to 64	55,526 (64%)	106,762 (64%)	181,205 (63%)	232,891 (62%)	256,093 (59%)
65 and Over	5,223 (6%)	9,538 (7%)	19,804 (7%)	36,191 (10%)	56,493 (13%)

Sources: Virginia Employment Commission, U.S. Census Bureau, and Loudoun County Department of Management and Financial Services.

Figure 3.1 Projected Population Growth (1990-2030)



Sources: Virginia Employment Commission, U.S. Census Bureau, and Loudoun County Department of Management and Financial Services.

The projected population growth will increase the pressure on the area’s transportation infrastructure and further emphasize the need for TDM approaches to the area’s transportation problems. As the eastern portion of the county and its infrastructure become built-out, new and innovative solutions will be necessary to address existing and emerging transportation issues. Sheer numbers of residents will combine to increase the pressure on the County’s transportation networks and the increase in the number of senior residents may lead to a situation where commute travel is no longer the only source of traffic and congestion in the area.

Employment also is expected to increase in Loudoun County in the future. Table 3.2 shows that employment is expected to increase by more than 65 percent between 2000 and 2010, an addition of over 60,000 jobs. Employment growth is expected to continue to be high through 2030, although the annual rate of employment growth is expected to slow. Annual growth in employment after 2010 is estimated to outstrip annual population growth (approximately 2.7 percent between 2010 and 2020) resulting in 0.63 jobs per capita by 2030, while in 2010 this number is estimated to be around 0.55.

Table 3.2 Estimated Employment Levels

	Actual 2000	Estimated 2010	Estimated 2020	Estimated 2030
Total Employment	95,412	158,819	227,459	275,196
Percent Growth	-	66.5%	43.2%	21.0%
Annual Percent Growth	-	5.2%	3.7%	1.9%
Jobs Per Capita	0.56	0.55	0.61	0.63

Source: Loudoun County Department of Management and Financial Services.

3.2 FUTURE DEVELOPMENT

Loudoun County has developed plans to accommodate growth while maintaining its unique character; an urban growth boundary and strict zoning regulations will limit the vast majority of new residential and commercial development to the eastern portion of the county. Plans to improve the transportation infrastructure to accommodate this growth pattern also have been adopted by the Loudoun County government.

3.2.1 Transportation Facilities

The Countywide Transportation Plan (CTP) includes different transportation policies and goals for each of the Policy Areas in the county. In the Rural Policy area, the main focus is on preserving the rural character of the area, including rustic and unpaved roadways; planned transportation improvements in this area are limited to safety improvements. Instead, funding will be directed towards the expanded transportation network planned to accommodate anticipated development in the Suburban and Transition Policy areas.

The update to the CTP, which includes a chapter on Transit and Other Mobility Options was adopted in June 2010. The CTP document recommends many improvements to the multimodal transportation networks within Loudoun County. The planned roadway network in the eastern portion of the county includes improvements designed to accommodate higher traffic levels. Transit improvements outlined in the update to the CTP focus on increasing the availability of fixed route local bus services and the improvement of transit infrastructure, including park-and-ride lots and bus facilities. The update to the CTP also focuses on the future role that TDM will play in Loudoun County. The update to the CTP as well as the Loudoun County Bicycle and Pedestrian Mobility Master Plan⁸ include recommendations for improving facilities for nonmotorized travelers, in addition to programmatic support for these modes.

Some of the key transportation projects planned for Loudoun County by 2030 include:

- **Roadway Improvements:**
 - HOV Facilities - HOV feasibility and benefit studies are planned for major corridors in the county, including VA 7, VA 28, U.S. 50, and the Dulles Greenway in the updated CTP. These studies could result in new HOV facilities in Loudoun County, which could help manage traffic levels and congestion while encouraging non-SOV travel.

⁸ October, 20, 2003. http://www.loudoun.gov/Default.aspx?tabid=327&fmpath=/Comp_Plan.

- Priority Corridor Roadway Improvements - In total, 14 priority corridors in the County (including the Loudoun County Parkway, VA 7, VA 28, U.S. 50, and VA 606) have been identified for specific roadway improvements. Planned improvements are designed to increase the capacity and improve the operations of the existing roadway network and include widenings, construction of overpasses, interchange and intersection improvements, and traffic calming measures.
- **Transit Improvements** - The Transit and Mobility Options chapter of the CTP will guide the development of transit service in Loudoun County over the next 20 years. Major transit recommendations outlined in the draft include:
 - Metrorail Service - Extension of Metrorail’s Silver Line into Loudoun County at VA 772. Three stations, including one at Dulles International Airport will be located in Loudoun County, providing direct rail access to transit systems throughout the region.
 - Park-and-Ride Lots - Countywide park-and-ride lot capacity is planned to expand to over 4,800 spaces supporting transit services. In addition, 5,200 spaces are planned for construction at the two westernmost Metrorail stations in the county.⁹
 - Fixed Route Local Service - Expanded service with extended service hours, route modifications, and connections to Metrorail stations as they are constructed. The draft Transit Plan also recommends the addition of new circulator routes to increase mobility within Loudoun County.
 - Inter-County Fixed Route - Provision of regular local transit service to major activity centers in Prince William and Fairfax counties, including a connection to Manassas and Dulles International Airport.
 - Express Transit Routes - Provision of bidirectional commuter service between activity centers in Fairfax and Loudoun Counties to serve the growing market for commuting between these two jurisdictions.
 - Commuter Bus - Recommendations include the continuation of all existing commuter bus routes financially as self sustaining and the addition of four new routes.
 - Transit Hubs - Development of “transfer points” that include multiple transit services and park-and-ride lots, specifically at Dulles Town Center and the Dulles North Transit Center (future VA 606 Metrorail Station site).

⁹ Dulles Metrorail Project web site. Cited November 9, 2009. < <http://www.dullesmetro.org/stations/index.cfm>>.

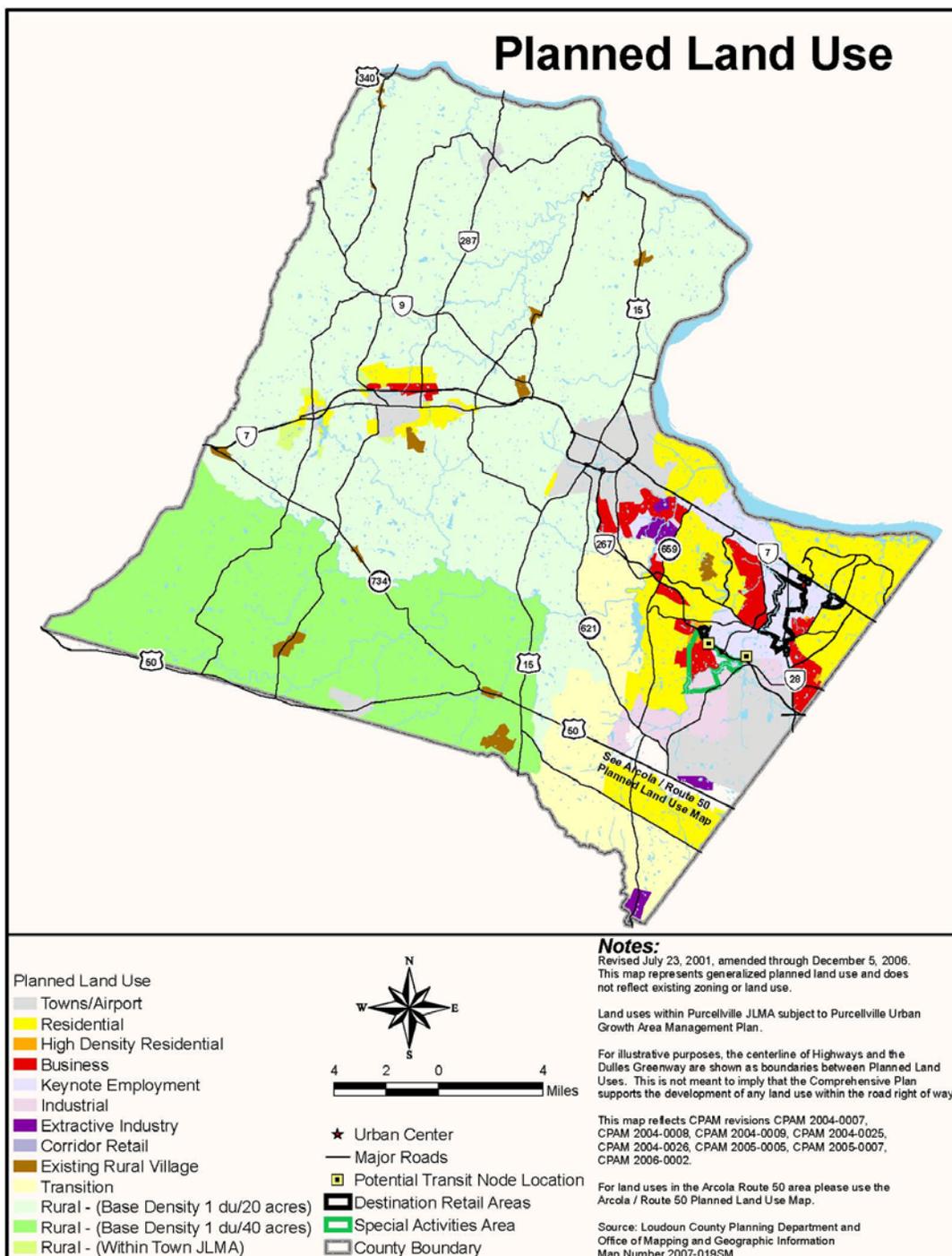
- **Bicycle and Pedestrian Improvements** – The CTP and the Loudoun County Bicycle and Pedestrian Mobility Master Plan seeks to develop and promote a comprehensive network of safe pedestrian and bicycle facilities throughout the County. Major planned projects within the Bike/Ped Plan are located throughout the County and fall into the following categories:
 - Baseline Connecting Roadways;
 - Major Road and Connecting Corridors;
 - Off-Road Path Corridors;
 - Neighborhood Connectors;
 - Rural Bicycle Touring Routes;
 - Pedestrian Improvement Areas; and
 - Connections to Neighboring Jurisdictions.

3.2.2 Planned Land Use

Most of the continued growth in Loudoun County is planned to occur in the Suburban Policy Area where infrastructure and services are available. Route 28 is the major north-south business corridor that intersects with the five east-west business corridors (Route 7, Route 625, Route 606, the Dulles Greenway, and Route 50). The new Metrorail stations are expected to attract significant amount of activity, including mixed use, transit-oriented development. Due to the infrastructure already available there, the Route 606 station, the current location of the Dulles North Transit Center, and Dulles Town Center are likely to become important hubs in the region.

The Transition Policy Area to the west is intended to serve as a visual and spatial transition between the Suburban Policy Area and the Rural Policy Area to the west. Densities range from one dwelling unit per ten acres to two dwelling units per acre within Countryside Villages. The Rural Policy Area the largest of the three policy areas, is planned for rural residential uses and rural economy uses. Joint Land Management Areas serve as urban growth boundaries around four of the seven incorporated towns. Most of the continued growth in Loudoun County is planned to occur in the Suburban Policy Area. Figure 3.2 shows the planned 2030 land use of Loudoun County.

Figure 3.2 Loudoun County Planned Land Use



Source: Loudoun County General Plan.

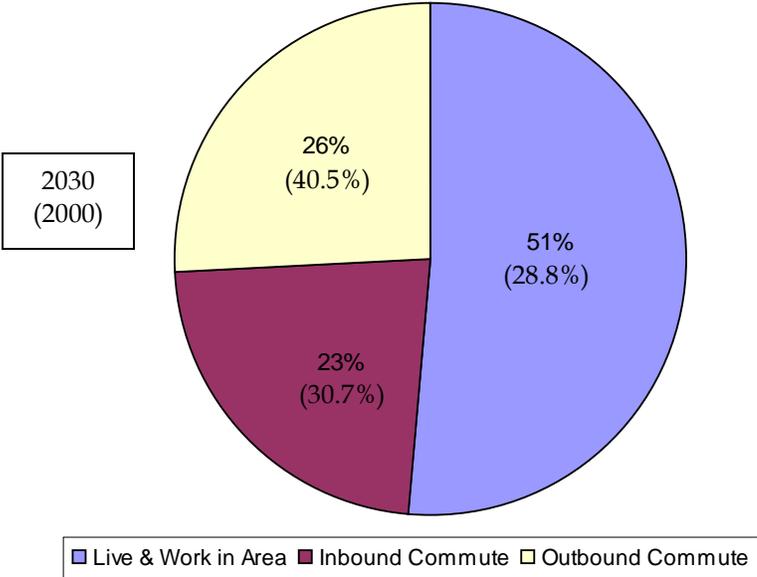
In addition, the Revised General Plan calls for rural villages located throughout the Rural Policy Area in the western portion of the county to continue to be hubs for community activities and new residential and nonresidential development.

3.3 PROJECTED TRAVEL PATTERNS

Changes in demographics, development patterns, and the transportation infrastructure will all affect the travel patterns in and around Loudoun County. Based on the changes documented in the previous sections, several changes in travel patterns are possible, including:

- **Congestion** - An estimated 81 percent increase in VMT across Northern Virginia between 2005 and 2025 will assuredly bring increased congestion throughout the OTS service area.
- **Higher Transit Mode Share** - New transit options, especially the Silver line, increased bus service, and new park-and-ride lots, should increase the share of commuters using transit for their daily commutes.
- **More Internal Trips** - Following an existing trend in the area, more trips are likely to be made within the service area as the number of jobs continues to grow. The projected commuting patterns for the year 2030 are shown in Figure 3.3.
- **Shorter Trips** - The introduction of significant mixed use developments may allow for shorter commute trips. This may even increase the number of people who can bike/walk to work or for shopping trips.
- **Work Destination** - The rise in employment levels, specifically in the VA 28 corridor is likely to increase the number of work trips destined for Loudoun County from other jurisdictions.

Figure 3.3 Projected 2030 Commuting Patterns



Source: MWCOG Model Version 2.3 results.

3.4 EXTERNAL TRENDS

In addition to the projected demographic and development trends that will affect TDM in the area, there are a number of external trends and factors that are likely to influence and shape the future of Commuter Services. Some of these forces are described in this section.

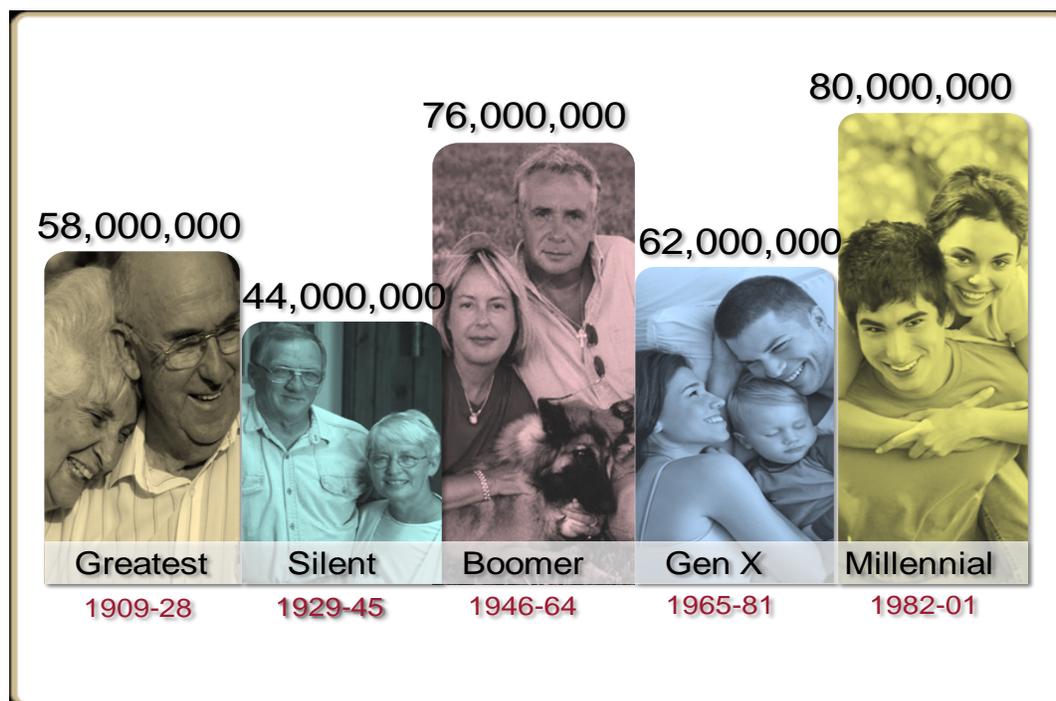
3.4.1 New Generation of Workers

America’s youngest generation, the Millennials (sometimes called Gen Ys or Echo Boomers), are poised to make a huge impact on ridesharing modes and ridesharing support services for years to come. There are two primary factors that will fuel this change.

First, the sheer size of the Millennial population suggests that they will influence society, just as the unusually large Baby Boomer generation did and still does today. When compared to the other generations, Millennials represent the largest generation alive today – 80 million strong as shown in Figure 3.4.

The second factor is related to Millennials’ innate generational traits that were influenced by the shared experiences of this age group. When Millennials were coming of age, their daily life was immersed in technology; unlike older generations, Millennials are a digital native nation. Their neural pathways are actually different from Baby Boomers. When Boomers came of age, their minds were shaped by print and standard broadcast media, and they consumed one medium at a time. Millennials hyper-exposure to technology has resulted in hyper-connectivity – they are always seeking personal connections and linkages.

Figure 3.4 Size and Age Profile of U.S. Generations



Source: SIR Boomer Project.

Given the cause-oriented generational values and sheer size of this generation, Millennials will have a big impact on ridesharing and may represent a tremendous opportunity to significantly shift America's modal split. There are already signs of this today. Over the past two years, Millennials, at a greater rate than any older generation, have shifted to and remained in non-SOV work commute modes. Even the recent fall in gasoline prices has not reversed this promising trend among Millennials.

Millennials also are leading the way in reshaping rideshare support services. Just three years ago, most ridematching was done through large government-sponsored, centralized databases. Today, many commercial enterprises are tapping into commuters' need for hyper-social connectivity by offering ridematching as part of social networks - Craigslist, Facebook, Goloco.org, Ridebuzz.org, Greenyour.com. Millennials are leading the adoption curve of this new technology and new way to share a ride.

While Millennials make up a small percentage of the workforce now, they will make up the majority of the work force in years to come, surpassing the older generations just ahead of them - the smaller Gen X and Baby Boomers. It will be these future workers - 10 and 20 years from now - that will shape how our companies, cities, and transportation systems of the future will run.

3.4.2 Environmentalism and Sustainability

One of the most recent social movements is the green or sustainability movement. When it comes to TDM, there are both consumer- and business-driven forces at work. Residents of Loudoun County have shown a strong interest and support for this movement, and the view that ridesharing and TDM are the green alternatives to drive alone commuting could help TDM gain ground in this market. As was shown previously in Figure 2.7, decreasing pollution was listed as the second most compelling reason for commuters in Northern Virginia to use an alternate mode of transportation.

Perhaps the more powerful green influence in the TDM world is what is happening with businesses. More and more companies want to be perceived as being green. In a recent SIR Study for the *Older Dominion Partnership*, 50 percent of the CEOs in Virginia want their companies to be perceived as “being green.” To this end, companies are embracing green practices and looking for ways to showcase their corporate greenness.

3.4.3 Growing Involvement of Employers in TDM

Over the past few years, the labor shortage, green movement, and corporate experiences with TDM have helped the TDM cause reach the tipping point in employer appreciation and use. Corporate America has now realized that it is in their self interest to embrace TDM programs to boost recruitment, retention, employee productivity, etc. Consequently, more and more companies are offering TDM services and programs and/or considering launching additional TDM services in the future. This is true for many of the companies in Loudoun County.

3.4.4 Changing Nature of Work

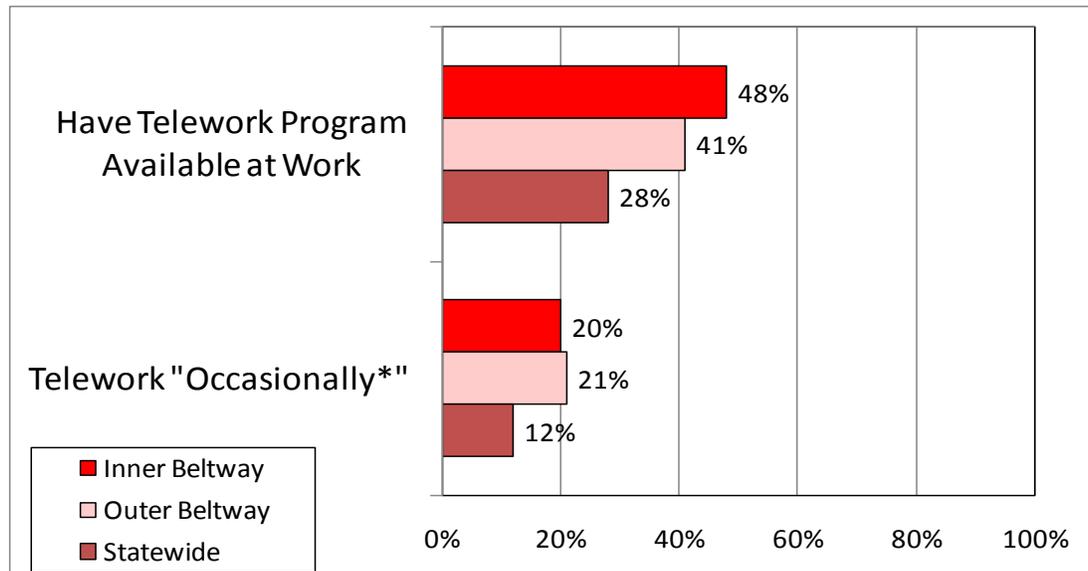
One of the more subtle reasons behind employers’ relatively recent acceptance of employer-based TDM services is the changing nature of work. More and more employers recognize that work is not some place you go, but rather something you do. Enlightened employers are measuring employee productivity not by time clocks but rather by outcomes – they are slowly evolving to a distributed workforce model.

This realization has been fueled by the pre-recession 2009 labor shortage and will be accelerated, again, by the significant labor shortages projected in the coming decade when millions of Baby Boomers slow down or exit the labor market altogether. Employers desire to cater to their labor forces’ physical work space desires often translates into compressed work weeks, greater flexibility to come and go, and the ability to work from off-site locations.

An early indicator of the powerful impact that the changing nature of work will have on commute patterns is the rise in popularity of telework. Telework offers the biggest opportunity to reduce vehicle miles traveled across the region as it basically eliminates the need for the trip altogether. As shown in Figure 3.5,

today 21 percent of the Outer Beltway segment of the Northern Virginia workforce (which includes Loudoun County) telecommutes, up from 11 percent just three years ago. Also, according to the 2007 State of the Commute Survey, approximately one-third of the rest of the Northern Virginia workforce would telework at least occasionally if given the opportunity.

Figure 3.5 The Incidence of Telework – Workers



Source: 2007 Virginia State of the Commute Survey.

3.4.5 Automobile Cost of Operation

Discussing the future of roads and highways most often leads to some form of user fees – tolls, increased gasoline taxes, congestion pricing, or VMT tax. Other forms of roadway pricing also may be introduced in the future and no matter what form these user fees take, it seems likely that at some point within the long-term timeframe of this plan, some type of user fee will be enacted on at least some portion of the roadway network. It can, therefore, be assumed that it will cost more to operate an automobile in the future.

Gasoline prices are another unknown element of the future of TDM; most industry leaders are in agreement that gasoline prices will be higher in the future. How much higher and when the increase will occur is still unknown, but with the 2008 spike in gasoline prices as an indicator, the price increase will likely have a major impact on the choice and use of travel modes.

4.0 Loudoun County Office of Transportation Services Strategic Plan

This section outlines the strategic framework that will guide the growth and development of OTS and its programs over the short, medium, and long terms. An analysis of the program’s strengths, weaknesses, opportunities, and threats in light of current area needs and projected changes in the future was conducted to highlight the baseline starting point for OTS. Local and regional planning documents were used as the starting point for developing a set of goals and objectives that OTS will work towards in the coming years.

Existing performance measures used to track the program’s success are discussed briefly in this section, in addition to identifying new performance standards that track the achievement of the agency’s goals.

4.1 STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT)

A SWOT analysis provides an organized framework for presenting a thorough picture of an agency and the environment in which it operates. This analysis highlights strengths as areas in which Loudoun County OTS already excels while recognizing weaknesses as areas in which the department should work to improve. Opportunities are elements that OTS could use to its strategic advantage and convert into strengths, while threats are factors or events that could turn into weaknesses if not addressed proactively.

Strengths

- Dedicated, knowledgeable staff with substantial experience in TDM and extensive history with the OTS program.
- Location within the Loudoun County Government provides support and administrative services, freeing program staff resources for service delivery.
- Good working relationship with other transportation-related staff within the county who actively refer development projects to OTS for review.
- Organizational structure places transit operations within the purview of OTS; this allows close coordination of transit and other TDM services and a unified marketing and sales approach.

- Congestion and long-distance commuting are such major issues in Loudoun County, that employers and residents are very interested in alternative commute options.
- Growing support from the county government and Board of Supervisors due in part to the success of the Commuter Bus program.
- Dedicated funding from a local gasoline tax provides a steady stream of income in the short term for the local match portion of all TDM and transit grants.
- Good support from the employment community in Loudoun County.
- Involved in the economic development process in the county to work with new and relocating businesses to implement TDM programs at their sites.
- Dedicated staff provide excellent customer service and assistance in conveying information about transportation options to residents, employees, and visitors in Loudoun County.
- Strong support in the county government and in the community for bicycle and pedestrian issues, including the development of a Bicycle and Pedestrian Mobility Master Plan in 2003.
- Loudoun County as a whole is actively pursuing increased levels of transit and TDM through the development of the first countywide Transit Plan as incorporated in the draft CTP.
- Strong restrictions on growth and development in the county result in a single area of dense development in the east and ensure a predictable land use pattern in the long term.

Weaknesses

- OTS has limited influence with the local transit provider, VRT, and thus has little control over service delivery and quality.
- There is no effective coordination between VRT, the local transit provider, and other regional human resources transportation providers (i.e., Family Services) in the county.
- The design of the OTS web site is limited by internal Loudoun County design guidelines/regulations.
- Commuting patterns, such as the prevalence of long-distance commutes across jurisdictional boundaries, and development patterns in Loudoun County, including low-density residential and campus-style commercial developments are difficult to serve using traditional TDM and transit services.

- New and existing employers in the County are often very interested in transit service even though service would often not be viable. Employers are generally less interested in other types of TDM programs.
- OTS involvement in the economic development process is sometimes limited by confidentiality issues of a potential client/business working with the Economic Development Office.
- OTS must deal with older proffers which do not always match the needs for a particular site. For example, bus stops and transit amenities have been proffered in areas where transit service is not viable.
- Transit service is seen as the main service provided by OTS, instead of other TDM programs. This can be seen from the governing bodies, staff resource allocation, employer requests for transit, and phone call requests received from residents.
- Pedestrian and bicycle connections in Loudoun County currently are limited.

Opportunities

- Support for and understanding of TDM services and programs is still evolving and growing at the highest levels of County government.
- Major planned enhancements to the transit network in Loudoun County will increase the visibility of transit and TDM services throughout the county.
- Major TDM infrastructure improvements over the next 10 years (i.e., Metrorail extension and transit service expansion) provide an opportunity to increase non-SOV mode share throughout the county by providing additional options and benefits to residents and employees.
- Transit service is the most requested TDM service in the county (approximately 90 percent of all telephone calls received) by both residents and employers, indicating a strong potential market for transit and TDM services.
- Telework!VA program is offered and well received; with the right employer contacts, this program could be very successful in Loudoun County.
- Transit benefits are not offered by most employers in the county. As the availability of transit improves in the future, this incentive could attract many employees to transit and provide an additional “foot in the door” for other TDM programs.
- Most park-and-ride lots with transit service in the county are well-used, if not already full. This indicates a need for additional park-and-ride capacity and facilities that could increase utilization of transit and TDM services in the county.

- Major new developments, including mixed-use projects throughout the eastern part of the county, are excellent opportunities to promote TDM.
- The potential development of a university campus in the county in the future presents an opportunity to promote TDM.
- The length, cost, and difficulty of many commutes to and from Loudoun County make alternative transportation options very attractive to residents and employees. Because of this difficulty, Loudoun County residents have recently shown a trend of moving closer to their jobs, reducing the amount of SOV commuting time (see Figures 2.6 and 3.3).
- Changes in conditions, such as \$4 gasoline, can cause a sharp upswing in the number of information and service requests. OTS should be ready to take advantage of these changes as they occur in the future.
- OTS can stay on top of changing and evolving technology to provide additional services and information about TDM to new segments of the population.

Threats

- Continued growth in the service area will require additional staff and resources in order to keep pace with growth; additional resources (especially funding) are difficult to come by during tight economic times.
- OTS may suffer from name confusion with their Rideshare program, the regional Commuter Connections program, and/or the Commuter Bus program.
- Parking is free at most employer, commercial, and residential sites; driving/SOV commuting and travel is an ingrained part of the culture in many areas of Loudoun County. Reversing this idea will be a major challenge to getting people to switch modes.
- Changes in elected officials (Board of Supervisors) may change the outlook and level of support for TDM programs.
- Vanpools have not been successful in the past in Loudoun County for multiple reasons, including that no one wants to be the driver.
- Upon the extension of Metrorail service into Loudoun County, the existing local gasoline tax revenues will go to fund the WMATA compact; this will severely limit the funding available for local transit and TDM programs. An alternate funding source for the local match must be identified.
- Information on existing specialized services and user-friendly fixed-route information currently is lacking (this includes but is not limited to nonnative English speakers).

4.2 LOUDOUN COUNTY OFFICE OF TRANSPORTATION SERVICES MISSION AND VISION

Strategic planning for OTS can be found in the department's annual fiscal plan. The 2010 Adopted Fiscal Plan includes a mission statement as follows:

The Office of Transportation Services provides assistance to the Board of Supervisors and County Administration in the development and delivery of a quality transportation system that endeavors to meet the needs of Loudoun County residents and businesses.

This and other local and regional planning documents can provide guidance for the program as it moves forward. The bulk of the guidance for OTS strategic planning efforts comes from Loudoun County planning documents such as the Adopted Fiscal Plan, the Revised General Plan, the Countywide Transportation Plan, and the Bicycle and Pedestrian Mobility Master Plan, all of which support TDM programs and services.

Office of Transportation Services, FY 2010 Adopted Fiscal Plan

The Fiscal Plan details major issues related to transportation in Loudoun County; several of these issues directly speak to the need for TDM services and programs:

- The County's ongoing population growth continues to create more demand for transportation options and solutions;
- OTS faces the challenge of accommodating the demand for local solutions to transportation issues resulting from the general decline in state funding and escalating costs for transit and road construction;
- Increased regional road congestion and unstable fuel prices continue to spur the demand for additional commuting options as well as increased capacity of existing services; and
- Expanding transit service requires not only additional equipment and funds, but also supporting infrastructure such as additional park-and-ride spaces throughout Loudoun County.

Some goals set out in this plan for OTS include:

- Promote alternatives to the single occupancy vehicle to meet the lifestyle needs of residents, while helping to reduce regional road congestion and air pollution;
- Increase resident awareness of transportation issues and potential solutions through communication and educational opportunities;
- Develop a plan to expand capacity and provide permanent park-and-ride lot facilities to serve western, central, and southern areas of the County;

- Work within the land development application process to acquire and/or develop transit infrastructure, such as park-and-ride lots and bus shelters;
- Establish a Transportation Demand Management (TDM) menu of options in the land development process (*incorporated with updated CTP document*);
- Continue outreach efforts with Loudoun County employers to encourage results-oriented TDM programs at employment sites;
- Ensure an adequate number of park-and-ride lots and spaces to serve Loudoun County through leases, donations, proffers, and/or purchase by the County government and monitor the number of park-and-ride spaces as a performance measure;
- Achieve annual increases in commuter bus ridership, rideshare database participants, and employer outreach participants; and
- Maintain a high level of customer service and communication by responding to telephone calls and e-mail and participating in transportation fairs.

Countywide Transportation Plan

The Revised Countywide Transportation Plan (CTP)¹⁰ comprises a major element of the county's General Plan, which shapes the future of Loudoun County. No formal vision statement is presented for the future of transportation in the county, however the primary objective of the transportation strategy in the county is described in Chapter 1 of the plan as follows:

The primary objective of this transportation strategy is to not merely move motor vehicles, but to provide for the efficient movement of people and goods through a variety of travel mode choices that are safe, convenient, and affordable. The transportation system should contribute to the creation of pedestrian-friendly communities and help achieve a high-quality environment while at the same time meet the mobility and economic development needs of the County. An auto-dominated transportation infrastructure should not dominate citizens' lives or the landscape.

Further, the CTP defines the following three objectives:

- Develop and implement a strategy that will respect the valued rural, historic, and environmental landscapes and other quality-of-life measures while providing affordable transportation choices for all county residents, including those persons with disabilities;

¹⁰Revised Countywide Transportation Plan, amended through October 16, 2007. <http://www.loudoun.gov/Default.aspx?tabid=327&fmpath=/Planning%20Commission/PC%20Public%20Hearing%20Staff%20Reports/2009%20Public%20Hearing%20Staff%20Reports/3-19-09%20PCPH/Limestone%20Overlay%20District>.

- Demonstrate an integration of transportation policy with the land use policy of the Revised General Plan; and
- Maintain Loudoun County’s fair share of Federal and state funding.

The first of these objectives is the most applicable to OTS, and it, along with the primary strategy detailed above indicates the county’s interest in promoting transit and TDM services and programs as alternatives to traditional drive alone travel.

As part of its emphasis on building a multimodal transportation system in Loudoun County, the CTP also commits to the idea of steadily increasing the prioritization and allocation of resources to the development of public transportation services.

The CTP includes goals for the county which include the reduction of vehicle emissions and to achieve “Smart Growth” in the county. Some of the metrics used to measure the success in achieving these goals include:

- Reduction in the average per capita VMT;
- Reduction of the average per capita number of vehicle trips;
- Trends in car ownership per capita; and
- Trends in the percentage of trips completed by mode (mode split).

The transit plan which has been incorporated into the CTP includes a section specifically dedicated to TDM. This section discusses the benefits of TDM for Loudoun County, including improved mobility and travel choice, reduced congestion, improved air and water quality, and improved quality of life. Each of these benefits relates back to the objectives highlighted for the county in the CTP.

The CTP includes seven TDM policies that indicate Loudoun County’s commitment to the success of TDM programs. The first of these policies highlights the major goals of these policies and strategies:

The County will require Transportation Demand Management strategies for both residential and nonresidential development. TDM strategies will be required within transit corridors as part of the land development application process. The County will further develop TDM standards to be used by applicants to create TDM plans. These TDM standards will call for new and existing development to implement strategies that will ultimately reduce vehicle trips and vehicle miles traveled. Examples of such strategies include providing employment opportunities suitable to local residents and housing suitable to local workers, and connectivity of neighborhoods and retail/commercial areas.

Based on this policy, a 10 percent non-SOV mode share will be required within transit corridors as part of land development applications in Loudoun County.

Loudoun County Bicycle and Pedestrian Mobility Master Plan

Although not directly related to most of the TDM programs currently provided by OTS, the 2003 Loudoun County Bicycle and Pedestrian Mobility Master Plan could help shape the future direction of the program. The Vision Statement in the plan reads as follows:

Loudoun County – a place where pedestrians and bicyclists of all abilities have a safe, secure, and convenient alternative transportation network of walkways and bikeways that enable everyone to move efficiently to and from such places as work, school, transit, shopping, libraries, parks and recreation.

To realize this vision, five goals were established:

1. **Connectivity** – Develop a comprehensive walkway, bikeway and shared-use path network among residential neighborhoods, towns, workplaces, shopping centers, transit stations, historic districts, schools, libraries, recreation centers, parks, etc.
2. **Diverse Users** – Accommodate the widest possible range of use abilities.
3. **Education and Promotion** – Educate public officials, business and community leaders, and the general public.
4. **Safety and Security** – Increase the levels of bicyclist and pedestrian safety and security.
5. **Funding for Construction and Maintenance** – Ensure adequate funding for construction and maintenance of the pedestrian and bicycle network and related facilities.

Northern Virginia (PDC 8) – Nonurbanized Area Coordinated Human Service Mobility Plan (CHSM)

The CHSM plan addresses issues and needs of specific populations, although in many cases these issues overlap with the TDM goals and objectives of Loudoun County. The plan identifies its primary agency functions, including:

- To serve as a comprehensive, unified plan that promotes community mobility for seniors, persons with disabilities and persons of low-income; and
- To establish priorities to incrementally improve mobility for the target populations.

The major TDM-related item in the plan for mobility management is the promotion, enhancement, and facilitation of access to transportation services, including the integration and coordination of services for individuals with disabilities, older adults, and low-income individuals.

4.3 GOALS AND OBJECTIVES

4.3.1 Coordination with Other Plans and Programs

This Long-Range TDM Plan was developed in coordination with relevant existing plans developed at the local, regional, and state level. Key stakeholders and staff from related programs also were engaged in the planning process to the extent possible. The following plans were reviewed as part of the planning process:

- Loudoun County Draft Countywide Transportation Plan (under review);
- Loudoun County Draft Transit Plan (incorporated into Draft CTP);
- Northern Virginia (PDC8) Non-Urbanized Area Coordinated Human Services Mobility Plan (2008);
- MWCOG Constrained Long-Range Transportation Plan (2009);
- Loudoun County Bicycle and Pedestrian Mobility Plan (2003);
- Loudoun County Government FY 2010 Adopted Fiscal Plan (2009);
- Loudoun County Revised General Plan (2007); and
- Revised Countywide Transportation Plan (2001).

The visions, goals, objectives, and strategies contained in these plans informed and shaped the content of this Plan. The goals and objectives adopted in this Plan are designed to support these plans in order to assist OTS, its stakeholders, local jurisdictions, and the Commonwealth of Virginia achieve their collective goals.

4.3.2 Process for Developing Goals and Objectives

The goals and objectives contained in this plan were developed through a collaborative process involving Loudoun County staff with assistance and input from Cambridge Systematics, LDA Consulting, Southeastern Institute of Research (SIR), and Center for Urban Transportation Research (CUTR). The process to identify and refine programmatic goals, objectives, and performance measures included:

- Review of existing Loudoun County documents to understand the role and services of the program;
- Interviews with Loudoun County Office of Transportation Services staff to identify existing and future program needs;
- Review of all comprehensive plans and other documents created by Loudoun County and the National Capital Region Transportation Planning Board;
- Development of a SWOT analysis based on the reviewed documents;

- Formation of draft TDM goals based on:
 - Existing vision statements and transportation or TDM-related goals and objectives in reviewed documents; and
 - Interviews and SWOT analysis.
- Review and revision of goals and objectives by Loudoun County OTS staff.

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

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

4.3.3 Agency Goals, Objectives, and Strategies

Following the process described in Section 4.3.2, OTS has identified the following long-term goals (see Table 4.1 for a complete list of associated objectives and strategies):

1. **Maintain a high level of customer service to existing customers.**
 - Customer service is one of the goals outlined for OTS in the FY 2010 Fiscal Plan. OTS staff has indicated that the majority of their time is spent dealing with potential customers and answering questions - in short, providing individual, tailored assistance to customers. This focus on the customer is an important element of the program's success and should be maintained and improved upon wherever possible. Because most residents of Loudoun County have the option of driving if they want to, excellent customer service is important in maintaining these choice users as customers. Good customer service also results in good word-of-mouth, which can serve as a good marketing tool for recruiting new users.
2. **Establish OTS as a recognized and full-service provider of travel information and services and an essential partner in the Loudoun County transportation system.**
 - The Commuter Bus service is very well known in Loudoun County, but OTS needs to increase the recognition of its other programs, services and its role as a source of personal transportation information and clearinghouse of expertise on TDM topics. This is true for both internal

stakeholders (Board of Supervisors, other Loudoun County offices) and external stakeholders (employers, residents, and visitors). The full range of TDM services should be promoted throughout the county to encourage the use of other modes by commuters for whom transit is not a viable option. As part of this effort, branding and visibility should be primary concerns, along with finding the right message(s) to use to sell TDM in Loudoun County. Increased awareness of programs should result in increased use of programs. In addition, increasing the awareness of the governing body about OTS programs and their benefits for the community could increase support - both political and financial - for the program.

3. Work to implement the policies and goals outlined in the updated Countywide Transportation Plan and support the achievement of other land use, growth management, and economic development goals in Loudoun County.

- Growth management and the preservation of Loudoun County's character is an important part of the County's future direction; TDM and transit can support and reinforce this vision. By providing transportation options in developing areas, OTS can help alleviate local congestion in other areas that seek to maintain their rural character. With support of other departments in Loudoun County, OTS can have a greater effect on the design of development in eastern Loudoun County, to create an area that is eminently more livable. In addition, TDM and transit both are benefits provided by the county for the use of residents and employees, and should be promoted as such to help encourage continued economic growth in the desired policy areas.

4. Contribute to excellent quality of life for Loudoun County residents by providing and supporting a range of transportation options to serve the travel needs of existing and new populations in the County.

- Transit and TDM can improve mobility and access for people with few transportation options. By taking on new markets and offering new services, OTS can increase the regional non-SOV mode share. At present, OTS primarily serves County residents who need or want to travel to employment and recreational/entertainment destinations outside the County. Land use and employment projections suggest intra-County travel is likely to increase in the mid- and long-term planning periods as the County's employment base grows and new shopping and entertainment venues are developed. Additionally, new traveler populations, such as seniors and tourists are expected to emerge, offering opportunities to expand services to these populations. OTS will explore the travel needs of these new populations and new travel needs of existing populations and will develop and promote services to satisfy those needs.

Table 4.1 outlines the specific TDM goals, objectives, and strategies that OTS will pursue over the short, medium, and long term in order to achieve these goals.

Over the short term, the focus of OTS strategies will be on expanding and enhancing the region's key TDM programs and services. OTS will work to develop several new programs that serve currently unmet or underserved needs in the region while continuing to expand and enhance its core ridematching, carpool/vanpool support, and information dispersal services.

In the medium term (7 to 15 years), Loudoun County OTS will continue to provide a solid base of services to area residents, employees, and employers. The program also will build upon existing services and partnerships to build the foundations for new programs and services. These programs will move beyond serving the needs of eastbound commuters and will provide services to new customer groups, serve unmet needs, and increase the local and regional impact of the TDM program. More substantial changes and/or additions are planned for the long-range timeframe of 16 to 25 years.

Implementing these strategies will require additional funding and resources. Resources required to implement the strategies outlined in Table 4.1 (e.g., staff, operating/administrative costs, subsidies) are addressed in Section 5.0 of this plan.

Table 4.1 Loudoun County OTS Goals, Objectives, and Strategies

1. Goal: Maintain a high level of customer service to existing customers.

1.1. Objective: Continue provision of individualized services and assistance through a variety of communications media.

Short-Term Strategies (One to Six Years):

- 1.1.1. Provide customer service training to all staff members periodically, especially those who assist customers via telephone.
- 1.1.2. Through discussions with other regional TDM agencies, develop possible improvements to the services, information, and materials provided at transportation fairs.
- 1.1.3. Maintain and update the OTS web site as appropriate, making it easier to navigate and more user friendly within the bounds of county website rules and restrictions.
- 1.1.4. Identify gaps in the available information for community members not fluent in English.
- 1.1.5. Develop OTS materials in alternative languages as needed, especially Spanish.
- 1.1.6. Continue to market TDM and transit services consistently to residents and employers in the County.

Medium-Term Strategies (7 to 15 Years):

- 1.1.7. Develop and implement a plan for leveraging advanced communications technology to provide information to customers.
- 1.1.8. Identify resources and staff expertise required to implement this plan.

-
- 1.1.9. Work with appropriate Loudoun County department to develop a new OTS web site that is more advanced and user-friendly that may include interactive features and tools and information.

Long-Term Strategies (16 to 25 Years):

- 1.1.10. Work with Commuter Connections or other regional TDM agencies to develop a trip planner that includes TDM options in addition to traditional transit routes.
- 1.1.11. Include web site content in Spanish and other alternate languages as needed.

- 1.2. *Objective: Monitor customer satisfaction to identify areas for growth and service enhancements.*

Short-Term Strategies (One to Six Years):

- 1.2.1. Create and implement operating procedures for ensuring that all customers (database registrants and employers) are contacted by OTS on a regular basis.
- 1.2.2. Implement follow-up with Ridematch database registrants to offer additional help and survey the effectiveness of the ridematching process.
- 1.2.3. Develop and implement a survey methodology to evaluate the level of customer satisfaction with OTS.
- 1.2.4. Develop a procedure to accurately track questions received through all communications methods, including e-mail, web site, and telephone calls.

Medium-Term Strategies (7 to 15 Years):

- 1.2.5. Monitor customer satisfaction through regular implementation of customer surveys.
- 1.2.6. Establish a formal process to periodically review and update annual and long-term plans based on market experience, new opportunities, and feedback from customers and stakeholders.
- 1.2.7. Use results of inquiry tracking system to identify areas where information is lacking and new services, programs, and/or materials need to be developed. Apply these changes as possible, with particular focus on helpful web site updates that can be implemented in a short timeframe.
- 1.2.8. Coordinate with TDM programs in Fairfax County, Arlington County, and other neighboring jurisdictions to support travel to Loudoun County from areas outside the County.

Long-Term Strategies (16 to 25 Years):

- 1.2.9. Continue to track customer input and satisfaction through the use of regular surveys. Surveys should be administered to all inquiries, and not just active participants.

-
- 2. **Goal: Establish OTS as a recognized and full-service provider of travel information and services and as an essential partner in the Loudoun County transportation system.**

- 2.1. *Objective: Increase awareness and “recognition” of TDM programs generally and OTS specifically to the general public.*
-

Short-Term Strategies (One to Six Years):

- 2.1.1. Working with a marketing consultant, develop a plan to improve the “brand recognition” of OTS. This may involve the creation of a new name, a consistent logo, or other marketing materials.
- 2.1.2. Based on the updated CTP, develop a plan to market the new local transit service in the county, in conjunction with other TDM marketing.

Medium-Term Strategies (7 to 15 Years):

- 2.1.3. Develop and implement targeted marketing plans for individual communities, especially the Towns and for commuters living in the rural areas of the County.
- 2.1.4. Working with a marketing consultant, develop a marketing campaign to help change the mindset about transportation and commuting in Loudoun County. The campaign should address all potential benefits of TDM, including time savings, costs, and ‘green’ messages.
- 2.1.5. Promote transit and TDM strategies to Chambers of Commerce, members of DATA and other local business groups.
- 2.1.6. Promote the new “brand” of transit and TDM service in Loudoun County, including closer integration of commuter bus, local bus, ridesharing, and nonmotorized transportation.

Long-Term Strategies (16 to 25 Years):

- 2.1.7. Continue marketing efforts throughout the county.
- 2.1.8. Develop market-specific marketing tools, with a focus on non-English speakers and other underrepresented groups.

- 2.2. *Objective: Increase awareness of TDM and OTS throughout all offices and levels of Loudoun County government and regional organizations.*

Short-Term Strategies (One to Six Years):

- 2.2.1. Continue working with Northern Virginia TDM Group to coordinate regional TDM activities.
- 2.2.2. Provide annual briefings and associated materials that promote TDM and OTS to the Board of Supervisors.
- 2.2.3. Develop presentations and informational materials for distribution to other Loudoun County offices and divisions highlighting the benefits of TDM and possible opportunities for cooperation.

Medium-Term Strategies (7 to 15 Years):

- 2.2.4. Continue to work with all OTS staff to develop procedures that ensure that both the highway and transit/TDM divisions are included in the local and regional planning efforts.
- 2.2.5. Work with Loudoun County government to identify alternative sources of transit and TDM funding once gasoline tax revenues are diverted to the WMATA compact.

Long-Term Strategies (16 to 25 Years):

- 2.2.6. Work with the Department of Family Services, VRT, and other local human service providers to coordinate the provision of transportation services to all populations, especially in the rural areas of the county.
-

3. Goal: Work to implement the policies and goals outlined in the updated Countywide Transportation Plan and support the achievement of other land use, growth management, and economic development goals in Loudoun County.

- 3.1. *Objective: Elevate the role of TDM in local development and site plan review processes.*

Short-Term Strategies (One to Six Years):

- 3.1.1. Continue to require TDM and transit-related proffers and conditions with all appropriate developments.
- 3.1.2. Continue to work with highway division staff involved in the proffer process as to what types of amenities are desirable at various types of developments and what benefits are likely to be achieved with TDM strategies.

Medium-Term Strategies (7 to 15 Years):

- 3.1.3. Working to implement the procedures outlined in the CTP to ensure OTS involvement in all site plan reviews.
 - 3.1.4. Develop a comprehensive TDM plan for any future university campus in Loudoun County.
- 3.2. *Objective: Increase OTS' involvement with new, potential, and existing employers in the County and employers' participation in TDM services and strategies.*

Short-Term Strategies (One to Six Years):

- 3.2.1. Continue working with Economic Development staff to educate about the benefits OTS can offer new employers in the region. Information should include transit, but should focus on other elements that may not be as costly to provide.
- 3.2.2. Continue to work with employers in the county, providing a range of assistance services to encourage employers to implement worksite TDM services.
- 3.2.3. Work with Loudoun County government to implement TDM programs and information distribution for employees of the county.
- 3.2.4. Enhance the “new hire” package of materials for employer clients to distribute to new employees.
- 3.2.5. Study the potential need and benefits of offering employee surveys as a new service for individual employers; surveys can help identify the needs of an employer.
- 3.2.6. Continue to promote telework programs (specifically Telework!VA) to employers and residents throughout Loudoun County.
- 3.2.7. Study the needs of reverse commuters in the region who work in Loudoun County.

Medium-Term Strategies (7 to 15 Years):

- 3.2.8. Begin contacting higher-level management at large local employers to encourage the use of the full range of Commuter Services programs.
- 3.2.9. Ensure that employer outreach staff participates in all available sales training opportunities.
- 3.2.10. Study possible methods for providing TDM service to nontraditional employers, such as hospitals, schools, and Dulles International Airport.
- 3.2.11. When Metrorail begins operations in Loudoun County, begin to heavily promote “transit benefits” to employers throughout the County, especially those located near Metrorail stations.
- 3.2.12. Provide services that meet the needs of reverse commuters working in Loudoun County.

Long-Term Strategies (16 to 25 Years):

- 3.2.13. As Loudoun County employment continues to grow, develop a sales-oriented employer outreach team that can actively promote OTS programs to employers.
- 3.2.14. Working with DATA and Fairfax County, conduct a worksite needs assessment for Dulles International Airport to help develop a comprehensive TDM plan that serves employees as well as travelers.

4. Goal: Contribute to the excellent quality of life for Loudoun County residents by providing and supporting a range of transportation options to serve the travel needs of existing and new populations in the County.

4.1. Objective: Expand OTS’ programs and options to serve noncommute travel.

Short-Term Strategies (One to Six Years):

- 4.1.1. Implement the recommendations of the updated CTP to increase the availability of transit services during off-peak times.
- 4.1.2. Continue to implement the Loudoun County Bicycle and Pedestrian Mobility Master Plan to encourage the use of nonmotorized modes, especially for nonwork trips.

Medium-Term Strategies (7 to 15 Years):

- 4.1.3. Coordinate with local human services providers to study the nonwork transportation needs of Loudoun County residents. Determine the best organizational model to serve these needs.
- 4.1.4. Study possible programs to serve school-related trips – especially potential University trips – throughout the County.

4.2. Objective: Increase the number of carpools and vanpools operating in Loudoun County.

Short-Term Strategies (One to Six Years):

- 4.2.1. Study potential carpool incentive programs; potential options may include subsidizing highway tolls for carpoolers or subsidizing a private reward system such as NuRide.

- 4.2.2. Using institutional knowledge of travel patterns in Loudoun County, identify travel markets in which vanpools may be viable travel options.
- 4.2.3. Participate in a Loudoun County study to analyze the effects of HOV lanes in the VA 267 and VA 7 corridors related to transit, carpools, and vanpools.

Medium-Term Strategies (7 to 15 Years):

- 4.2.4. Implement a short-term carpool incentive program available for newly formed carpools.
- 4.2.5. Develop and implement a program to encourage the formation of vanpools in targeted markets and recruit vanpool drivers.
- 4.2.6. Develop programs geared toward SOV commuters destined for non-D.C. core employment centers to encourage carpooling in new HOV corridors.

Long-Term Strategies (16 to 25 Years):

- 4.2.7. Continue to market and promote carpooling as a viable commuting choice for Loudoun County residents.

4.3. *Objective: Increase transit usage in Loudoun County.*

Short-Term Strategies (One to Six Years):

- 4.3.1. Implement the recommendations of the CTP as directed by the Board of Supervisors. All changes and service additions should be well marketed throughout the county (in neighboring jurisdictions where appropriate) and should reach current transit riders and nonriders.
- 4.3.2. Monitor the usage of all park-and-ride facilities in the County.
- 4.3.3. Refine and formalize relationship with local fixed route provider.

Medium-Term Strategies (7 to 15 Years):

- 4.3.4. 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.
- 4.3.5. Improve transit infrastructure, including signage, stops, and amenities throughout Loudoun County. This may require substantial additional staff time.
- 4.3.6. Investigate opportunities for shuttle bus service from Loudoun County Metrorail stations to local employment sites as detailed in the CTP once approved.
- 4.3.7. Investigate options for funding increased levels of transit service in Loudoun County.
- 4.3.8. Facilitate and support implementation of the Loudoun County park-and-ride plan as outlined in the updated Countywide Transportation Plan.

Long-Term Strategies (16 to 25 Years):

- 4.3.9. Advocate for additional park-and-ride capacity at locations throughout the county.
-

4.3.4 Potential Partnerships

Implementing short-, medium-, and long-term strategies will involve strengthening relationships with existing stakeholders and service delivery partners, as well as establishing new relationships. Existing and potential new partnerships that will support Loudoun County OTS program enhancement strategies include:

- *Metropolitan Washington Council of Governments (MWCOG) and Commuter Connections* – Loudoun County OTS will continue to partner with Commuter Connections for regional TDM marketing, Guaranteed Ride Home, and on-line instant ridematching database services.
- *DRPT* – Will continue to be an important funding partner in addition to promoting transit and TDM on a statewide level.
- *Local Employers* – The goals, objectives, and strategies outlined in Table 4.1 will require partnerships with individual employers. Partnerships with any groups of employers, such as a local Chamber of Commerce, also are recommended.
- *VDOT* – May be an important partner in the provision of park-and-ride facilities in the County. In addition, the implementation of any new HOV facilities on public roadways will be implemented through VDOT.
- *DATA* – DATA will continue to play an important role in shaping the future of one of Loudoun County’s largest activity centers. This group also provides an important forum for coordination with Fairfax County’s TDM program. Continued and expanded cooperation with this group is recommended in the future.
- *Virginia Regional Transit (VRT)* – Local bus service is expanding in Loudoun County; whether it continues to be called VRT is not yet determined. However, close coordination with all transit service providers in the county is essential.
- *Family Services and Other Human Services Providers* – Coordination of the transportation needs of a wide range of the residents of Loudoun County will require partnerships with these agencies.

4.4 PROGRAM MONITORING AND EVALUATION

This section outlines the criteria that will be used to monitor and evaluate the program goals, objectives, and strategies listed above. Wherever possible, these criteria will be quantitative in nature.

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

Performance measures monitored through these instruments provide Loudoun County OTS staff a means of monitoring the number of individuals provided information, the number of bus riders served, and the impact of the program’s services. Table 4.2 lists performance measures currently monitored that OTS can potentially use to monitor the goals and objectives contained in this plan. The measures are organized by category. Some performance measures listed below have been tracked over multiple years, but others are relatively new.

Table 4.2 Potential Loudoun County Commuter Services Performance Measures

Performance Measure	Population	Data Source	Updated
<i>Leading Indicators:</i>			
Average Commute Length (Minutes)	Residents/Employees	MWCOG SOC	Triennially
Desire To/Interest in Telecommuting (Percent)	Residents	MWCOG SOC	Triennially
Dissatisfied with Commute (Percent)	Residents	MWCOG SOC	Triennially
Distance to Work (Miles)	Residents/Employees	MWCOG SOC	Triennially
Vehicle Ownership (Percent)	Residents	MWCOG SOC	Triennially
<i>Mode Split:</i>			
SOV – Commute (Percent)	Residents	MWCOG SOC	Triennially
Transit – Commute (Percent)	Residents	MWCOG SOC	Triennially
Carpool/Vanpool – Commute (Percent)	Residents	MWCOG SOC	Triennially
Commute by Train (Percent)	Residents	MWCOG SOC	Triennially
Commute by Bus (Percent)	Residents	MWCOG SOC	Triennially
Commute by Bike (Percent)	Residents	MWCOG SOC	Triennially
Commute by Walking (Percent)	Residents	MWCOG SOC	Triennially
<i>Transportation Use:</i>			
Daily VMT (Thousands)	GWRC area	VDOT	
Annual Unlinked Trips (Thousands)	GWRC area	VDOT	
Use HOV (Percent)	Residents/Employees	MWCOG SOC	Triennially
<i>Infrastructure:</i>			
Employer Offers Free On-Site Parking (Percent)	Residents/Employees	MWCOG SOC	Triennially
HOV Available (Percent)	Residents/Employees	MWCOG SOC	Triennially
Less than Half a Mile to Nearest Bus Stop	Residents/Employees	MWCOG SOC	Triennially

Performance Measure	Population	Data Source	Updated
from Home (Percent)			
Less than Half a Mile to Nearest Train Station from Home (Percent)	Residents/Employees	MWCOG SOC	Triennially
Park-and-Ride Lot Use (Percent)	Residents	MWCOG SOC	Triennially
Number of Park-and-Ride Lots	Residents	Loudoun County OTS	Annually
Number of Park-and-Ride Spaces Available	Residents	Loudoun County OTS	Annually
<i>Loudoun County OTS Program Impacts:</i>			
Contacted Loudoun County Office of Transportation Services (Percent)	Residents/Employees	MWCOG SOC	Triennially
Receive Ride Match Lists (Percent)	Residents	VA SOC 2007	
Annual Bus Ridership	Residents/Employees	Loudoun County OTS	Annually
Number of Employer Outreach Participants	Employers	Loudoun County OTS	Annually
Number of SOV Miles Saved by Commuter Bus Service	Loudoun County	Loudoun County OTS	Annually
Number of Tons of Airborne Particulate Matter Reduced by Commuter Bus service	Loudoun County	Loudoun County OTS	Annually
Number of E-Mail Inquiries	Residents/Employees	Loudoun County OTS	Annually
Number of Informational Packets Mailed to Citizens	Residents	Loudoun County OTS	Annually
Number of Telephone Inquiries	Residents/Employees	Loudoun County OTS	Annually
Number of Transportation Fairs Staffed	Residents/Employees	Loudoun County OTS	Annually
Using Workplace-Based TDM Programs (Percent)	Residents/Employees	MWCOG SOC	Triennially
Commute Difficulty versus Last Year – Percent Easier	Residents/Employees	MWCOG SOC	Triennially
Commute Difficulty versus Last Year – Percent More Difficult	Residents/Employees	MWCOG SOC	Triennially
Offered Workplace-Based TDM Programs (Percent)	Residents/Employees	MWCOG SOC	Triennially
Rideshare after Ride Matching Services are Offered (Percent)	Employees	MWCOG SOC	Triennially
<i>Service Awareness and Use:</i>			
Aware/use Commuter Connections (Percent)	Residents/Employees	MWCOG SOC	Triennially
Aware of Loudoun County Office of Transportation Services (Percent)	Residents/Employees	MWCOG SOC	Triennially
Knew of a Commute Info Resource Organization (Percent)	Residents/Employees	MWCOG SOC	Triennially
Aware of GRH (Percent)	Residents/Employees	MWCOG SOC	Triennially
Use WMATA Web Site (Percent)	Residents/Employees	MWCOG SOC	Triennially
Used Commute Info Resource Organization (Percent)	Residents/Employees	MWCOG SOC	Triennially
<i>Employer Conditions</i>			
Compressed Work Schedule (Percent)	Residents/Employees	MWCOG SOC	Triennially
Flextime (Percent)	Residents/Employees	MWCOG SOC	Triennially

Performance Measure	Population	Data Source	Updated
Job Responsibilities Do Not Allow Telecommuting (Percent)	Residents/Employees	MWCOG SOC	Triennially
Standard Work Schedule (Percent)	Residents/Employees	MWCOG SOC	Triennially
Telework 1+ Days (Percent)	Residents/Employees	MWCOG SOC	Triennially
Telework Offered by Employer (Percent)	Residents	MWCOG SOC	Triennially
Teleworking (Percent)	Residents/Employees	MWCOG SOC	Triennially

5.0 Financial Plan

5.1 CURRENT BUDGET AND FINANCIAL RESOURCES

This section presents the current and historic budget and funding sources for the Loudoun County Office of Transportation Services program. In FY 2010, the total budget for the Transit and Commuter Services division was \$8,150,000; this amount includes both TDM services and transit operations. As shown in Table 5.1, the vast majority of this budget – over 83 percent – is dedicated to the operations and maintenance of the LC Transit Commuter Bus service.

**Table 5.1 Loudoun County Transit and Commuter Services
FY 2006-FY 2010 Operating Budgets**

Expenditures	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Personnel	\$366,468	\$416,527	\$435,217	\$447,000	\$449,000
Operations and Maintenance	\$3,855,989	\$4,943,884	\$6,542,351	\$6,343,000	\$6,838,000
Transfer to General D/S Fund	\$443,610	\$433,610	\$433,610	\$899,000	\$863,000
Total	\$4,666,067	\$5,794,021	\$7,411,178	\$7,689,000	\$8,150,000

Source: Loudoun County Government FY 2010 Adopted Fiscal Plan.

Because of the organizational structure of the Office of Transportation Services and the fact that all staff members spend time working on both transit and TDM programs, it is difficult to determine precisely how much of this \$8 million is directly attributable to nontransit-related activities. However, a DRPT Commuter Assistance Grant is the major funding source for TDM programs; an analysis of the use of this grant money is shown in Table 5.2. In FY 2010, the amount budgeted for specific TDM programs is approximately \$367,000, or less than five percent of the division’s total budget.

Table 5.2 Loudoun County Commuter Services DRPT TDM and Commuter Services Grant Allocations (FY 2006-FY 2010)

Expenses	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Program Staff and Administration	\$196,249	\$204,810	\$225,172	\$218,637	\$262,376
Marketing and Promotion	\$54,527	\$65,646	\$68,423	\$89,311	\$93,000
Incentives and Subsidies	\$4,695	\$3,008	\$968	\$5,200	\$7,500
Consultant Services	-	-	-	-	-
Travel and Training	\$534	\$536	\$437	\$423	\$4,500
Capital Expenses	-	-	-	-	-
Total	\$256,005	\$274,000	\$295,000	\$313,571	\$367,376

Source: DRPT Grant Applications.

Since the formation of the program, the primary funding source for Loudoun County OTS has been an annual state TDM grant awarded by DRPT, supplemented by a required 20 percent local match. The local match currently is derived from the local two percent gasoline tax. Transportation projects in Loudoun County also are partially funded through Federal Congestion Mitigation and Air Quality (CMAQ) funds; approximately \$1.2 million each year are funneled through NVTA/VDOT to Loudoun County. This grant funding is dedicated to specific programs that reduce congestion and improve air quality in the Northern Virginia nonattainment area. Most of this grant funding in Loudoun County is allocated to highway projects, however any project can compete to receive CMAQ funds; currently CMAQ funds are used to lease some park-and-ride spaces in the county and to construct a park-and-ride lot in Leesburg. At this time, Loudoun County does not accept Federal money for transit service.

Revenues for the Loudoun County Transit and Commuter Services division are obtained from a variety of Federal, state, and local sources, including fare revenue from the Commuter Bus program. The amounts received from each of these funding sources over the past five years are shown in Table 5.3. In FY 2009, the DRPT Commuter Assistance Grant funds accounted for approximately \$248,000; in FY 2010 this increased to \$294,000.

**Table 5.3 Loudoun County Office of Transportation Services
FY 2006-FY 2010 Revenue Sources**

Revenues	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Charges for Services	\$2,273,040	\$2,971,296	\$3,732,616	\$3,801,000	\$3,801,000
Miscellaneous Revenue	\$14,506	\$34,000	\$34,000	\$34,000	\$34,000
State Categorical Aid	\$1,131,620	\$1,063,410	\$1,302,708	\$1,043,000	\$1,043,000
Federal Categorical Aid	\$66,400	\$82,596	\$106,326	\$227,000	\$227,000
Other Financing Sources	\$688,500	\$1,409,386	\$1,656,479	\$2,576,000	\$3,045,000
Total	\$4,174,066	\$5,560,688	\$6,832,129	\$7,680,000	\$8,150,000

Source: Loudoun County Government FY 2010 Adopted Fiscal Plan.

5.2 FUTURE FINANCIAL RESOURCES

The following section discusses potential funding sources for the short-, mid-, and long-term financial needs identified in the strategic plan. Prediction of future revenues is difficult given the uncertainty of future Federal funds that will be made available in the next Federal transportation authorization bill. Federal transportation funding bills also tend to be for six-year periods of time, which means that there will likely be five Federal transportation funding bills over the life of this long-range plan. Federal funds given to the State and then distributed to local jurisdictions are therefore uncertain. Direct state funding options also are uncertain at this time due to revenue shortages at the state level and the potential need for program cuts.

For the purpose of this plan, constrained and unconstrained funding scenarios are considered. The constrained scenario assumes that DRPT funding for the program will remain constant over the first six-year period covered by this plan. This funding scenario - will allow Loudoun County OTS to continue its current programs, but will not allow OTS to increase staff salary and benefits or to expand programs. The unconstrained scenario considers funding requirements to enhance existing services and initiate new programs if grants and additional funding are identified.

5.2.1 Short-Term

In the constrained scenario, the OTS annual grant from DRPT will remain constant at \$367,000 per year over the short term. This will not allow for the expansion of existing TDM programs unless additional local funds are made available. This constrained scenario does not indicate that the whole OTS budget will remain at a constant \$8.15 million, since the cost for transit service is expected to increase as the Draft CTP is implemented over the short-term time horizon.

Unconstrained Program Description

Table 5.4 shows the estimated annual budget for services and programs that would be added to the existing program over the short-term timeframe if additional grants and funding became available. The costs of the new programs that were detailed in Section 4.0 of this plan are described below. New programs are distributed over the six-year time period based on priority and readiness for implementation. Improvements also are distributed to maintain a relatively stable increase in funding requirements.

Table 5.4 Unconstrained Short-Term Program Expenses
Year of Expenditure Dollars

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Program Staff and Administration	\$275,495	\$289,270	\$303,733	\$318,920	\$334,866	\$351,609
Marketing and Promotion	\$97,650	\$127,533	\$107,659	\$133,042	\$118,694	\$124,629
Incentives and Subsidies	\$7,500	\$7,500	\$32,500	\$32,500	\$32,500	\$32,500
Consultant Services	-	\$20,000	-	\$30,000	\$10,000	-
Travel and Training	\$4,725	\$4,961	\$5,209	\$5,470	\$5,743	\$6,030
Capital Expenses	-	-	-	-	-	-
Total	\$385,370	\$449,263	\$449,101	\$519,932	\$501,803	\$514,768

The unconstrained program includes at least a five percent annual increase in each budget category to account for inflation, increases in staff wages and benefits, and natural growth of OTS' existing programs and services. The included program components and their estimates costs are discussed in more detail below:

- *Program Staff and Administration* – This program element includes the cost of wages and benefits for OTS employees to administer and operate TDM programs. Budget estimates included in Table 5.4 assume a five percent annual increase in this category to account for cost of living adjustments, increases in wages and benefits, and growth of administrative duties as OTS' program grows. The expansion of the OTS TDM program will place additional burdens on staff, but it seems likely that the additional staff resources should be able to cover these additional requirements. Additional burdens imposed by increased transit services as outlined in the CTP are not included, and may necessitate additional staff resources that would not be covered by TDM grant monies.
- *Marketing and Promotion* – Over the short term, OTS will continue and reinvigorate its marketing efforts to promote TDM and transit in Loudoun County. The major element of the marketing efforts over this timeframe will be new transit services that will be implemented as recommended by the CTP and directed by the Board of Supervisors. As these new services are

brought on line, a substantial informational and promotional marketing campaign will be necessary to reach both current riders and potential new riders. After the implementation of the CTP transit recommendations, OTS will work with a consultant to improve the “brand recognition” of TDM in Loudoun County. New materials will be needed as part of this effort, which will occur in approximately Year 4. It is assumed that in the short term, OTS will require five percent annual budget increases to maintain and increase current marketing efforts. In addition, during Year 2 and Year 4, additional funds will be necessary to jumpstart the new transit marketing campaign (\$25,000) and brand recognition campaigns (\$20,000), respectively.

- *Subsidies* – Over the short term, OTS will continue to administer subsidy programs that it currently participates in and may begin to explore new subsidy/incentive programs to increase carpool use. These programs include:
 - VanStart/VanSave subsidy – VanStart/VanSave are the primary subsidy programs currently administered by OTS. Through these programs, OTS can help to create a new vanpool or maintain an existing vanpool in need of a new passenger for approximately \$1,500 per van per year (\$12/day per van over six months).¹¹
 - Carpool Subsidies – OTS may develop a program to provide an additional financial incentive for carpoolers in Loudoun County. Subsidies for tolls or a reward system could encourage the use of ridesharing while only requiring a small financial contribution per user. Program assumes a \$100 annual benefit per carpool, capped at 250 users per year to be implemented in Year 3.
- *Consultant Services* – Several of the short-term strategies will require help from outside consultants to achieve. These projects will require additional funding above the typical grants received in the past, including:
 - Customer Satisfaction Survey – This type of survey will help determine customer satisfaction levels with the services, programs, and customer interaction provided by OTS. OTS will need to work with a consultant to develop an appropriate survey tool in Year 2 at a cost of approximately \$20,000, and the survey will need to be administered and analyzed every three years thereafter at an approximate cost of \$10,000.
 - Marketing “Brand Recognition” – As previously discussed, in Year 4 OTS will work with a consultant to improve the brand recognition of TDM generally and OTS in particular. This work is expected to cost approximately \$30,000.

¹¹I-95/I-395 Transit/TDM Study and I-66 Transit/TDM Study: TDM Program Benefit and Cost Estimates.

- *Travel and Training* – In order to encourage professional development among OTS staff so that they may continue to provide a high-quality service, budget estimates include funding for events such as the Annual ACT Conference, trainings conducted through CUTR, etc. As OTS expands its outreach to and coordination with employers, other TDM agencies, and other stakeholders the program’s travel budget also must increase somewhat. In the short term, it is assumed that the OTS travel and training program component budgets will increase at five percent annual rate.

Potential Funding Sources

The amount of money Loudoun County Office of Transportation Services may request in their annual DRPT TDM Commuter Services Grant application is restricted by the Board of Supervisors based on the amount of local match money that is available. Match amounts must be approved by the Board of Supervisors annually before the grant application may be submitted. The local match portion of OTS funding currently comes from a local two percent gasoline tax; this tax has historically produced ample funding for transit and TDM programs in the county. However, once Metrorail begins service into Loudoun County (estimated for 2015, or Year 6 of this plan), this funding will be reallocated to fund the WMATA Compact. This funding source for the local match will need to be replaced or enhanced at this point.

State funds will likely continue to be a key funding source for the TDM programs provided by OTS over the next six years. This also is likely to be true for the transit services, since Loudoun County does not accept Federal funds to operate their transit services. Opportunities to finance TDM and transportation projects using local funds also are limited over the next six years due to the current and projected state of the region’s economy. Demonstration grants or other grants with more flexible match requirements are the most likely source to fund any short-term expanded programming.

Several potential funding sources that OTS could pursue in the short term include:

- DRPT Administered State Aid Grant Programs:
 - *TDM/Commuter Assistance* – These grants support administration of OTS and other regional TDM programs. TDM grants require a 20 percent local match. An annual DRPT TDM grant has historically been the primary source of funding for TDM programs in Loudoun County. However, over the last several years the amount available through these grants has been slightly unstable. If additional funding is made available through this program, OTS could request funds for additional staff, marketing, or administration of any of the programs listed in the unconstrained program description above.
 - *Transportation Efficiency Improvement Fund (TEIF)* – These grants support a variety of TDM projects and programs and could be used to support any

of the programs listed in the unconstrained program description above. TEIF grants require a 20 percent local match. The total amount of funding available statewide through the TEIF program is projected to remain flat over the next six years, so competition for these funds will likely increase over time.

- *Demonstration Project Assistance* - These grants assist communities to increase the efficiency or utilization of public or public-private transportation service by implementing innovative projects. Grants cover up to 95 percent of eligible expenses.
- *Technical Assistance* - These grants support planning or technical assistance to help improve or initiate public transportation or commuter assistance services. Programs listed in the unconstrained program description could be funded through these grants, however, other DRPT administered state aid grants are preferable due to the fact that Technical Assistance grants require a 50 percent local match.
- *Capital Assistance* - These grants support costs borne by eligible recipients for public transportation capital projects. Grants can cover up to 95 percent of eligible expenses, but actual match amounts vary annually. Due to the large number of capital needs and limited state budget, competition for these funds is strong.
- DRPT Administered Federal Aid Grant Programs:
 - *Job Access Reverse Commute (JARC) Program (FTA Section 5316)* - These grants support the operating and capital costs of special programs designed to connect unemployed and low-income individuals to jobs. Grants cover up to 50 percent of eligible expenses and up to 80 percent of eligible capital expenditures. Any of the programs listed in the unconstrained program description that also are contained in the regional Coordinated Public Transit - Human Services Transportation Plan are eligible for JARC funding.
 - *New Freedom Program (FTA Section 5317)* - These grants support capital and operating costs of new public transportation services and alternatives beyond those required by the Americans with Disabilities Act of 1990. Services must be designed to assist individuals with disabilities with accessing transportation services, including transportation to and from jobs and employment support services. For the purpose of the New Freedom Program, “new” service is any service or activity that was not operational before August 10, 2005 and did not have an identified funding source as of August 10, 2005, as evidenced by inclusion in the TIP or STIP. Grants cover up to 50 percent of eligible expenses and up to 80 percent of eligible capital expenditures. Any of the programs listed in the unconstrained program description that also are contained in the regional Coordinated Public Transit - Human Services Transportation Plan are eligible for New Freedom funding.

- Other Federal Funds:
 - *Congestion Management Air Quality (CMAQ) Program* - The CMAQ program, jointly administered by the FHWA and the Federal Transit Administration (FTA), was reauthorized in 2005 under the Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). The SAFETEA-LU CMAQ program provides over \$8.6 billion dollars in funds to state DOTs, MPOs, and transit agencies to invest in projects that reduce air pollution and congestion. Funding is available for areas that do not meet the National Ambient Air Quality Standards (nonattainment areas) as well as former nonattainment areas that are now in compliance (maintenance areas). Loudoun County is part of the Washington metropolitan nonattainment area. CMAQ funding in Loudoun County is allocated to specific projects and programs through a competitive process. As some TDM programs and services already are funded through the CMAQ grant, it would be possible for program expansions and new programs could actively compete for these funds as well.
- Other State Funds:
 - *Energy Efficiency and Conservation Block (EECB) Grants* - On October 6, 2009, Governor Timothy M. Kaine announced that Virginia will begin to accept competitive applications for a \$9.7 million program to offer Energy-Efficiency and Conservation Block Grants to help localities reduce fossil fuel emissions, stimulate the economy and lower total energy use and costs by improving energy efficiency in the building, transportation and other sectors. The grant program is funded through the American Recovery and Reinvestment Act of 2009 and administered by the Virginia Department of Mines, Minerals, and Energy. The County has received grant funding through EECB which it used to develop the Countywide Energy Strategy.

Public/Private Partnerships - Public/private partnerships offer another potential source of funding to implement select projects outlined in the unconstrained program description.

5.2.2 Medium- and Long-Term

Unconstrained Program Description

It is difficult to estimate annual budgetary needs over the medium and long term, but it is assumed that the unconstrained program will continue to include at least a five percent annual increase in each budget category in order to account for inflation, increases in staff wages and benefits, and growth of OTS programs and services. Several major program components that will require additional funding in the medium and long term include:

- *Program Staff and Administration* – As OTS continues to grow and develop its programs, it may need to add additional staff. These staff will manage the growing workload of the program and also may be selected from candidates with particular backgrounds (e.g., planning, advocacy, employer outreach) in order to broaden the expertise and knowledge base of the program. Some specific administrative needs may include:
 - Technology and communications enhancements to maintain and improve information available to customers in the County and ensure that OTS information is made conveniently available through the most current technological outlets (e.g., social media, “iPhone” applications).
 - Staff to maintain and expand outreach and collaboration with jurisdictions, agencies, and other stakeholders.
 - Expanded sales-oriented employer outreach staff to work with expanded employer base.
 - Staff to manage new programs (e.g., short-term carpool incentive program, transit benefits, carsharing).
- *Marketing and Promotion* – In the medium and long term, OTS will continue to expand and improve its marketing efforts to promote TDM and transit in Loudoun County. In order to maximize the effectiveness of these efforts, OTS may choose to work with a consultant as necessary to develop a “brand name” for OTS services in addition to specific campaigns targeted to specific markets within the County.
- *Travel and Training* – It is assumed that the OTS travel and training program component budgets will continue to increase at a five percent annual rate.
- *Subsidies* – Through the medium and long term, OTS will continue to support ridesharing in Loudoun County by providing subsidies to maintain and form new vanpools and carpools. Funding requirements for existing programs such as VanStart/VanSave are not expected to change in the short term. Estimated costs for potential new incentive/subsidy programs are:
 - Vanpool Driver Incentive – This program would provide incentives to encourage new individuals to become vanpool drivers and to help retain existing vanpool drivers. Estimated cost is \$250 per driver per year (about \$1/day).¹²
 - Carpool Start-Up Incentive – This program would provide a three- to six-month carpool incentive for commuters to start-up and maintain a new

¹²Source: I-95/I-395 Transit/TDM Study.

carpool. Estimated cost is \$100 per person (\$3/day for 90 days) plus administration.¹³

- NuRide Carpool Incentives - \$10 per month per person.¹⁴
- *Other Program Elements* - Transit services and facilities and park-and-ride facilities will likely be the focus of OTS' "other" programming efforts. Funding needs for these projects will depend upon the specific services and facilities that are identified in future updates of local comprehensive plans and the CTP.

Potential Funding Sources

As previously mentioned, prediction of future revenues is difficult given the uncertainty of Federal, state, and local funds that will be made available in the next and subsequent Federal transportation authorization bills and subsequent state and local legislation. Most potential short-term funding sources are likely to remain as the sources of funding for OTS in the medium and long term. However, the program may be able to supplement state funding with additional local public/private investments as the region grows and OTS develops stronger relationships with local employers and jurisdictions. For example, there may be opportunities to expand the existing proffer system to fund a portion of TDM operations, in addition to site-specific TDM improvements. This type of solution may be helpful to overcome the gap left by the reallocation of existing gasoline tax revenues to fund the WMATA compact.

Loudoun County currently does not accept Federal funding for transit operations for several reasons, including interest in maintaining freedom in labor contracting and negotiations. In the medium- and long-term timeframes, the interests of OTS or the conditions imposed by the Federal funding programs may change such that this becomes a viable funding source for OTS operations. The availability of additional grant programs from the Federal Transit Administration (FTA) could change the financial landscape for transit and TDM programs in Loudoun County.

¹³Source: I-95/I-395 Transit/TDM Study.

¹⁴Source: I-66 Transit/TDM Study, December 2009.