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DEPARTMENT OF
ENVIRONMENTAL SERVICES
Arlington County Commuter Services

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Transportation Demand Management Plan

Fiscal Years 2011 – 2035

CONNECTIVITY

MOBILITY

PERFORMANCE

GROWTH

Report Prepared By:

FOURSQUARE INTEGRATED
TRANSPORTATION PLANNING

September 2010

This report has been formatted and laid out according to the Transportation Demand Management Plan Requirements guidelines provided by the Virginia Department of Rail and Public Transportation (DRPT), dated December 2008. Any variation from the DRPT outline is meant to explicate more clearly the subject matter within the sections required by DRPT. As the document is lengthy and details the various aspects of Arlington County's Transportation Demand Management (TDM) Program, an executive summary which summarizes the information within this report has been provided. While the executive summary does not follow the DRPT required format, its sole purpose is to summarize the report's information in a succinct and orderly manner and preserve the report's main points to comprehensibly describe the program. The executive summary is not meant to act as a replacement nor a substitute document for the DRPT-approved formatted report.

This Transportation Demand Management Plan is an implementing action of the County's Master Transportation Plan: Demand and System Management Element, adopted December 13, 2008. It describes in further detail the specific actions, programs and facilities through which the adopted policies will be implemented, along with projected costs and revenues for programming in all appropriate local and regional budgets and the TIP/CLRP.

Acknowledgments

The following staff and contractors from Arlington County Commuter Services (ACCS), Arlington Transportation Partners (ATP) and Arlington County have provided input, support, and guidance throughout the development of this TDM Plan. The help of the following individuals was imperative to the development of content and organizational approval of this plan:

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Executive Summary

Foursquare Integrated Transportation Planning (Foursquare ITP) was tasked with developing a Travel Demand Management (TDM) Plan for Arlington County Commuter Services (ACCS). The Plan is meant to fulfill requirements set forth for Arlington County by the Department of Rail and Public Transportation (DRPT) for their preparation of Virginia's Statewide Travel Demand Management (TDM) Plan. The Statewide Plan aims to highlight TDM measures in place across jurisdictions in Virginia, including Arlington, and to summarize their impacts in reducing and managing traffic congestion, improving air quality, and supporting economic development programs within their respective areas. The Statewide TDM Plan will be incorporated into the Statewide Transportation Plan (VTRANS).

Contents of the Plan

The TDM Plan that has been developed for Arlington County includes a multitude of data from a comprehensive analysis of ACCS' past, current, and proposed future TDM programs as well as from existing evaluations and reports on Arlington County's TDM program performance. The Plan includes the following information:

An Overview of the TDM Program: The overview of the program includes background information about ACCS, a review of the organization's recent accomplishments, and factors contributing to the success of the County's TDM program. Additionally, the overview takes into consideration future markets for program expansion; provides a look into the organization's governing structure, both internally, and in relation to the state system; outlines TDM services provided by ACCS and the service areas encompassed; lists the existing facilities available; and provides an overview of public outreach efforts enlisted by the organization.

Goals, Objectives, and Standards: The Plan also provides a description of Arlington's process for developing their goals and objectives, reviews the existing vision and mission statement, and lists the goals and objectives established by ACCS. This section also outlines the performance measures in place with which to gauge the County's progress toward meeting its goals and provides peer reviews of programs on par with Arlington's extensive program. The Plan also provides interviews with key stakeholders and TDM users and non-users regarding the County's program, and provides an overview of the County's TDM operating budgets.

TDM Program Data Collection and Analysis: This section outlines the data collection process for gathering all program descriptions, performance evaluations, and status reports; provides extensive data analysis of existing programs; identifies system strengths, weaknesses, opportunities, and threats; and determines some regional performance measures with which to compare the County's program performance to Northern Virginia and the State in its entirety.

Short Range Plan: TDM Program Service Enhancement Descriptions: The Short Range Plan describes the continuation of existing TDM programs as well as various enhancements for the Short Range timeframe of Years 1-6 (2011-2016). The Short Range Plan description includes an overview of the market context and a strategic vision for the TDM plan, as well as a summary of the adopted Arlington County Master Transportation Plan TDM Element. This section also includes planned estimated costs, and provides a perspective into the need for TDM Plan coordination with the Transportation Improvement Plan (TIP) and Comprehensive Long Range Plan (CLRP).

Mid-Range Plan: TDM Program Service Enhancement Descriptions: This section details the expanded and enhanced programs which were identified for implementation in the Mid-Range Plan, Years (2017-2025). It provides a market context and vision for the plan, prioritizes the various expanded and enhanced programs, and covers planned estimated costs for these enhanced programs.

Long Range Plan: This section outlines the programs which are anticipated for implementation in the Long Range Plan, Years (2026-2035).

TDM Plan Monitoring and Evaluation: The Plan's Monitoring and Evaluation element describes the County's data collection plans, details the monitoring program, and how ACCS will respond to improvements of existing programs on an on-going and continuous basis in order to continue striving toward established goals and benchmarks.

Conclusions and Next Steps: The final section of the Plan outlines the immediate steps that ACCS will be taking post-submission of this Plan to DRPT in order to begin meeting the newly established and/or revisited goals and objectives set forth in this Plan.

ACCS Mission and Vision & Goals and Objectives

ACCS's existing vision is to "improve the quality of life and economic sustainability of Arlington by reducing traffic congestion, getting the maximum use of the street/HOV infrastructure, reducing parking demand, and improving air quality and mobility." In order to achieve this vision, ACCS established a mission statement to, "provide the most accurate, timely and useful information and services to residents, workers and visitors in Arlington to increase the use of transportation options such as transit, biking and walking."

The goals and objectives of ACCS' TDM Plan were formulated around the vision and mission statement and around the **SMART** strategy, or establishing goals and objectives that are **S**pecific, **M**easurable, **A**chievable, **R**ealistic, and **T**imely. The following are the goals and associated objectives for meeting these goals, as established by the ACCS Management Team:

Goal 1. Influence growth in the use of transportation options: Offer programs and services to get Arlington residents, employees, businesses and visitors to use transportation options for travel to, from and within Arlington County.

Objectives:

- Maintain and improve current mode splits for Arlington, contributing to the County's overall objective of one-half percent SOV reduction per year for all types of trips the next 20 years.
- Encourage the use of efficient, cost effective modes of transportation that focus on moving people, not vehicles.
- Maximize use of transportation options while minimizing SOV travel.
- Minimize perceived barriers to using transportation options.
- Maximize the use of transportation options for trips generated by new development.

Goal 2. Provide quality TDM service to Arlington residents, employees, businesses, and visitors: ACCS will offer the highest quality TDM services for Arlington residents, employees, businesses and visitors.

Objectives:

- Ensure that customers are satisfied with the TDM services and continue to use them.
- Provide benefits that can be obtained by persons of all incomes and abilities.
- Increase use of TDM-based services by more residents, employees, businesses and visitors.
- Encourage removal of actual barriers to the use of transportation options.

Goal 3. Encourage a culture in Arlington in which there is increased awareness and appreciation of transportation options and their benefits: Provide the information and knowledge necessary so that residents, employees, businesses and visitors are aware of their options and have a positive attitude toward them, even if they choose not to use them.

Objectives:

- Increase awareness and support of transportation options by residents, employees, businesses and visitors.
- Increase awareness and support of TDM benefits by government agencies, elected officials and community leaders.

Goal 4. Increase transportation system sustainability through TDM: Seek and maintain investments that support economic and environmental sustainability.

Objectives:

- Increase utility of the transportation system by providing TDM services.
- Support economic development objectives and access to jobs.
- Provide TDM services that have a positive effect on the environment.
- Provide TDM services that have a positive effect on energy use.
- Encourage behavior that increases use of sustainable modes and utilization of the transportation system, including telework.
- Encourage innovative technologies that move people in the most energy-efficient and environmentally sustainable way.

Goal 5. Provide transparency and ensure return on TDM investment through program monitoring and evaluation: Maintain and execute a comprehensive monitoring and evaluation program that reviews all aspects of ACCS's service offerings and utilizes the results to improve services and promote the benefits of TDM.

Objectives:

- Maintain ACCS's rigorous and results-oriented research and evaluation program to maximize return on investment and ensure progress towards the County's transportation performance measures.
- Use the results of ACCS research and evaluation program to improve upon TDM services.
- Use the results of the research and evaluation program to promote the benefits of the ACCS services to key stakeholders.

Standards (Performance Measures)

These goals and objectives were used to mold standards and performance measures that will gauge the success of existing programs in achieving the aforementioned five goals. Arlington County performs many of its own monitoring programs and is also part of monitoring through the state and regional studies conducted by MWCOG. The data sources included:

- Virginia State of the Commute 2007
- Metropolitan Washington Council of Governments State of the Commute Survey (2001, 2004, and 2007)
- Impact Report 2008
- Arlington Business Leaders Study 2007
- Arlington Resident Satisfaction Survey 2006
- Arlington Carshare Report 2006
- CommuterPage.com Study

From these studies, a comprehensive list of the many performance measures that were previously evaluated as part of other various monitoring programs were outlines, divided into categories, and condensed into a final list of performance measures that should be applied to the ACCS TDM Plan monitoring program to evaluate the organization's effectiveness in achieving its goals and objectives. The following is a list of finalized performance measures to be used in quantifying the success of ACCS in meeting its goals and objectives:

Goal 1. Measures to Determine ACCS Influence on Growth in the Use of Transportation Options

- Mode-Split Data from Surveys
  - SOV Usage as Compared to Previous Survey
  - Non-SOV Usage (i.e. mode splits between alternative modes of transportation) as Compared to Previous Survey
  - Mode Use at Arlington Worksites Offering TDM Services
- Growth of TDM Conditions in Site Plans
  - Measured by Percent of New Development/Redevelopment with TDM Conditions Implemented in Site Plan vs. Percent of Total New Development/Redevelopment
- Service Enhancements/Growth of Transit Corridors
  - Growth in increased transit options. Removal/decrease in transit gaps in service (i.e. bus routes)
- Environmental Impact Measures Attributed to ACCS
  - Use EPA approved models to measure vehicle trip reduction changes per year
  - Use EPA approved models to measure Green House Gas Emission increases/ reductions as a result of annual changes in SOV Use

Goal 2. Measures to Determine ACCS Ability to Provide Quality TDM Service to Arlington Residents, Employees, Businesses and Visitors

- Customer Approval and Satisfaction Ratings for Measured Programs
- Program Use measured by:
  - Number of Employer Clients participating in Employee Commute Programs (i.e. transit subsidies, onsite pass sales, etc)
  - Number of Commuter Store/Commuter Direct Customers
  - Fare-Media Sales by Commuter Stores and Commuter Direct
  - Website Hits/Unique Visitors

Goal 3. Measures to Determine ACCS Ability to Encourage a Culture in Arlington in which there is Increased Awareness and Appreciation of Transportation Options and their Benefits

- Number of New and Continuing Transportation Options Awareness Events
  - Event Attendance and Participation Figures
  - Post-Event Awareness Satisfaction Ratings (from surveys administered after a County event (i.e., Bike to Work Day)
  - Number of Sponsorships of transportation-themed events (i.e. Bike to Work sponsors, Rideshare Fairs, Sports Arena advertisements for transit use during high-volume events)
  - Dollar amounts of non-in-kind sponsorships of transportation-related causes
- Employer-based TDM Program Awareness
  - Survey employees in regards to whether they were aware if their employer has a commuter program (Yes or No)
- Membership-Based Program Growth (i.e. growth in Carshare Programs, regional carpools, sluglines)
  - Carshare membership
- TOD growth
  - Increase in Square Footage of Development surrounding TODs
  - Commercial
  - Retail
  - Residential
- Vehicle Ownership
  - Number of Vehicles Registered as a percentage of the population

Goal 4. Measures to Determine ACCS Ability to Increase Transportation System Sustainability through TDM

- GHG and VMT Reductions
  - Peak-Period VMT on Arlington Street Network
  - Peak-Period Vehicle Trips on Arlington Street Network
  - Peak-Period to Nonpeak Trip Shift
- Transit Sales
  - SmartBenefits Sales
  - Pass sales
- Policy Growth
  - Number of new buildings with compliant TDM site plans
  - Number of existing buildings with compliant TDM site plans

Goal 5. Measures to Determine ACCS Ability to Provide Transparency and Ensure Return on TDM Investment through Program Monitoring and Evaluation

There are no performance measures per se for Goal 5 other than to conduct the monitoring and evaluation program

Description of Arlington's Existing TDM Program

Arlington County Commuter Services (ACCS), Arlington County's TDM agency, was established in order to enhance the economic vitality of Arlington County by reducing traffic congestion, decreasing parking demand, providing maximum use of HOV infrastructure, and improving air quality and mobility in and around Arlington. The organization provides information and services to increase the use of alternative transportation through sales to businesses, extensive web resources, commuter stores located throughout the area and targeted marketing programs.

The County combines four major elements in their operations approach that have proven a successful combination for combating congestion and increasing mobility in the County. These elements include:

1. Urban Villages: A combination of high density and mixed use development designed for easy pedestrian use integrated with a range of transportation services.
2. Multimodal Infrastructure: A multimodal transportation infrastructure with high capacity offering many options for travelers.
3. Transportation Information: Comprehensive TDM services - transportation information services and support to encourage the use of non-SOV travel.
4. Focus on the Environment: The Arlington Initiative to Reduce Emissions (AIRE) focuses on identifying transportation alternatives that will reduce greenhouse gas emissions and minimize climate change.

Arlington's TDM Program progresses successfully each year due to the aforementioned program elements, the definitive goals and performance measures set by ACCS, the supportive atmosphere that ACCS' leadership and staff provide, the backing of the County's local elected officials, and the acceptance of multi-modal transportation solutions by the County's citizens and commuters as part of their day to day menu of mobility options.

ACCS' promotion to status as a bureau under the Department of Environmental Services, Transportation Division, is an important recognition of TDM's importance to the county and will increase the organization's success and effectiveness. By reporting under an environmental authority, with a focus on transportation and planning as a means for achieving the County's environmental goals, the organization gains the support and leadership it needs to effectively harness multi-modal transportation options and integrated planning in order to reduce traffic congestion and better air quality.

ACCS is one of the largest local government agencies in the United States devoted to TDM. The organization is tightly organized, and is primarily comprised of County staff, primary contracted staff, and subcontractors. It is organized into eight branches, which include:

1. Arlington Transportation Partners
2. Commuter Stores
3. Marketing Team/Street Team
4. Web Team
5. TDM Enforcement
6. Bike/Walk Initiatives
7. Special Intiatives - Carsharing
8. Research Team

The tightness of the organization creates a reliable and efficient network of dedicated staff and expert contracted staff. The primary responsibilities of this staff include acting as the County's transportation information and educational resource center, informing travelers about available services and facilities, explaining how to use available resources and tools, and providing individual and customized support to plan trips from point A to point Z. ACCS also facilitates delivery of transit fare media and travel incentives, such as transit fare discounts, that are available to employers and other organizations, and assists employers in implementing worksite-based services to encourage employees to choose non-SOV travel options for commuting to work.

The organization serves four primary audiences, including residents, employees, businesses, and visitors from both other parts of the Washington Metropolitan Region and outside the Region. Additionally, ACCS serves four "wholesaler" markets that obtain information and resources from ACCS, and disseminate the information through a secondary audience. These markets include:

1. Arlington County employers who disperse information to their employees/commuters
2. Property and building managers of multi-unit housing developments who distribute information to their tenants/residents
3. Retail business owners, hotels, and tourism service organizations who share information with customers, guests, and visitors
4. Commercial building property managers who deliver information to tenants/employers.

ACCS serves these groups directly by providing information and services via direct sales, internet, on-site events, and phone, as well as by delivering other products and services through the Commuter Stores and other outlets, such as through displays in building lobbies. ACCS provides the following products and services:

Sales – Arlington Transportation Partners (ATP): Business-to-business outreach sales and services that "wholesale" ACCS information assistance to businesses, employees, residents, and visitors.

- Employer Services – commuter benefits, information, services for employees
- Residential Services – information for multifamily complex residents
- Visitor Services – information services for hotel guests and employees
- Site Plan Assistance/Development Services – assistance for developers and managers in fulfilling TDM site plan requirements

Retail Commuter Information and Support: Direct information, assistance, and transit pass sales for commuters, residents, and visitors.

- Commuter Stores – four stationary and one mobile store for fare sales, personal help
- CommuterPage.com – family of internet sites with interactive information and services (including BikeArlington.com, WalkArlington.com, Arlingtontransit.com)
- CommuterDirect.com – online fare sales for individuals and companies
- Commuter Information Center – "228-RIDE" call-in number for commuter information

ACCS Marketing:

- Transit Marketing – comprehensive marketing and promotions for ART, Arlington Metrobus, other transit and transportation options
- Bus Stop Information Program – outfitting all bus stops with maps and schedules
- Umbrella Marketing – promoting the "family" of ACCS products and services through brochures, advertising, direct mail, point-of-purchase displays, websites, etc.
- iRide Teen Transit Program – promoting transit use to middle and high school students

Operations and Support:

- CommuterDirect.com Support Center – fulfillment, mail,and online fare sales orders. This center supplies brochures, maps, schedules and fare media as requested through various information avenues
- Distribution and Logistics Program – online brochure ordering system, distribution of brochures to all outlets, support for bus stop information program

Special Initiatives:

- BIKEArlington program – promotions, information, BIKEArlington.com
- WALKArlington program – promotions, information, WALKArlington.com
- Arlington Carsharing program – support and marketing partnership with private provider Zipcar
- Arlington Retail marketing program – retail partnerships, sponsorships, and point of purchase transportation information

Planning and Research:

- TDM Site Plan Requirements – negotiation and enforcement of TDM conditions for properties
- Articulation of TDM policies and documentation of benefits

The following examples illustrate the impact that ACCS delivers each year to benefit the Arlington Community. In FY 2008, Arlington County Commuter Services (ACCS) helped commuters shift 38,000 single-occupancy-vehicle (SOV) trips each day to transit, carpool, walking, and bicycling trips. This eliminated more than 542,000 vehicle miles of travel (VMT) per day and contributed to traffic reduction during peak travel periods. For comparison approximately 37,000 vehicles that use I-395 and I-66 inbound in the morning commute period. Increased use of sustainable modes also eliminated more than 64,000 tons of air pollution associated with global warming in 2008.

In 2008 Arlington Transportation Partners (ATP) served 582 employer clients employing 62% of the at-place Arlington workforce and 295 apartment complexes and other residential property clients who represent 85% of the multi-unit housing market in the County. ATP is responsible for reducing nearly 22,000 drive-alone trips per day. ACCS Commuter Stores® documented record sales in FY 2008 of $13 million. A record 550,000 transit timetables and brochures were distributed to individuals and companies. The CommuterPage.com® internet sites grew to 3,500 visitors per day.

BIKEArlington distributed 30,000 copies of its new and much applauded Arlington Bike Map in FY 2008. The program also introduced *Lights for Bikes, Confident City Cycling* classes, *Street Smart Safety,* and *Safe Bicycling* programs. Additionally, WALKArlington distributed more than 20,000 copies of a new self-

guided walking tour brochure and sponsored several themed walkabouts. Furthermore, ACCS expanded the Carshare program to 81 on-street spaces and 3,340 members and earned national recognition for Arlington's leadership. Plus, the organization negotiated 12 new site plans with TDM conditions for a total of $1.5 million in new contributions over the coming 30 years.

These activities would be taken into consideration in performing the Plan's SWOT (strengths, weaknesses, opportunities, and threats) analysis, used to establish whether or not Arlington has been meeting established benchmarks, to determine the program's weak spots as well as opportunities for advancement and growth, and to reveal threats to the further success of the County program.

SWOT Analysis

ACCS Managers met to develop a comprehensive list of strengths, weaknesses, opportunities and threats (SWOT) of their program. A draft SWOT analysis, developed using the many reports and surveys conducted by the County, was used as a starting point. *Strengths* are identified as effective ACCS programs or strengths of the County as a whole. *Weaknesses* are described as weaknesses of the ACCS program in particular, whereas *threats* refer to areas outside of ACCS's immediate control. *Opportunities* are defined as areas where ACCS could improve upon their programs to address both weaknesses and threats.

A summary of the strengths that ACCS' TDM initiatives exhibited included: having a wide variety of programs to meet the multiple needs of the traveling public; achieving organizational and regional recognition by the American Public Transit Association (APTA), the Association for Commuter Transportation (ACT) and the Washington Post; maintaining a responsive and innovative customer service center and a comprehensive research and evaluation program; forging a strong partnership between development and TDM; producing programs resulting in proven behavioral change, as exhibited by the successes noted in the above section; creating benefits realized by the business community; maintaining a high level of transportation options utilized by a multitude of commuters; and integrating TDM into regional plans and parking management policies.

Weaknesses that were uncovered by the SWOT analysis: included the lack of sustainable and predictable funding for the proliferation of future/enhanced ACCS programs; the need for more detailed research and evaluation protocols and performance measures that address the goals of the County's Master Transportation Plan; a varied level of outreach/promotion success among various target groups; a lack of TDM integration into Long Range and Corridor Plans; limiting TDM requirements to newer developments rather than existing developments and/or new tenants to existing buildings; and focusing very little on parking pricing as an effective TDM measure.

Opportunities for program growth were identified including: gaining financial support and funding based on high resident/employee turnover and high level of TDM success; streamlining research and evaluation by better use of efforts within the region and more effective measurement tactics; focusing on more targeted and direct outreach under a single brand to simplify outreach activity; increasing coordination with other agencies to support ACCS initiatives for more regionally significant impact; reaching out to untapped markets for increasing new program users; making improvements to existing programs for strengthening impacts; marketing business benefits to increase business participation;

using current economic conditions as an opportunity for cost savings; integrating TDM into regional and corridor plans for securing funding; and furthering outreach and application of TDM to new tenants, and not just new developments.

Threats to the success of the ACCS program in the future included: impending funding issues due to the status of the economy, ambiguous TDM program requirements, and conversion to SmarTrip (which may reduce program income); population growth effects on the current transportation system; high resident and employee turnover; the lack of time-saving TDM measures; green technology and growth of "smart" lanes leading to an increase of solo driving commuters; employer transportation program cutbacks; and the lessening of development due to economic times leading to fewer opportunities for employment of TDM requirements on new developments.

Overall, Arlington's success and opportunities for growth outweigh any threats and/or weaknesses, making continued success a more impending outcome of continued program support than program failure. However, Arlington's success does depend greatly on the availability of funding, as the organization manages quite a large TDM budget upwards of $6 million and growing.

Operating Budgets and Revenue Sources

ACCS leverages County funds to use as a match for TDM program funds in order to maximize the value of its TDM investments. The revised budget for FY 2010 for ACCS is $7.3 million, and focuses on a number of priorities including:

ACCS's budget is over 6% of the total Department of Environmental Services budget and 10% of the transportation budget for the County, although the bulk of funding comes from non-County General Fund sources. These figures still are indicative of the County's commitment to the commuter services program. In addition, looking at the ACCS budget and transit budget together, the County dedicates about half of its transportation expenditures exclusively to multi-modal transportation options. Arlington County has just over 200,000 residents and a similar number of employees, and has a $7.3 million FY 2010 TDM budget. The bulk of the ACCS operating budget is allocated to sales, retail, marketing, and operational costs.

Revenues for ACCS's operations are obtained from federal, state, and local sources. Currently, all federal funds related to TDM come from Congestion Mitigation and Air Quality (CMAQ) funds, which are assigned annually and are not a completely reliable funding source. State funding comes in three types: Transportation Efficiency Improvement Fund (TEIF), TDM, and Technical Assistance. Local funding is also provided by three sources: general local funding, local transit funding through Northern Virginia Transportation Commission (NVTC), and local project income.

Revenues and operating budgets will have to be tightly managed and increased in order to support the program and service enhancements outlined in the Arlington County Master Transportation Plan. This TDM plan supports the implementation of the adopted Master Transportation Plan.

Program and Service Enhancements

Arlington County's Master Transportation Plan, adopted in October 2008, contains a detailed Transportation Demand Management Element. This TDM Element outlines TDM policies and strategies for the County to pursue, as well as performance measures with which to evaluate the operation of the transportation system. The strategies listed in the MTP are an adopted statement of the programs the County would like to implement, and thus an obvious starting point at which to begin when considering TDM program and service enhancements. These enhancements include the following elements:

1. Incorporate comprehensive TDM plans for all site plans and use-permit developments to minimize vehicular trips and maximize the use of other travel options.
    a. Update the County's 1990 TDM policy for site plans.
    b. Encourage employers to provide employees SmarTrip cards or a monthly transportation stipend for use in offsetting the cost of commuter travel.
2. Incorporate TDM measures with respect to all existing public buildings and facilities, irrespective of redevelopment status. Explore strategies and incentives to achieve TDM measures in existing private buildings.
    a. Ensure that all County and Arlington Schools improvement projects include TDM plans and measures.
    b. Offer to provide transportation information in every commercial, retail, and multifamily residential building. Seek funding for the existing information-display program to expand enough to offer to provide transportation information displays (kiosks) in every large commercial, retail and multifamily residential building.
    c. Encourage employers to implement comprehensive telecommuting programs and flexible work schedules for employees. Increase opportunities for citizens and businesses to conduct online transactions with the Arlington County government.
    d. Expand incentives and subsidies to support TDM practices such as rewards in the form of discount transit passes for individuals that participate in commuter programs.
    e. Designate areas around Metro stations or commercial centers as Transportation Management Districts (TMDs) and develop information on traffic volumes and the level of service at key intersections and the reasons why some intersections are performing unsatisfactorily. Use TDM measures as tools to reduce local congestion problems.
3. Require regular travel surveys of new development with TDM plans and link to performance measures to enable follow-up actions. Undertake biennial evaluations of the effectiveness of the County's TDM policies and private-sector compliance with TDM commitments, and implement revisions as warranted.
    a. Expand efforts to evaluate effectiveness of the TDM program.
    b. Develop a new site plan condition to require a transportation monitoring study be provided at two years, five years and each subsequent five-year period after issuance of

the first Certificate of Occupancy for the building(s) and provide a report summarizing the findings to the County.

4. Conduct biennial County-wide resident and worker transportation surveys to monitor travel behavior and system performance, and guide future efforts.
    a. Document transportation conditions in a periodic State of the Commute Report
    b. Use the report as a basis for a proactive program to communicate the value of TDM.
5. Apply TDM programs to non-work travel, as well as commuting, for resident, visitor and employee trips through informational displays, website, promotional campaigns and mailings of materials.
    a. Expand Arlington's TDM Program to serve more of the traveling population including the entire population of residents, visitors, and employees, trips made for any purpose, and trips made throughout the day and week.
    b. Focus new initiatives on the most cost-effective opportunities to reduce vehicle travel.
    c. Implement TravelSmart and individualized marketing to target transportation demand. TravelSmart, used in more than 300 projects around the world, identifies individuals who want to change the way they travel and uses personal, individualized contact to motivate them to reconsider their travel options.
    d. Expand Walk to School Day to Walk to School Every Day. Each year, for Walk to School Day, students in all elementary and middle schools receive encouragement and opportunities to try walking or bicycling to school and to walk more during the school day.
6. Coordinate TDM efforts with other jurisdictions and agencies across the region, and actively promote the expansion of the TDM program.
    a. Coordinate with all regional stakeholders, including WMATA, MWCOG and NVTC to establish a greater regional effort to implement adopted TDM policies, ensure regional coordination and consistency, and increase public awareness of transportation issues and options.
    b. Enhance the SmarTrip card (WMATA's electronic fare-media card) or create an EcoPass to include options that would allow employers, neighborhood associations, and even certain age groups to buy discounted bus passes. Arlington should work with WMATA to create a variety of SmartTrip or EcoPass options for Arlington employers and residents, offering an ART/Metrobus-only option, as well as considering an unlimited-use fare card for various portions of the Metrorail system.

c. Continue and expand efforts to encourage and facilitate carpooling and instant carpooling formation ("slugging") through a website, street signs, designated congregation locations and other measures.

d. Continue working with regional partners to examine opportunities for congestion-pricing strategies on regional roadways.

e. Foster the development of a local "dynamic carpooling" program wherein participants use technology to identify and locate other participants in need of a ride or passengers to share a vehicular trip.

Other enhancements are outlined in Short, Mid, and Long Term Plans.

Short Range Plan 2011-2016

The Short Range plan outlines various enhancements to ACCS programs that will occur in the years 2011-2016. The Short Range Plan is based on a continuation of existing programs, and assumes that the TDM program will have a five percent annual growth rate. It is designed to fit with the funding requirements of Transportation Improvement Plan (TIP), which is also based on a six-year time frame, and to conform with the amount of funds that is reasonably expected to be available. In addition to the continuation of existing programs, Program Enhancements are also shown for when additional moneys can be identified. These indicate the next order of priorities for the program, but are intended to be included in the CLRP for later funding if funds cannot be identified in the timeframes they are indicated in the Short Range Plan.

Assuming only a modest five percent increase in annual funds for ACCS over the life of the TDM plan, the programs will remain as they have been and as outlined in Chapter One of this plan. Given a relatively static budget, ACCS will continue with its current programs. All of these programs are listed in Chapter One, with the exception of two programs in the Marketing department which can be enhanced without additional funds. These programs that would be in the baseline scenario of ACCS simply continuing its existing programs are as follows:

<u>Sales – Arlington Transportation Partners (ATP)</u>: Business-to-business outreach sales and services that "wholesale" ACCS information assistance to businesses, employees, residents, and visitors.

- Employer Services – commuter benefits, information, services for employees
- Residential Services – information for multifamily complex residents
- Visitor Services – information services for hotel guests and employees
- Site Plan Assistance/Development Services – assistance for developers and managers in fulfilling TDM site plan requirements

<u>Retail Commuter Information and Support</u>: Direct information, assistance, and transit pass sales for commuters, residents, and visitors.

- Commuter Stores – three stationary and one mobile store for fare sales, personal help
- CommuterPage.com – family of internet sites with interactive information and services (including BikeArlington.com, WalkArlington.com, Arlingtontransit.com)

- CommuterDirect.com – online fare sales for individuals and companies
- Commuter Information Center – 228-RIDE information

ACCS Marketing:

- NEW: ACCS Branding – this is already underway and budgeted for: This would provide a more cohesive brand for ACCS's many service offerings, as the lack of a single brand is often a source of confusion for existing and potential customers.
- NEW: County program of "Transit information on Lobby LCDs:" These are television monitors mounted mainly in office building lobbies that provide next train and next bus information. They are provided at no cost to ACCS, as they are paid for by site plans.
- Transit marketing – comprehensive marketing and promotions for ART, Arlington Metrobus, other transit and transportation options.
- Bus Stop Information Program – outfitting all stops with maps and schedules.
- Umbrella marketing – promoting the "family" of ACCS products and services through brochures, advertising, direct mail, point-of-purchase displays, websites, and more.
- iRide Teen Transit Program – promoting transit use and education to middle and high school students.

Operations and Support:

- CommuterDirect.com Support Center – fulfillment, mail online fare sales orders
- Distribution and Logistics Program – distribute brochures to all outlets, support for bus stop information program

Special Initiatives:

- BIKEArlington program – promotions, information, BIKEArlington.com
- WALKArlington program – promotions, information, WALKArlington.com
- Arlington Carsharing program – support and marketing partnership with private provider Zipcar
- Arlington Retail marketing program – retail partnerships, sponsorships, and point of purchase transportation info

Planning and Research:

- TDM Site Plan Requirements – negotiation and enforcement of TDM conditions for properties
- Articulation of TDM policies and documentation of benefits

The Program Enhancements portion of the Short Range Plan are comprised of a continuation of existing programs as well as program enhancements. The Enhnacements are divided into three Priorities for implementation based on both the programs' perceived effectiveness as well as ACCS's readiness to implement. Priority One initiatives are those that should be implemented as early as additional funds may become available, as they will have the most immediate positive results. Priority Two initiatives are those that are next most urgently needed. Finally, Priority Three enhancements are those that have the next highest priority and are shown in later years of the Short Range Plan, in case additional funds should become available. The Table below is a summary of the Enhanced TDM Plan components by priority.

Short Range Plan: Enhanced TDM Plan Components

Program or Service Enhancement	Priority[1]
Retail	
Continue Existing Retail Program	Base
Visitor Information Centers at all Commuter Stores	One
Expand Morning Hours in Commuter Stores	One
Transition from counter-oriented to consultative oriented	One
Additional Sales Outlets outside Arlington (Mobile or Fixed Location)	One
Build Pentagon City Commuter Store	Two
Build Court House Commuter Store	Three
Rosslyn Commuter Store Relocation	Two
Operations	
Continue Existing Operations Program	Base
Move Distribution and Logistics to New Warehouse	Two
Sales	
Continue Existing Sales Program	Base
Increase the sales force to focus on: Telework VA, Carpool, Vanpool (Work with Radco, Prince William, Loudoun), GoLoco, Goose, NuRide, AIRE, Seniors, School	One
Expansion of Kiosk Program Beyond Site Plan Buildings	One
TDM University	One
Visitor Services Expansion	Two
Marketing	
Continue Existing Marketing Program	Base
Increase the size of the marketing department with an emphasis on the social media	One
Marketing Component Associated with Increased Sales Force	Two
Marketing to Non-traditional Audiences (Millennials, Gen Y, Ethnic - Hispanic, Others)	Two
Long haul commuter marketing	Three
Map and Schedule Information at all 1,300 Bus Stops	Three
Replace Information Holders (RCH) at all ART Stops	Two
Web	
Continue Existing Web Program	Base
Web Technology Enhancements	One
Administrative	
Continue Existing Administrative Program	Base
Add site plan implementation and enforcement capability	Three

[1] Base = Existing Program; Enhanced Programs: One = Priority One ; Two = Priority Two; Three = Priority Three

Program or Service Enhancement	Priority
Research	
Continue Existing Research Program	Base
Bike/Walk	
Continue Existing Bike/Walk Program	Base
WalkArlington: Expand Walk to School Day to Walk to School Every Day	Three
BikeArlington: Cyclovia and other bike events	One
Bike Sharing	One
Other/One Time	
Continue Use of Past Grants	One

The Table below shows the annual growth in ACCS budgets by functional area given a conservative annual growth rate of 5%. This is mainly to accommodate increases in salary and associated benefits. Additionally, this growth rate will enable ACCS to continue its current programs, but not enhance or expand into new areas.

Expenses for Short Range Plan: Continuation of Existing Programs at 5% Annual Growth and Addition of Program Enhancements

		2011 Year 1	2012 Year 2	2013 Year 3	2014 Year 4	2015 Year 5	2016 Year 6
Retail	Base	$1,204,000	$1,264,200	$1,327,410	$1,393,781	$1,463,470	$1,536,643
	Enhanced	$203,000	$810,000	$1,000,000	$1,069,500	$1,252,725	$1,105,361
Operations	Base	$1,599,000	$1,678,950	$1,762,898	$1,851,042	$1,943,594	$2,040,774
	Enhanced	$0	$0	$570,000	$178,500	$267,425	$280,796
Sales	Base	$1,993,000	$2,092,650	$2,197,283	$2,307,147	$2,422,504	$2,543,629
	Enhanced	$300,000	$864,500	$1,486,950	$1,750,773	$2,027,786	$2,358,416
Marketing	Base	$1,300,000	$1,365,000	$1,433,250	$1,504,913	$1,580,158	$1,659,166
	Enhanced	$0	$0	$750,000	$362,500	$1,130,625	$662,156
Web	Base	$688,000	$722,400	$758,520	$796,446	$836,268	$878,082
	Enhanced	$0	$100,000	$105,000	$110,250	$115,763	$121,551
Admin	Base	$145,000	$152,250	$159,863	$167,856	$176,248	$185,061
	Enhanced	$0	$0	$0	$0	$100,000	$105,000
Research	Base	$391,000	$410,550	$431,078	$452,631	$475,263	$499,026
	Enhanced						
Bike/Walk	Base	$507,000	$557,700	$613,470	$674,817	$742,299	$816,529
	Enhanced	$766,230	$1,767,743	$1,585,902	$2,078,842	$2,494,316	$2,035,101
Other/One Time	Base	$0					
	Enhanced						
Total	Base	***$7,827,000***	***$8,243,700***	***$8,683,770***	***$9,148,632***	***$9,639,804***	***$10,158,910***
	Enhanced	***$1,269,230***	***$3,542,243***	***$5,497,852***	***$5,550,365***	***$7,388,640***	***$6,668,382***
	Total	***$9,096,230***	***$11,785,943***	***$14,181,622***	***$14,698,997***	***$17,028,444***	***$16,827,292***

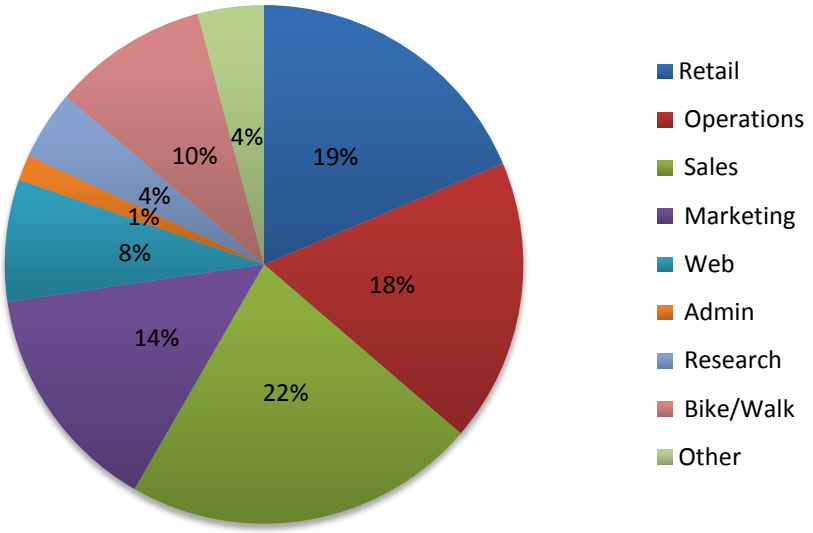
Mid Range Plan 2017-2025

The Mid Range Plan continues the Base Program from the Short Range Plan and continues the Enhanced programs and services identified for implementation beginning in the Short Range Six Year Plan if funding becomes available. These programs will help ACCS meet its goals and objectives. As described earlier in this document, ACCS managers and staff developed this operations plan by first identifying the organization's strengths, weaknesses, opportunities and threats (SWOT). The goals and objectives were then developed based on the SWOT analysis, and finally they were translated into specific programs to help meet the goals and objectives.

The Mid Range Plan programs are comprised of a continuation of existing Base Programs as well as Enhanced Program proposals. The Enhancements are divided into three categories for implementation based on both the programs' perceived effectiveness as well as ACCS's readiness to implement. The program Enhancements were described in Chapter 5, Section 5.5: Enhanced TDM Program Descriptions. Priority One initiatives are those that should be implemented as early as possible, as they will have the most immediate positive results. As previously discussed Priority One items should be advanced for implementation in the Short Range Plan first in case ACCS receives additional funding for its programs. Priority Two initiatives are the next highest priority to meet market needs for services. Finally, Priority Three enhancements are those that require more effort, planning, and/or funding before they can be incorporated into the accepted TDM plan.

Detailed cost estimates were developed for the mid range plan programs, including a Base Program continuing existing programs at a five percent annual growth rate and an Enhanced Program based on desireable program expansion to serve market growth. . The funding would be broken down into ACCS's program categories as shown in the chart below and the table following.

Mid Range Plan Implementation Cost Estimates by Program Category



Cost Estimates for Mid Range Plan Implementation, 2017-2025

		2017 Year 7	2018 Year 8	2019 Year 9	2020 Year 10	2021 Year 11	2022 Year 12	2023 Year 13	2024 Year 14	2025 Year 15
Retail	Base	$1,613,475	$1,694,149	$1,778,856	$1,867,799	$1,961,189	$2,059,249	$2,162,211	$2,270,322	$2,383,838
	Enhanced	$1,160,629	$1,218,661	$1,279,594	$1,343,574	$1,410,752	$1,481,290	$1,555,354	$1,633,122	$1,714,778
Operations	Base	$2,142,813	$2,249,954	$2,362,451	$2,480,574	$2,604,603	$2,734,833	$2,871,574	$3,015,153	$3,165,911
	Enhanced	$294,836	$309,578	$325,057	$341,310	$358,375	$376,294	$395,109	$414,864	$435,607
Sales	Base	$2,670,811	$2,804,351	$2,944,569	$3,091,797	$3,246,387	$3,408,706	$3,579,142	$3,758,099	$3,946,004
	Enhanced	$2,605,673	$2,705,765	$2,997,803	$3,303,708	$6,467,594	$3,455,173	$3,801,232	$4,164,594	$4,546,123
Marketing	Base	$1,742,124	$1,829,231	$1,920,692	$2,016,727	$2,117,563	$2,223,441	$2,334,613	$2,451,344	$2,573,911
	Enhanced	$695,264	$730,027	$766,529	$804,855	$845,098	$887,353	$931,720	$978,306	$1,027,222
Web	Base	$921,986	$968,085	$1,016,489	$1,067,314	$1,120,680	$1,176,713	$1,235,549	$1,297,327	$1,362,193
	Enhanced	$127,628	$134,010	$140,710	$147,746	$155,133	$162,889	$171,034	$179,586	$188,565
Admin	Base	$194,314	$204,030	$214,231	$224,943	$236,190	$247,999	$260,399	$273,419	$287,090
	Enhanced	$110,250	$115,763	$121,551	$127,628	$134,010	$140,710	$147,746	$155,133	$162,889
Research	Base	$523,977	$550,176	$577,685	$606,569	$636,898	$668,743	$702,180	$737,289	$774,153
	Enhanced									
Bike/Walk	Base	$898,181	$988,000	$1,086,800	$1,195,479	$1,315,027	$1,446,530	$1,591,183	$1,750,302	$1,925,332
	Enhanced	$2,119,986	$2,208,441	$2,300,616	$2,396,671	$2,496,769	$2,601,082	$2,709,790	$2,823,080	$2,941,146
Other/One Time	Base									
	Enhanced	$500,291	$525,306	$551,571	$579,150	$608,107	$638,513	$670,438	$703,960	$739,158
Total	Base	***$10,707,682***	***$11,287,975***	***$11,901,773***	***$12,551,202***	***$13,238,536***	***$13,966,214***	***$14,736,851***	***$15,553,253***	***$16,418,431***
	Enhanced	***$7,614,559***	***$7,947,550***	***$8,483,431***	***$9,044,641***	***$12,475,837***	***$9,743,304***	***$10,382,423***	***$11,052,645***	***$11,755,489***
	Total	***$18,322,240***	***$19,235,524***	***$20,385,204***	***$21,595,843***	***$25,714,373***	***$23,709,518***	***$25,119,275***	***$26,605,898***	***$28,173,920***

Long Range Plan 2026-2035

By 2035, the end of the Long Range TDM Plan, Arlington's projected population is expected to be approximately 245,000 and employment over 275,000. Both should be still growing, but at a more relaxed pace of under 1,000 per year each, as compared to earlier periods. The County should be well-positioned to maintain its status as a vibrant urban community that is well-prepared for the future. Long term investments in multi-modal transportation infrastructure and TDM services will have paid off handsomely to prolong the County's economic and social health and prosperity.

At this point it is impossible, and not necessary, to predict exactly what sorts of changes will be brought about in transportation infrastructure and services by the evolution of technology and the changes in the global economic and energy environment. No matter what the social, economic, and technological conditions may be, it is difficult to foresee a situation in which continued investments in TDM are not warranted. TDM is likely to be the only major focus of transportation action by that time, due to the aforementioned trends. Clearly new transportation technologies will need to be applied based upon the principles of TDM to balance demand properly with available facilities.

The funding projections for this period recommend a conservative 5% per year growth to maintain the program in pace with presumed inflation, and a higher 10% per year growth to allow the acquisition of new technologies and otherwise take advantage of the central need for TDM services. Arlington County should actively continue to work at the local, State, and Federal levels to ensure that sufficient, dedicated funds for TDM are a mainstream part of the budgets at all levels, so that TDM can be appropriately funded commensurate with its importance in the total transportation picture.

Total ACCS Funding By Year 2026 – 2035 (In Millions)

		2026 Year 16	2027 Year 17	2028 Year 18	2029 Year 19	2030 Year 20	2031 Year 21	2032 Year 22	2033 Year 23	2034 Year 24	2035 Year 25
5% Annual Escalation	Base	$17.2	$18.1	$19.0	$20.0	$21.0	$22.0	$23.1	$24.3	$25.5	$26.7
	Enhanced	$12.3	$13.0	$13.6	$14.3	$15.0	$15.8	$16.5	$17.4	$18.2	$19.1
	Total	$29.6	$31.1	$32.6	$34.2	$36.0	$37.8	$39.6	$41.6	$43.7	$45.9
10% Annual Escalation	Base	$18.1	$19.9	$21.9	$24.0	$26.4	$29.1	$32.0	$35.2	$38.7	$42.6
	Enhanced	$12.9	$14.2	$15.6	$17.2	$18.9	$20.8	$22.9	$25.2	$27.7	$30.5
	Total	$31.0	$34.1	$37.5	$41.2	$45.4	$49.9	$54.9	$60.4	$66.4	$73.1

TDM and Regional Transportation Plans

As previously mentioned in the "weaknesses" portion of the SWOT analysis in Chapter 3, a primary obstacle toward programming funding for TDM programs into the TIP and/or CLRP is the exclusion of TDM programs in the TIP and CLRP themselves. Because TDM projects are not given the same level of consideration that transit and highway projects are, they are rarely incorporated into improvement plans or long range plans, despite the fact that they are much lower in cost, often provide more environmental benefits than transit or highway projects, provide almost immediate results with little to no lead time, and are much more sustainable and easier to manage over the long run.

If TDM projects are not programmed into the TIP, it makes it more difficult to tap into additional federal dollars that could substantially enhance TDM programs for the County. Having its programs in the TIP would also raise awareness of the TDM programs and enhance efforts in competing for Congestion Mitigation and Air Quality (CMAQ) funding, which comprises a large portion of the federal funds that ACCS receives. In addition, Virginia has instituted a new requirement that the County must have its TDM plans in the TIP in order to get state funds. Therefore, in order to ensure ACCS budget growth over the six-year TDM plan, it is imperative that ACCS work with MWCOG, VDOT and VDRPT to program and call out specific TDM projects in the TIP and CLRP.

The following actions must be taken to ensure that ACCS programs are appropriately reflected in regional transportation plans, in order to give the programs the greatest chance for obtaining the needed funding to support the planned expense.

1. ACCS must begin to divide TDM program funding into Base TDM Program and Enhancements. The existing Base TDM program without enhancements should be classified as short-term funding needs in the official 6 Year Plan. Therefore, these programs must be included in the TIP for immediate consideration for funding each fiscal year. While the Enhancements described in this chapter should be in the short-term plan, the TIP must reflect funding that is "reasonably expected to be available."

2. In order to ensure that TDM programs "make the grade" in terms of being supported by the TIP and CLRP, ACCS must prove that funding is "reasonably expected to be available." ACCS must work with DRPT and other jurisdictions (i.e., City of Alexandria, Washington, DC) and agencies (i.e., MWCOG, VDOT, DDOT) to reference TDM programs that touch more than just Arlington County as priority projects with regional significance in terms of impact on the transportation system.

3. ACCS must also work to minimize the need for amendments and updates to the TIP so that funding can be programmed accurately.

4. ACCS will need to find a way to coordinate with VDOT to program TDM projects accurately into the financial tracking system for funding through MWCOG.

Over the long run, as more TDM projects are programmed into the TIP, supported by their inclusion in the CLRP, statewide and regional awareness of TDM programs as viable types of transportation projects will increase, hopefully placing TDM on the same priority funding level as transit and highway projects, thus making funding more reliable and justifiable.

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1 OVERVIEW OF TDM PROGRAM

This chapter provides an overview of Arlington County's Transportation Demand Management (TDM) program, including the history of the program, recent accomplishments, elements of its success, possibilities for future growth, governance, organizational structure, TDM services provided, existing facilities, and public outreach.

1.1 Background

Arlington County Commuter Services (ACCS), Arlington County's TDM agency, was established in 1989 in order to enhance the economic vitality of Arlington County. Its mission involves reducing traffic congestion, decreasing parking demand, providing maximum use of HOV infrastructure, and improving air quality and mobility in and around Arlington. ACCS provides information and services to increase the use of alternative transportation through several web resources and commuter stores. In FY 2008, ACCS helped commuters shift 38,000 single-occupancy-vehicle (SOV) trips during the morning and evening peak periods to transit, carpool, walking, and bicycling trips. This eliminated more than 542,000 vehicle miles of travel (VMT) per day and contributed to traffic reduction during peak travel periods. For comparison of scale, this is comparable to the 37,000 vehicles that use I-395 and I-66 eastbound in the morning commute period. Increased use of sustainable modes also eliminated more than 64,000 tons of air pollution associated with global warming.

In FY2008, Arlington County Commuter Services (ACCS) helped shift 38,000 single-occupancy-vehicle (SOV) trips…to transit, carpool, walking, and bicycling trips…this is comparable to the 37,000 vehicles that use I-395 northbound and I-66 eastbound in the morning commute period…more than 64,000 tons of air pollution associated with global warming.

1.2 Review of Accomplishments

Recent ACCS accomplishments[1] were also reviewed as the County began to think about goals and objectives for the next six years and beyond.

2008 Records and Awards:

- Arlington Transportation Partners (ATP) celebrated its 10th anniversary with 582 employer clients who represent 124,000 employees or 62%of the nearly 200,000 at-place Arlington workforce. ATP was responsible for reducing nearly 22,000 drive-alone commute trips per day.
- ACCS Commuter Stores® documented record sales of $13 million and assisted 212,400 walk-in customers.
- The Commuter Store won the Customer Service Award from the Association for Commuter Transportation.
- ACCS marketing campaigns won awards from the American Public Transit Association and the Association for Commuter Transportation.
- A record 550,000 transit timetables and brochures were distributed to individuals and companies. Information was also placed at 425 ART and 55 Pike Ride bus stops.
- Visits to the CommuterPage.com® family of internet sites grew to 3,500 visitors per day.

[1] 2008 Annual Impact Report, December 2008

- CommuterPage.com marked its 10th year with citations from local/national media including the Washington Post's Dr. Gridlock for the "region's best transportation resource."

2008 Innovation and Growth:

- ATP expanded outreach to managers of 295 apartment complexes and other residential property clients. The 59,726units at these sites represent 85% of the multi-unit housing market in the County.
- ATP successfully launched PTOPS – Personalized Transportation Options Portfolios by preparing them for 959 employees at 26 employment sites. PTOPs provide custom transportation option information for employees based on their home and work locations.
- ACCS debuted a new Mobile Commuter Store which won an Adwheel Award from the American Public Transit Association.
- In June 2008 a new in-place Commuter Store opened at the Shirlington Transit Station.
- ACCS launched Arlington's Car-Free Diet Campaign to encourage residents and employees to reduce their use of, and dependence on, SOV travel. CarFreeDiet.com was launched and brochures, direct mail, print, and media ads were distributed.
- ATP successfully rolled out more than 150 transportation information "take one" display units funded under a grant from the Virginia Department of Rail and Public Transportation with maps, brochures, and transit schedules.
- Bike Arlington distributed 30,000 copies of its new and much applauded Arlington Bike Map. The program also introduced *Lights for Bikes, Confident City Cycling* classes, *Street Smart Safety,* and *Safe Bicycling* programs.
- ACCS expanded the Carshare program to 81 on-street spaces and 3,340 members and earned national recognition for Arlington's leadership.
- ACCS negotiated 12 new site plans with TDM conditions for a total of $1.5 million in new contributions over the coming 30 years.
- WALKArlington distributed more than 20,000 copies of a new self-guided walking tour brochure and sponsored several themed walkabouts.

The success of Arlington's work-related programs is clearly shown in Table 1.1 in the differences in mode split between worksites that offer TDM programs and those that do not.

Table 1.1 2007 Mode Use at Arlington Worksites Offering TDM Services

Commute Mode	TDM Services Offered	TDM Services Not Offered
Drive Alone	57%	79%
Train (Subway or Commuter Train)	22%	11%
Bus	6%	3%
Carpool/vanpool	12%	4%
Walk/Bicycle	3%	3%

1.3 Elements of Success

In Arlington, four major elements combine for the successful operation of an integrated approach to land use and transportation:

1. Urban Villages: The Urban Villages development pattern creates high density, mixed-use development designed for easy pedestrian use integrated with a range of transportation services.
2. Multimodal Infrastructure: A multimodal transportation infrastructure with high capacity offers many options for travelers.
3. Transportation Information: Comprehensive transportation information services support and encourage the use of non-SOV travel.
4. Focus on the Environment: The Arlington Initiative to Reduce Emissions (AIRE) focuses on identifying transportation alternatives that will reduce greenhouse gas emissions and minimize climate change.

Combined with support from the local elected officials, these features of Arlington County make TDM not only work in Arlington, but thrive.

1.3.1 Urban Villages: Visionary Transportation and Land Use Planning

More than 30 years ago, Arlington County leaders envisioned a development approach characterized by coordinated urban planning and transportation design. Since then, the County has invested in mixed-use land development combined with an inter-connected, multi-modal transportation system of roads, train and bus services, bike trails, and walking paths.

> *Arlington County…has invested in mixed use land development…concentrated high-density commercial and residential development around Metrorail stations and…supported a high level of public transit...The result is Arlington's urban villages – walkable, mixed-use neighborhoods well-served by public transportation and*

Arlington planners have concentrated high-density commercial and residential development around Metrorail stations in the Rosslyn-Ballston and Route 1/110 (Jefferson Davis Highway) Metrorail corridors while maintaining lower density residential neighborhoods in the rest of the County. See Table 3.2for a list of all corridors of regional significance. The County also has supported a high level of public transit and non-motorized facilities to maximize non-driving travel options. In addition, the County has invested heavily in high quality bus service and related transportation amenities to provide travel options and to support medium density development in those corridors.

The result is Arlington's *Urban Villages* – walkable, mixed-use neighborhoods well-served by public transportation and pedestrian facilities. Residents and visitors in these neighborhoods can walk to shopping and restaurants or take Metrorail, Metrobus, or Arlington Transit (ART) when they need to go elsewhere in the Metropolitan Washington area. Consequently, Arlington County residents, employees,

and visitors spend more time enjoying the attractions of the region, and less time trying to get to their respective destinations. This mobility, in a region known for gridlock, makes the County an exciting destination, with the advantages of urban living, but without many of the problems urbanism creates.

1.3.2 Multi-Modal Transportation Infrastructure

Arlington County is fortunate to have a strong transportation infrastructure. The Metrorail system that serves the Washington metropolitan region is the transportation backbone for Arlington's Urban Villages development pattern and provides access through 11 neighborhood-based Metrorail stations with high density development focused around each. Numerous arterial roads and two interstate highways, I-395 and I-66, provide road connections to and through the County, with numerous HOV access points serving high-density development nodes. The County is also served by Amtrak and the Virginia Railway Express (VRE) commuter rail service. Extensive local bus service is offered by Metrobus and Arlington Transit (ART) and regional express bus service is provided by Metro, Fairfax County, Potomac and Rappahannock Transportation Commission (PRTC), and Loudoun County. Bicycling and walking options are well-developed through the "Complete Streets" approach to accommodating all modes, and a system of off-street trails is available to make bicycling and walking safer and more appealing.

In the 2007 State of the Commute (SOC) survey of Washington-area commute, 93% of Arlington residents reported bus and/or rail operating in their home area, and more than 90% of Arlington residents said they lived within a half-mile of the nearest bus stop.

In the 2007 State of the Commute (SOC) survey of Washington-area commuters, Arlington residents reported a very high level of public transit access in their home areas and greater access than did commuters region-wide; 93% of Arlington residents reported bus and/or rail operating in their home areas, compared to 83% of regional commuters; and more than 90% of Arlington residents said they lived within a half-mile of the nearest bus stop, compared to only 68% of commuters region-wide.

The number of transportation options presented to the Arlington traveler affords them with several choices for traveling to, through and within the County without the use of a personal vehicle. The availability of options within reach that allow the traveler to make informed decisions on how to get to their destinations makes the use of transit in Arlington appealing, thus making the transportation system a success.

1.3.3 Comprehensive Transportation Information

County visionaries deserve tremendous credit for their foresight in creating an environment that fosters mobility by building walkable, mixed-use neighborhoods well-served by public transportation. However, when visionary development is placed in the middle of a region that is largely auto-dependent, the success of what Arlington has done can be dampened by the lack of transportation options that increase mobility to and through Arlington. Travelers must learn about the variety of travel options available, understand how they work, and consider how to incorporate the options into their personal trip

decision-making process. This knowledge and usability are essential to the widespread utilization of non-SOV choices.

ACCS performs this important task for Arlington County by implementing Transportation Demand Management (TDM) programs and strategies that promote public transit, walking, biking, carpooling, vanpooling, telecommuting, and other options that reduce the demand for vehicular travel, lessen congestion and air pollution, and improve accessibility. ACCS serves as an information and educational resource center for residents, employees, and visitors who travel to and within the County.

ACCS serves both external and internal audiences. Externally, ACCS assists residents, visitors, employers and workers with travel to and within the County. On a "wholesale" level, ACCS works with Arlington business managers and executives, property managers, and hotel managers who, in turn, work with their respective employees, tenants, and guests on advancing travel options. These groups serve as intermediaries between ACCS and travelers and extend ACCS' outreach beyond just direct contacts. On a direct end-user, "retail" level, ACCS provides public information and education to residents, employees, and visitors via County-wide information campaigns, commuter websites, direct mail, stationary and mobile commuter retail stores, as well as at bus stops.

ACCS serves as an information and educational resource center for residents, employees, and visitors who travel to and within the County…on a "wholesale" level…"retail" level…[and as] the "voice of the customer."

Internally, ACCS staff works with Arlington County planners and agencies such as transportation groups within the Arlington County Department of Environmental Services (DES); the Department of Community Planning, Housing, and Development (CPHD); Arlington Economic Development (AED); and the Transportation Commission. In this supporting role, ACCS represents the "voice of the customer," providing end-user insights and customer-oriented programming concepts.

1.4 Arlington's Focus on Environmental Sustainability

Arlington Initiative to Reduce Emissions (AIRE) began in 2007 to undertake the goal of emissions reduction in Arlington County. The program's main goal is to reduce Arlington County Government's greenhouse gas emissions 10% from 2000 to 2012. The County builds upon current success (reducing emissions 2.6% from 2000 to 2005) and innovative programs with new initiatives to work toward achieving the emissions reduction goal. The County also encourages and assists businesses to reduce emissions and energy needs by working closely with ACCS through Arlington Transportation Partners, to identify transportation alternatives for employees, guests, and clients. The program also works to encourage and assist residents to reduce emissions by taking transit, walking, biking or driving a fuel-efficient car.

1.5 Consideration of Future Markets

As the County began to develop the goals and objectives for the TDM Plan, it recognized certain key audiences that would need to be served by TDM in the future and specific external and internal trends that make the County unique and guide its TDM Plan development. These are:

1. Underserved Population Needs: The County recognizes the importance of exploring the needs of non-commute travel populations—such as youth, seniors, and populations such as immigrants, young professionals, "transient" populations, and students—who have not been well-represented on the County's citizen advisory boards.
2. Minority Population Growth: The growth in minority population segments is creating new customers. More than 40% of Arlington's residents are Hispanic/Latino, African- American, Asian, or multi-racial. More than one-quarter of residents were born outside the United States. Arlington County Public Schoolchildren speak more than 60 different languages.
3. Resident turnover: Arlington County has extremely high resident turnover. Every five years the County turns over 50% of its population base – 100,000 residents leave the County, and 100,000 new residents arrive. The fundamental job of providing information and education on the transportation options available and how to use them must remain significant and persistent.
4. External Impacts: The County is both a significant generator (residential and tourist travel) and attractor (workers traveling into the County for jobs) of trips. Further, the transportation infrastructure of Arlington County serves through-travelers headed for destinations in Washington, D.C. or other jurisdictions adjacent to the County. The large volume of travel within and though the County places great strains on the infrastructure, emphasizing the need for transportation services to encourage high use of non-SOV travel modes.
5. Resource Limitations: The majority of Arlington County's public land is already developed. Expanding roadway infrastructure to increase the capacity of the existing transportation system is not a viable option for solving congestion problems within the current transportation network. The current multi-modal system must improve to move more people with little new infrastructure investment.

1.6 Governance

ACCS is part of the Department of Environmental Services, Transportation Division, Planning Bureau. As such, it reports to the Arlington County Board. More detail on where ACCS fits in the County's organizational structure is shown in the next section.

1.7 Organizational Structure

Annual Budget: ACCS' annual working budget consists of $6.5 Million is comprised of federal Congestion Mitigation and Air Quality (CMAQ), state, and local funding, as well as commissions generated from ACCS transit fare media sales.

Employees:

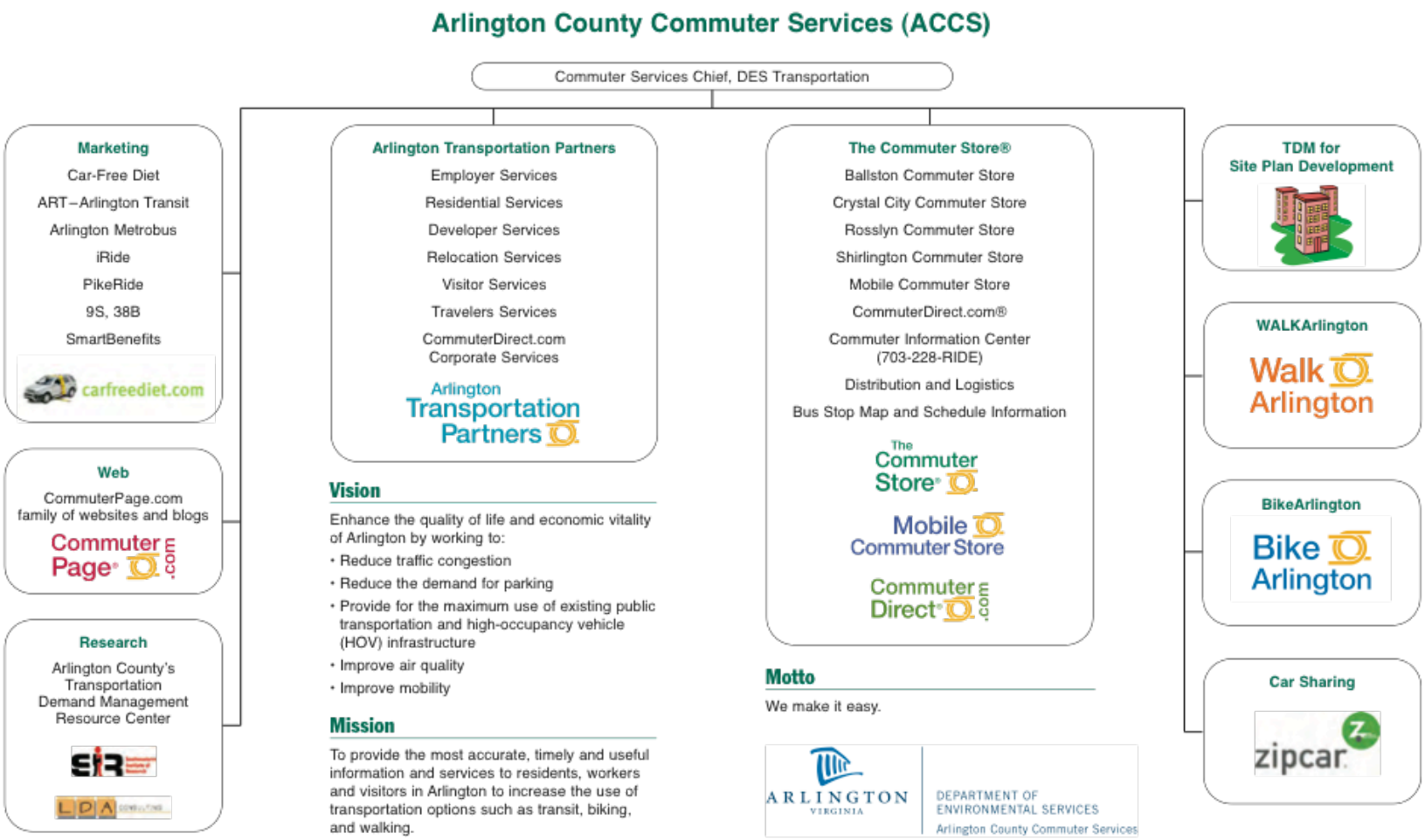
ACCS remains small and tightly organized, and is primarily comprised of:

- Three County Full Time Equivalents (FTEs)
- Three main contractors (three individuals from three separate firms)
- 38 Full Time contracted staff
- A number of small subcontractors

Organization:
ACCS is a bureau of the Department of Environmental Services, Transportation Division (See Figure 1.3 for a complete organizational chart for ACCS). It is organized into eight branches, which include:

1. Arlington Transportation Partners
2. Commuter Stores
3. Marketing Team
4. Web Team
5. TDM Enforcement
6. Bike/Walk Initiatives
7. Special Initiatives - Carsharing
8. Research Team

Figure 1.1 ACCS Organizational Chart



1.8 TDM Services Provided and Areas Served

One characteristic of quality of life is mobility – the unrestricted freedom to go anywhere at any time. Unfortunately, Americans in many metropolitan areas are finding their mobility constrained by sprawling suburban developments. Transportation systems serving these areas predominately require personal vehicular travel, thus ensuing both traffic congestion and lack of mobility for those without vehicles.

Arlington County, located in the core of the Washington Metropolitan Region, is a notable exception. Arlington has the enviable combination of development characteristics and transportation services that make it easy for residents, employees, and others to travel to, through, and within the County with little or no need for a personal vehicle. ACCS facilitates use of public transit, walking, biking, carpooling, vanpooling, telecommuting, and other non-SOV travel options in Arlington County, reducing the demand for vehicle travel, lessening congestion and air pollution, and improving accessibility.

As the County's transportation information and educational resource center, ACCS informs travelers about available services and facilities, explains how to use available resources and tools, and provides individual and customized support to plan trips from point A to point Z. ACCS also facilitates delivery of transit fare media and travel incentives, such as transit fare discounts, that are available from employers and other organizations, and assists employers to implement worksite-based services to encourage employees to choose non-SOV travel options for commuting to work.

1.9 Audiences

ACCS provides information, services, and products to businesses, employees, residents, and visitors to Arlington via a number of distribution channels, including businesses, property managers, and hotel managers who work with their respective employees, tenants, and guests in order to advance and promote travel options. In addition, ACCS provides public information and education via County-wide information campaigns, commuter websites, direct mail, commuter retail stores, and at bus stops.

As shown in Figure 1.2, there are four primary traveler audiences that ACCS targets:

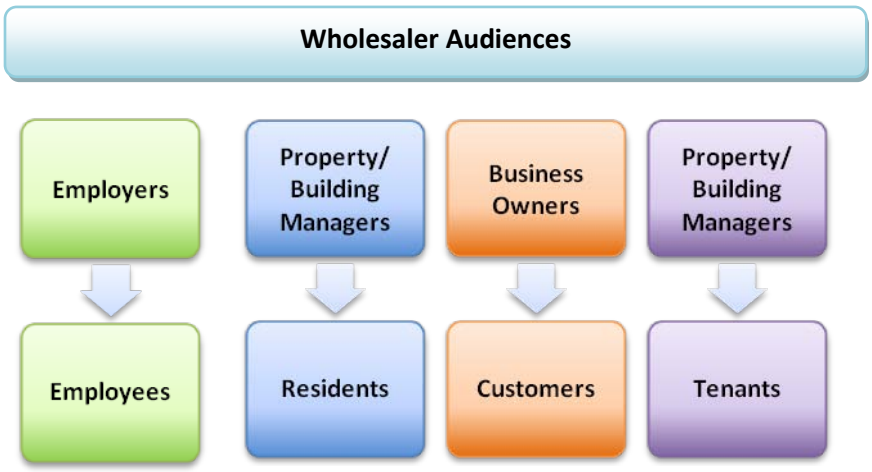
Figure 1.2 Primary Traveler Audiences

These four target audiences include residents, employees, businesses, and visitors from both other parts of the Washington Metropolitan Region and outside the Region.

In addition, there are "wholesaler" audiences who can pass the message on to their constituents, as shown in Figure 1.3:

1. Arlington County employers and business owners
2. Commercial building property managers and tenants
3. Property and building managers of multi-unit housing developments
4. Retail business owners, hotels, and visitors services

Figure 1.3 Wholesaler Audiences



1.10 Outreach Tools

ACCS serves these groups directly by providing information and services via direct mail, sales, internet, on-site events, and phone, as well as by delivering other products and services through the Commuter Stores and other outlets, such as through displays in government buildings. The products and services provided by ACCS are outlined in below and summarized in Table 1.2.

Sales – Arlington Transportation Partners (ATP): Business-to-business outreach sales and services that "wholesale" ACCS information assistance to businesses, employees, residents, and visitors.

- Employer Services – commuter benefits, information, services for employees
- Residential Services – information for multifamily complex residents
- Visitor Services – information services for hotel guests and employees
- Site Plan Assistance/Development Services – assistance for developers and managers in fulfilling TDM site plan requirements

Retail Commuter Information and Support: Direct information, assistance, and transit pass sales for commuters, residents, and visitors.

- Commuter Stores – three stationary and one mobile store for fare sales, personal help

- CommuterPage.com – family of internet sites with interactive information and services (including BikeArlington.com, WalkArlington.com, Arlingtontransit.com)
- CommuterDirect.com – online fare sales for individuals and companies
- Commuter Information Center – "228-RIDE" call-in number for commuter information

ACCS Marketing:

- Transit Marketing – comprehensive marketing and promotions for ART, Arlington Metrobus, other transit and transportation options
- Bus Stop Information Program – outfitting all bus stops with maps and schedules
- Umbrella Marketing – promoting the "family" of ACCS products and services through brochures, advertising, direct mail, point-of-purchase displays, websites, etc.
- iRide Teen Transit Program – promoting transit use to middle and high school students

Operations and Support:

- CommuterDirect.com Support Center – fulfillment, mail, and online fare sales orders. This center supplies brochures, maps, schedules and fare media as requested through various information avenues
- Distribution and Logistics Program – online brochure ordering system, distribution of brochures to all outlets, support for bus stop information program

Special Initiatives:

- BIKEArlington program – promotions, information, BIKEArlington.com
- WALKArlington program – promotions, information, WALKArlington.com
- Arlington Carsharing program – support and marketing partnership with private provider Zipcar
- Arlington Retail marketing program – retail partnerships, sponsorships, and point of purchase transportation information

Planning and Research:

- TDM Site Plan Requirements – negotiation and enforcement of TDM conditions for properties
- Articulation of TDM policies and documentation of benefits

Table 1.2 Classification of Programs[2]

Primary Programs	Supporting / Related Programs
Employer Services	- CommuterDirect.com (corporate) - ACCS Marketing - Commuter Information Center (fulfillment) - CommuterPage.com
CommuterDirect.com (corporate)	- Commuter Information Center (fulfillment)
Commuter Store	- CommuterPage.com - ACCS Marketing
CommuterPage.com	- Commuter Information Center (fulfillment) - ACCS Marketing
CommuterDirect.com (individual)	- Commuter Information Center (fulfillment)
WalkArlington	- ACCS Marketing - Commuter Page.com
BikeArlington	- ACCS Marketing - Commuter Page.com
Carsharing program	- ACCS Marketing
Umbrella marketing campaign	- CommuterPage.com - Commuter Store

1.11 Public Outreach

A separate public outreach effort was not conducted as part of the development of this TDM Plan; however, an extensive public involvement process was conducted in 2007 and 2008 as part of the development of the County's Master Transportation Plan (MTP). Part of the MTP was the Transportation Demand Management Element, and this part of the MTP formed the basis for the development of this six-year TDM Plan.

For the MTP Public Outreach, which included outreach on TDM, the public's opinions were solicited via community surveys (approximately 800), six focus groups, and four public work-sessions. There was also a 24-member MTP Plenary Group that provided input from many different advisory and business groups in the County. After a two-year process that included this extensive public outreach element, the Goals and Policies document of the MTP was developed. The plan went through a review process that was led by the County's Transportation Commission, an advisory body to the County Board on transportation related items. As part of this review, presentations, discussions, and assessments were held with the Planning Commission, Economic Development Commission, Neighborhood Conservation Advisory Committee, and Arlington Civic Federation. The draft MTP was then placed on the County's website and public input was solicited through various media. Ultimately, the MTP Goals and Policies document was advertised for final public comment by the County Board in September 2007 and then adopted two months later.

[2] Source: ACCS Impact and Accomplishments – Annual Report 2008

An extensive public involvement process was conducted in 2007 and 2008…the public's opinions were solicited via community surveys (approximately 800), six focus groups, and four public work-sessions.

Six TDM goals were included in the MTP Goals and Policies Element which were carried forth to the Transportation Demand and System Management (TDSM) Element. The public process for the TDSM Element of the MTP was led by the Transportation Commission. In addition to the Transportation Commission meetings, Arlington County staff met several times with the Planning and Economic Development commissions and had four meetings with representatives of the development and commercial property organizations (Northern Virginia Building Industries Association and the National Association of Industrial and Office Parks). There was also input sought from the Arlington Civic Federation and through postings on the County's and CommuterPage websites. The County Board advertised the draft document to the community in May 2008 and adopted it in July 2008.

2 GOALS, OBJECTIVES, AND STANDARDS

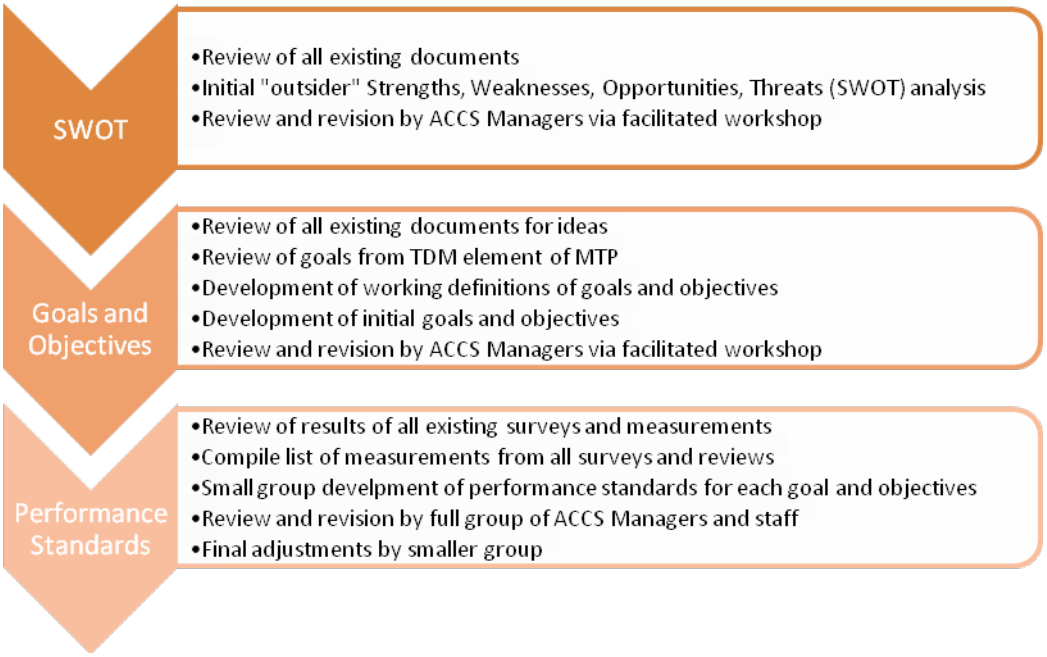
This chapter provides an overview of the goals, objectives and standards, or performance measures, of Arlington County's TDM program, including a description of how goals and objectives were developed as part of the six-year TDM plan, the goals and objectives that came out of this process, performance measures that can be used to measure success against the goals and objectives, retrospective analysis of program performance, peer reviews, interviews with key stakeholders, discussions with TDM Users and Non-Users, and a review of recent budgets, including revenues and expenses.

2.1 Process for Developing Goals and Objectives

ACCS managers and staff have been very involved in the development of the TDM Plan. A collaborative process that included everyone from senior managers to Commuter Store employees participated in developing the SWOT analysis (see Chapter 3), Goals and Objectives, and Strategies. Various groups of staff were involved on multiple occasions through small group meetings, larger facilitated meetings, and even an all-day TDM planning session that involved breakout group discussions and follow-up dialogue with all participants.

A detailed and organized process was followed for developing the goals and objectives for the TDM Plan in addition to the standards and measures by which the results would be judged (See Figure 2.1).

Figure 2.1 Process for Developing Goals, Objectives, and Performance Standards



The process included:

1. Review of all existing documents (see chapter 3)to thoroughly understand the program.
2. Development of a SWOT analysis based on the review of documents.
3. Review of the ACCS vision, mission, and goals outlined in the TDM portion of the County's Master Transportation Plan.
4. Identification of initial goals and objectives, which were reviewed by ACCS managers.
5. Creation of a list of possible performance standards based on existing data.
6. Presentation of the performance standards to ACCS managers and staff at an all-day TDM planning session. The attendees were broken into groups, one for each goal, and asked to develop performance measures. The results were discussed with the whole group and adjusted

by the leadership team. After meeting in groups divided by service area, ACCS managers and staff developed a list of program enhancements and strategies for meeting the goals and objectives. These strategies, and how they were prioritized and finalized, are detailed in Chapter 4.

2.2 Review of Existing Vision and Mission

Before goals and objectives could be developed, ACCS's existing vision and mission were reviewed:

ACCS Vision:

To improve the quality of life and economic sustainability of Arlington by reducing traffic congestion, getting the maximum use of the street/HOV infrastructure, reducing parking demand, and improving air quality and mobility.

ACCS Mission:

To provide the most accurate, timely and useful information and services to residents, workers and visitors in Arlington to increase the use of transportation options such as transit, biking and walking.

Using the vision and mission as starting points, goals and objectives were developed for the TDM Program, based on the goals outlined in the TDM element of the MTP and the review of other document. The County ACCS Managers met to refine the goals and objectives and develop performance measures and strategies for attaining the goals and objectives. The ACCS Management Team used the following working definitions for developing these aspects of the plan:

Goals: A goal is a broad statement of what the agency hopes to achieve and is qualitative in nature.

Objectives: Objectives are specific, measurable statements of what will be done to achieve goals within a time frame of one year or less. Objectives are achieved through work plans.

Objectives should be **SMART**:

Specific **M**easurable **A**chievable **R**ealistic **T**imely

Performance Standards: Sometimes called performance measures, these are a quantitative or qualitative characterization of performance. They quantify the agency's efficiency or effectiveness in conducting business operations.

Strategies: Strategies are statements of major approaches or methods of attaining goals and resolving specific issues. Strategies begin to answer the question "How will we go about accomplishing our goals?"

2.3 Goals and Objectives

Table 2.1 outlines the goals and objectives for the TDM Plan that were agreed upon following the process presented in sections 2.1 and 2.2.

Table 2.1 Final Goals and Objectives

1. INFLUENCE GROWTH IN THE USE OF TRANSPORTATION OPTIONS: Offer programs and services to get Arlington residents, employees, businesses and visitors to use transportation options for travel to, from and within Arlington County.

Objectives

- Maintain and improve current mode splits for Arlington, contributing to the County's overall objective of one-half percent SOV reduction per year for all types of trips the next 20 years.
- Encourage efficient, cost effective modes of transportation that focus on moving people, not vehicles.
- Maximize use of transportation options while minimizing SOV travel.
- Minimize perceived barriers to using transportation options.
- Maximize the use of transportation options for trips generated by new development.

2. PROVIDE QUALITY TDM SERVICE TO ARLINGTON RESIDENTS, EMPLOYEES, BUSINESSES AND VISITORS: ACCS will offer the highest quality TDM services for Arlington residents, employees, businesses and visitors.

Objectives

- Ensure that customers are satisfied with the TDM services and continue to use them.
- Provide benefits that can be obtained by persons of all incomes and abilities.
- Increase use of TDM-based services by more residents, employees, businesses and visitors.
- Encourage removal of actual barriers to the use of transportation options.

3. ENCOURAGE A CULTURE IN ARLINGTON IN WHICH THERE IS INCREASED AWARENESS AND APPRECIATION OF TRANSPORTATION OPTIONS AND THEIR BENEFITS: Provide the information and knowledge necessary so that residents, employees, businesses and visitors are aware of their options and have a positive attitude toward them, even if they choose not to use them.

Objectives

- Increase awareness and support of transportation options by residents, employees, businesses and visitors.
- Increase awareness and support of TDM benefits by government agencies, elected officials and community leaders.

4. INCREASE TRANSPORTATION SYSTEM SUSTAINABILITY THROUGH TDM: Seek and maintain investments that support economic and environmental sustainability.

Objectives

- Increase utility of the transportation system by providing TDM services.
- Support economic development objectives and access to jobs.
- Provide TDM services that have a positive effect on the environment.
- Provide TDM services that have a positive effect on energy use.
- Encourage behavior that increases use of sustainable modes and utilization of the transportation system, including telework.
- Encourage innovative technologies that move people in the most energy-efficient and environmentally sustainable way.

5. PROVIDE TRANSPARENCY AND ENSURE RETURN ON TDM INVESTMENT THROUGH PROGRAM MONITORING AND EVALUATION: Maintain and execute a comprehensive monitoring and evaluation program that reviews all aspects of ACCS's service offerings and utilizes the results to improve services and promote the benefits of TDM.

Objectives

- Maintain ACCS's rigorous and results-oriented research and evaluation program to maximize return on investment and ensure progress towards the County's transportation performance measures.
- Use the results of ACCS research and evaluation program to improve upon TDM services.
- Use the results of the research and evaluation program to promote the benefits of the ACCS services to key stakeholders.

2.4 Performance Measures

2.4.1 Process and Background Information

Arlington County performs many of its own monitoring programs and is also part of monitoring through the state and regional studies conducted by MWCOG. Through these various means, the County has the advantage of already measuring many items that could be used as performance measures. Initially, the County maintained a comprehensive list of measurements that were already being implemented to use as a starting point for developing potential performance measures for the goals and objectives. Table 2.2 lists the many performance measures that were previously evaluated as part of other various monitoring programs. The measures are divided by category and were considered in the development of the final list of performance measures that should be applied to the ACCS TDM Plan monitoring program to evaluate the organization's effectiveness in achieving its goals and objectives.

Arlington County has amassed a wide variety of performance measures through its ongoing survey work and performance reporting. The County is now in the position to select relevant performance measures

from those currently in use for each of the goals and objectives presented in this plan. The following table provides an overview of performance measures taken from a number of ACCS surveys, the ACCS annual impact report, regional surveys, and other Arlington County reports. Arlington County has tracked some of these data points over multiple years, but others are relatively new. Many of the performance measures selected for use in this report come from this list of ready-to-use data points.

The data sources for these regularly gathered data include:

- Virginia State of the Commute 2007 (VA SOC 2007)
- Metropolitan Washington Council of Governments State of the Commute Survey 2007 (MWCOG 2007)
- Metropolitan Washington Council of Governments State of the Commute Survey 2004 (MWCOG 2004)
- Metropolitan Washington Council of Governments State of the Commute Survey 2001 (MWCOG 2001)
- Impact Report 2008
- Arlington Business Leaders Study 2007
- Arlington Resident Satisfaction Survey 2006
- Arlington Carshare Report 2006
- CommuterPage.com Study.

Differences in survey administration, question wording, and survey populations mean that data presented from different surveys and studies should not be considered comparable. For example, the Census American Community Survey is distributed through the mail, while the Virginia State of the Commute is a telephone survey. Definitions of commute modes differ between surveys, and mode survey questions are also worded differently. These differences, among others, mean that data presented even for the same year are not analogous.

Table 2.2 Regularly Gathered Data for Consideration as Performance Measures

Performance Measure	Population	Data Source	Response
Mode Share			
Avg. Commute Length (min)	Arlington Residents	VA SOC 2007	29
Avg. Commute Length (min)	Arlington Employees	MWCOG SOC 2007	31
Desire to/interest in telecommuting (%)	Arlington Residents	MWCOG SOC 2007	29
Dissatisfied with commute (%)	Arlington Residents	VA SOC 2007	1
Distance to work (mi)	Arlington Residents	MWCOG SOC 2007	10
Distance to work (mi)	Arlington Employees	MWCOG SOC 2007	16
Travelers who try non-SOV modes (trial placement rate) (%)		Arlington Resident Satisfaction Survey 2006	30
Vehicle Ownership (%)	Arlington Residents	VA SOC 2007	87
Mode Share			
SOV - Commute (%)	Arlington Residents	MWCOG SOC 2007	55
SOV - Non-work trips (%)	Arlington Residents	Arlington Resident Satisfaction Survey 2006	45
Transit - Commute (%)	Arlington Residents	VA SOC 2007	30
Commute by train (%)	Arlington Residents	MWCOG SOC 2007	26
Train - Non-work trips (%)	Arlington Residents	Arlington Resident Satisfaction Survey 2006	6
Commute by bus (%)	Arlington Residents	MWCOG SOC 2007	6
Bus - non-work trips (%)	Arlington Residents	Arlington Resident Satisfaction Survey 2006	5
Commute by bike (%)	Arlington Residents	Arlington Resident Satisfaction Survey 2006	3
Bike - non-work trips (%)	Arlington Residents	Arlington Resident Satisfaction Survey 2006	2
Commute by walking (%)	Arlington Residents	Arlington Resident Satisfaction Survey 2006	6
Walking - non-work trips (%)	Arlington Residents	Arlington Resident Satisfaction Survey 2006	33
Carpool/Vanpool - non-work trips (%)	Arlington Residents	Arlington Resident Satisfaction Survey 2006	14
Transportation Use			
Arlington - Daily VMT (000)		VA SOC 2007	4,577
ART Annual Unlinked Trips (000)		VA SOC 2007	385
Daily VMT reduced (VMT)		Impact Report 2008	427,781

Performance Measure	Population	Data Source	Response
Transportation Use			
Daily VMT reduced - Commute (VMT)		Impact Report 2008	27,422
Daily VMT reduced - Non-work (VMT)		Impact Report 2008	24,877
Use HOV (%)	Arlington Residents	MWCOG SOC 2007	8
Use HOV (%)	Arlington Employees	MWCOG SOC 2007	17
Infrastructure			
Arlington Carshare spaces		Impact Report 2008	81
Arlington Carshare vehicles		Arlington Carshare Report 2006	43
Employer offers free on-site parking (%)	Arlington Residents	MWCOG SOC 2007	50
Employer offers free on-site parking (%)	Arlington Employees	MWCOG SOC 2007	54
HOV Available (%)	Arlington Residents	MWCOG SOC 2007	36
HOV Available (%)	Arlington Employees	MWCOG SOC 2007	46
Less than half a mile to nearest bus stop from home (%)	Arlington Residents	MWCOG SOC 2007	78
Less than half a mile to nearest bus stop from home (%)	Arlington Employees	MWCOG SOC 2007	57
Less than half a mile to nearest train station from home (%)	Arlington Residents	MWCOG SOC 2007	20
Less than half a mile to nearest train station from home (%)	Arlington Employees	MWCOG SOC 2007	5
Park and ride lot use (%)	Arlington Residents	VA SOC 2007	9
ACCS Participation			
ACCS employers/business clients (number)		Impact Report 2008	582
ACCS employers/business clients (% of employees in county)		Impact Report 2008	62
ACCS site plan properties assisted		Impact Report 2008	50
Annual new site plans		Impact Report 2008	12
ATP penetration of County's multi-family housing market (%)		Impact Report 2008	85
Bike riders that visited Arlington's Bike-to-Work day pit stop (#)		Impact Report 2008	800
Commuter Store sales ($)		Impact Report 2008	13,000,000
Commuter Store visits (#)		Impact Report 2008	212,400
CommuterDirect.com Corporate Services program participating firms (#)		Impact Report 2008	81
CommuterDirect.com Corporate Services program ticket revenue ($)		Impact Report 2008	2,000,000
CommuterPage.com® daily site visits (#)		Impact Report 2008	3,500
CommuterPage.com® FY unique visitors (#)		CommuterPage.com Study	843,000

Performance Measure	Population	Data Source	Response
ACCS Participation			
CommuterPage.com® FY visitors sessions (#)		CommuterPage.com Study	2,600,000
Compliance rate on Site Plan contributions (%)		Impact Report 2008	83
Contacted ACCS/Commuter Store (%)	Arlington Residents	MWCOG SOC 2004	8
Contacted ACCS/Commuter Store (%)	Arlington Employees	MWCOG SOC 2004	7
Employment sites participating in PTOPs program		Impact Report 2008	26
Participants in Arlington-Alexandria Community Bike Ride		Impact Report 2008	750
Personalized Transportation Option Portfolios (PTOPs) prepared (#)		Impact Report 2008	959
Receive ride match lists (%)	Arlington Residents	VA SOC 2007	46
Relocating employees with access to ACCS services (#)		Impact Report 2008	3,800
Relocating employers using ACCS services (%)		Impact Report 2008	6
Residential building units reached (#)		Impact Report 2008	59,726
Residential building manager clients (#)		Impact Report 2008	295
Retail Commuter Info and Support information requests (#)		Impact Report 2008	29,000
Site plans in database		Impact Report 2008	113
Using ACCS services (%)	Arlington Residents	Arlington Resident Satisfaction Survey 2006	21
Using ACCS services (%)	Arlington Employers/ Bus. or Bldg. Mgr.	Arlington Business Leaders Study 2007	53
Using ACCS services (#)	Arlington Employees	Impact Report 2008	124,000
Using workplace-based TDM programs (%)	Arlington Residents	VA SOC 2007	35
Using workplace-based TDM programs (%)	Arlington Employees	VA SOC 2007	45
ACCS Program Impacts			
Arlington carshare members		Impact Report 2008	3,340
ATP clients "very satisfied" with ATP service (%)		Impact Report 2008	75
Commute Difficulty Vs Last year - % Easier	Arlington Residents	MWCOG SOC 2007	12
Commute Difficulty Vs Last year - % Easier	Arlington Employees	MWCOG SOC 2007	14
Commute Difficulty Vs Last year - % more difficult	Arlington Residents	MWCOG SOC 2007	22
Commute Difficulty Vs Last year - % more difficult	Arlington Employees	MWCOG SOC 2007	24

Performance Measure	Population	Data Source	Response
ACCS Program Impacts			
Alternative Mode Placements, Commute Trips:		Impact Report 2008	
Commuter Stores			2,943
CommuterDirect.com			1,095
CommuterPage.com			15,233
Walk Arlington			114
Bike Arlington			584
Carshare			285
Umbrella Marketing			5,446
Alternative Mode Placements, Non-Work Trips:		Impact Report 2008	
Commuter Stores			3,322
CommuterDirect.com			887
CommuterPage.com			10,756
Walk Arlington			863
Bike Arlington			625
Carshare			1,160
Daily commute trips reduced (two-way)		Impact Report 2008	17,300
Daily vehicle trips reduced (one-way) (vehicle trips)		Impact Report 2008	38,020
Employer offers commute incentives/support services (%)	Arlington Residents	MWCOG SOC 2004	64
Employer offers commute incentives/support services (%)	Arlington Employees	MWCOG SOC 2004	73
Metrorail corridor residents in carshare program (%)		Arlington Carshare Report 2006	5
Customers "satisfied" with CommuterDirect.com services (%)		Impact Report 2008	89
Offered workplace-based TDM programs (%)	Arlington Residents	MWCOG SOC 2007	64
Offered workplace-based TDM programs (%)	Arlington Employees	MWCOG SOC 2007	72
Offered workplace-based TDM programs (%)	Arlington Employers/ Bus. or Bldg. Mgr.	Arlington Business Leaders Study 2007	83
Rideshare after ride matching services are offered (%)	Arlington Employees	VA SOC 2007	33

Performance Measure	Population	Data Source	Response
Service Awareness and Use			
Give favorable rating to the County on travel options (%)	Arlington Residents	Arlington Resident Satisfaction Survey 2006	80
Give favorable rating to the County on travel options (%)	Arlington Employers/ Bus. or Bldg. Mgr.	Arlington Business Leaders Study 2007	75
Give favorable rating to the County on travel options (%)	Arlington Residents	Making an Impact Report 2005	78
Aware/use commuter connections (%)	Arlington Residents	MWCOG SOC 2001	54
Aware/use commuter connections (%)	Arlington Employees	VA SOC 2007	50
Aware of ACCS/Commuter Store (%)	Arlington Residents	MWCOG SOC 2004	38
Aware of ACCS/Commuter Store (%)	Arlington Employees	MWCOG SOC 2004	36
Aware of ACCS/Commuter Store (%)	Store patrons	Arlington Commuter Store Study 2004	44
Aware of at least 1 Arlington Commute Org (%)	Arlington Residents	MWCOG SOC 2007	57
Knew of a commute info resource organization (%)	Arlington Employees	MWCOG SOC 2007	58
Aware of advertising for transportation services in Arlington (%)	Arlington Residents	Arlington Resident Satisfaction Survey 2006	24
Aware of GRH (%)	Arlington Residents	MWCOG SOC 2004	58
Aware of GRH (%)	Arlington Employees	MWCOG SOC 2004	65
Use WMATA website (%)	Arlington Residents	MWCOG SOC 2001	13
Use WMATA website (%)	Arlington Employees	VA SOC 2007	30
Used commute info resource organization (%)	Arlington Residents	MWCOG SOC 2007	26
Used commute info resource organization (%)	Arlington Employees	MWCOG SOC 2007	23
Employer Conditions			
Compressed work schedule (%)	Arlington Residents	MWCOG SOC 2004	5
Compressed work schedule (%)	Arlington Employees	MWCOG SOC 2004	8
Flextime (%)	Arlington Residents	MWCOG SOC 2001	21
Flextime (%)	Arlington Employees	MWCOG SOC 2001	24
Job responsibilities do not allow telecommuting (%)	Arlington Residents	MWCOG SOC 2007	49
Job responsibilities do not allow telecommuting (%)	Arlington Employees	MWCOG SOC 2007	51
Standard work schedule (%)	Arlington Residents	MWCOG SOC 2001	74
Standard work schedule (%)	Arlington Employees	MWCOG SOC 2001	68
Telework 1+ days (%)	Arlington Residents	MWCOG SOC 2007	22

Performance Measure	Population	Data Source	Response
Service Awareness and Use			
Telework 1+ days (%)	Arlington Employees	MWCOG SOC 2007	20
Telework offered by employer (%)	Arlington Residents	VA SOC 2007	52
Teleworking (%)	Arlington Residents	MWCOG SOC 2007	22
Teleworking (%)	Arlington Employees	MWCOG SOC 2007	20
ATP displays in commercial and residential buildings (#)		Impact Report 2008	150
Bike map copies distributed (#)		Impact Report 2008	30,000
Hotels providing ACCS handout materials		Impact Report 2008	42
The Solutions newsletter circulation (annual pieces)		Impact Report 2008	51,500
Transit timetables distributed to individuals and companies		Impact Report 2008	550,000
WALKAbouts self-guided walking tour brochure distributed (#)	Impact Report 2008	20,000	
Environmental Impacts			
Daily emissions reduced (kg)		Impact Report 2008	402,904
Daily amount of VOC reduced (lb)		Impact Report 2008	520
Daily amount of NOx reduced (lb)		Impact Report 2008	318
Daily amount CO2 reduced (lb) (Greenhouse Gas – GHG)		Impact Report 2008	511,578
Annual CO2 reduced (tons)		Impact Report 2008	64,000
Daily gasoline saved (gallons)		Impact Report 2008	22,700

2.4.2 Results of Performance Measures Brainstorm

A large brainstorming session was held to develop the performance measures for the TDM Plan. The participants in the meeting were comprised of ACCS managers, staff and consultants. The attendants were divided into four groups, each charged with developing performance measures for one of the first four goals of the plan. The groups considered the list of possible performance measures in Table 2.2 as well as knowledge about how Arlington is doing on measures that are already tracked.

Table 2.3 includes a condensed version of the results of the performance measures brainstorming session. It also includes applicable performance measures from the TDM Element of the MTP. The original results of that brainstorming session are shown in Appendix B. ACCS plans to focus on these performance measures as they review their progress toward the goals and objectives. Note that the asterisked (*) performance measures were drawn from the TDM Element of the Arlington's Master Transportation Plan (MTP):

Table 2.3 Performance Measures Assigned to Goals and Objectives

Goal 1: Influence Growth in the Use of Transportation Options

- Mode-Split Data from Surveys
  - SOV Usage as Compared to Previous Survey
  - Non-SOV Usage (i.e. mode splits between alternative modes of transportation) as Compared to Previous Survey
  - Mode Use at Arlington Worksites Offering TDM Services
- Growth of TDM Conditions in Site Plans
  - Measured by Percent of New Development/Redevelopment with TDM Conditions Implemented in Site Plan vs. Percent of Total New Development/Redevelopment
- Service Enhancements/Growth of Transit Corridors
  - Growth in increased transit options Removal/decrease in transit corridors/gaps in service (i.e. bus routes)
- Environmental Impact Measures Attributed to ACCS
  - Use EPA approved models to measure vehicle trip reduction changes per year
  - Use EPA approved models to measure Green House Gas Emission increases/ reductions as a result of annual changes in SOV Use

Goal 2: Provide Quality TDM Service to Arlington Residents, Employees, Businesses and Visitors

- Customer Approval and Satisfaction Ratings for Measured Programs
- Program Use measured by:
  - Number of Employer Clients participating in Employee Commute Programs (i.e. transit subsidies, onsite pass sales, etc)
  - Number of Commuter Store/Commuter Direct Customers
  - Fare-Media Sales by Commuter Stores and Commuter Direct
  - Website Hits/Unique Visitors

Goal 3: Encourage a Culture in Arlington in which there is Increased Awareness and Appreciation of Transportation Options and their Benefits

- Number of New and Continuing Transportation Options Awareness Events
  - Event Attendance and Participation Figures
  - Post-Event Awareness Satisfaction Ratings (from surveys administered after a County event (i.e., Bike to Work Day)
  - Number of Sponsorships of transportation-themed events (i.e. Bike to Work sponsors, Rideshare Fairs, Sports Arena advertisements for transit use during high-volume events)
  - Dollar amounts of non-in-kind sponsorships of transportation-related causes
- Employer-based TDM Program Awareness
  - Survey employees in regards to whether they were aware if their employer has a commuter program (Yes or No)
- Membership-Based Program Growth (i.e. growth in Carshare Programs, regional carpools, sluglines)
  - Carshare membership
- TOD growth
  - Increase in Square Footage of Development surrounding transit stations/hubs
  - Commercial
  - Retail
  - Residential
- Vehicle Ownership
  - Number of Vehicles Registered as a percentage of the population

Goal 4: Increase Transportation System Sustainability through TDM

- GHG and VMT Reductions
  - Peak-Period VMT on Arlington Street Network (5% of 2005 levels)*
  - Peak-Period Vehicle Trips on Arlington Street Network (5% of 2005 levels)*
  - Peak-Period to Nonpeak Trip Shift(10% of 2008 Peak-Period Trips to Nonpeak Trips by 2020)*
- Transit Sales
  - SmartBenefits Sales
  - Pass sales
- Policy Growth
  - Number of new buildings with compliant TDM site plans
  - Number of existing buildings with compliant TDM site plans

Goal 5: Provide Transparency and Ensure Return on TDM Investment through Program Monitoring and Evaluation

There are no performance measures per se for Goal 5 other than to conduct the monitoring and evaluation program as outlined in Chapter 7.

2.4.3 Retrospective analysis of performance (e.g. prior five years) if appropriate, for certain evaluation measures

ACCS has been extremely fortunate to have the benefit of two *State of the Commute* Surveys to help quantify the use of various transportation options. Table 2.4 shows how commute mode and other characteristics of the commute have changed over time since the 2001 Regional State of the Commute Survey administered by MWCOG through the 2007 surveys administered by both MWCOG and Virginia.

Table 2.4 Commute Mode and Characteristics Over Time

		VA SOC	MWCOG SOC		
Data Point	**Population**	**2007**	**2007**	**2004**	**2001**
SOV - Commute (%)	Arlington Residents	54	55	58	65
Commute by train (%)	Arlington Residents	24	26	26	20
Commute by bus (%)	Arlington Residents	6	6	7	4
Commute by walk/bike (%)	Arlington Residents	5	5	4	5
Commute by carpool/vanpool (%)	Arlington Residents	7	8	5	7
SOV - Commute (%)	Arlington Employees	-	63	62	61
Commute by train (%)	Arlington Employees	-	19	17	16
Commute by bus (%)	Arlington Employees	-	5	6	7
Commute by walk/bike (%)	Arlington Employees	-	3	3	4
Commute by carpool/vanpool (%)	Arlington Employees	-	10	12	12
Households with Zero vehicles (%)	Arlington Residents	-	7	7	5
Households with Zero vehicles (%)	Arlington Employees	-	5	3	4
Distance to work (mi)	Arlington Residents	9	9.5	9.9	9.9
Distance to work (mi)	Arlington Employees	-	15.8	17.5	16.1
Average commute length (min)	Arlington Residents	28	31	27	24
Average commute length (min)	Arlington Employees	-	38	38	35
Telework (at least occasionally) (%)	Arlington Residents	17	21.6	12.5	-
Telework (at least occasionally) (%)	Arlington Employees	22	20	13.2	-

It is important to recognize that resident data for both of the 2007 surveys was the same, so the results are consistent from one survey to the other. The employee data is slightly different, as the VA SOC includes employees who work in Arlington and live anywhere in Virginia and the MWCOG SOC includes employees who work in Arlington and live anywhere in the MWCOG region.[3]

Table 2.4 clearly indicates that SOV commutes by Arlington residents decreased significantly between 2001 and 2004, and were reduced again by about 1%/year between 2004 and 2007. For residents this is slightly ahead of Arlington's goal of a 0.5% annual reduction, but combined with employees, whose SOV mode share increased by 2% from 2001-2007, the combined trend does not meet the annual goal.

[3] The MWCOG region includes the City of Alexandria, Arlington, Fairfax, Prince William and Loudoun Counties in Virginia (and the incorporated cities within those counties); the District of Columbia; and Montgomery, Prince George's, and Frederick Counties in Maryland (and the incorporated cities within those counties).

A separate encouraging trend is the length of the commute for both Arlington residents and employees decreasing slightly, indicating a trend toward living closer to work. At the same time, congestion in the region has caused the average commute time to increase while the distance traveled is decreasing.

2.5 Peer Review

This peer review evaluates three comparable transportation demand management programs from across the country: Denver Regional Council of Governments (DRCOG) Ride Arrangers; the City of Portland, Oregon Bureau of Transportation, Office of Transportation Options; and Montgomery County, Maryland's Commuter Services Section (CSS). Portland's Office of Transportation Options and DRCOG's Ride Arrangers were selected for this peer review based on a prior ACCS review of TDM program best practices. Montgomery County's CSS, also considered a leading TDM program nationally, was selected due to its similar size and location as a jurisdiction within the Washington, DC region. All three TDM programs chosen for comparison operate within areas that benefit from a high level of transit service, a key component of a successful TDM program (See Table 2.5).

Table 2.5 TDM Programs by Peer Agency

	Vanpool/ Carpool	Bike/ Walk	Youth	Telecommute/ Employer TDM	Guaranteed Ride Home	Commuter Stores	Transit Benefits	Residential TDM	FY 2009 Budget
ACCS	✓	✓	✓	✓	✓[4]	✓	✓	✓	$7.2 million
DRCOG Ride Arrangers	✓	✓[5]	✓	✓[6]	✓		✓[7]		$1.9 million
Montgomery County, MD CSS	✓	✓		✓	✓	✓	✓[8]		$4.8 million
Portland, OR Office of Transportation Options	✓	✓	✓	✓			✓	✓	$2.9 million

It should be noted that while the TDM programs reviewed may offer similar services, the scope of these services differs between programs. For example, ACCS, while an Arlington County agency, serves commuters from throughout the Washington, D.C. metropolitan area, which has a total population of

[4] Managed by the Metropolitan Washington Council of Governments.
[5] The only Ride Arrangers bicycle or pedestrian program is the annual Bike-to-Work Day.
[6] Employer services are also provided by six Denver area non-profit transportation management organizations.
[7] Transit benefits are offered through Denver's transit agency, Regional Transportation District's Eco-Pass program, which provides incentives for businesses to purchase annual, unlimited use transit passes for their employees.
[8] In addition to their "Super FareShare" program, CSS also assists with SmartBenefits, a program of the Washington Metropolitan Area Transit Authority that allows employers to add value directly to employees' transit fare media.

6.2 million. Portland's Office of Transportation Options serves primarily residents or employees of the City of Portland, which has a population of 575,930.

Program Details:

Denver Regional Council of Governments (DRCOG) Ride Arrangers[9]

Denver Regional Council of Governments Ride Arrangers, begun in 1975, is the key TDM service provider for the Denver, Colorado region. Ride Arrangers' telework program provides firms with a myriad of services to aid them in implementing telework policies. These services include presentations on telework for upper-and middle management, assistance with implementing and expanding firm-based telework programs, and telework training for managers and teleworking employees, and one-on-one consultation with national telework experts, among other things.

Ride Arrangers also operates vanpool/carpool, schoolpool (carpooling for school trips), and guaranteed ride home (GRH) programs. Ride Arrangers is a key participant in the Denver region's annual Bike-to-Work Day festivities.

While Ride Arrangers is recognized as a top TDM program, according to the U.S. Census Bureau, Denver's SOV use rate increased from 65.1 percent in 1980 to 75.4 percent in 2000.

In addition to DRCOG's Ride Arrangers, the Denver region has several other organizations that provide additional TDM services. The City of Denver has six transportation management organizations (TMOs), non-profits that provide TDM services to employers within small geographical areas. The City of Boulder, Colorado also has its own full-service TDM program, *GO Boulder*, and the Colorado Department of Transportation assists with TDM activities statewide. Denver's transit provider, the Regional Transportation District (RTD), provides a transit benefits program for regional employers, the Eco Pass. The Eco Pass is an annual transit pass purchased by employers for employees that provides one year of unlimited transit service and access to Ride Arrangers GRH program. Employers may offer transit benefits of up to $230.00 per employee per month as a pre-tax benefit to the employee that is tax deductible to the employer. Employers can also pay for part of the transit commuter benefit and allow employees to pay for the rest using pre-tax dollars.

Montgomery County, Maryland Commuter Services Section (CSS)[10]

The Commuter Services Section is the main agency responsible for TDM services in Montgomery County, MD. CSS maintains four transportation management districts (TMD) located in central business districts.

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[9] **Sources:** Denver Regional Council of Governments, Regional Travel Demand Management Strategic Plan, November 16, 2005; RTD Eco-Pass http://www.rtd-denver.com/EcoPass.shtml; DRCOG Ride Arrangers: http://www.drcog.org/index.cfm?page=ridearrangers

[10] **Sources:** Montgomery County, MD Commuter Services Sections: http://www.montgomerycountymd.gov/tcotmpl.asp?url=/content/dot/transit/commuter/index.asp; Overview of Transportation Demand Management Montgomery County, Maryland Presentation to BRAC Implementation Committee, September 18, 2007, Sandra L. Brecher, Administrator, Commuter Services Section; Montgomery County, MD FY 2010 County Budget, Transit Services.

Employers with 25 or more employees located in a TMD are required to file a traffic mitigation plan and an annual report with CSS, per County law. For firms with the TMDs the Commuter Services Section provides TDM services such as information on financial incentives, commute options and technical assistance.

CSS employer assistance services are not limited to firms located within the TMDs, they serve over 2,200 employers with about 200,000 employees throughout Montgomery County. A transit fare subsidy program, *FareShare* and *Super FareShare* operated by CSS provides county funds to share with employers starting transit fare subsidy programs. The county's share of the transit subsidy gradually declines from $114 of the $115 maximum subsidy in year 1 of a company's participation to $11.50 in year 9. Montgomery County annually recognizes select employers for "outstanding promotion of alternatives to drive-alone commuting" with their Transportation Advocates for Alternative Commuting Excellence (A^2CE) Awards.

City of Portland, Oregon Bureau of Transportation, Office of Transportation Options[11]

The Office of Transportation Options, the main agency in the City of Portland, OR responsible for TDM, provides a wide range of TDM services to residents, employers and students. The Office offers employer services through its "SmartTrips Business" program, distributing commuter resources information, business energy tax credit assistance[12], sustainable transportation consultation, transportation workshops for employees and free bike racks for firms and storefronts. The state of Oregon adopted the Employee Commute Options (ECO) program that mandates all employers with more than 100 employees in Portland area take steps to reduce commute trips via single occupancy vehicles (SOV) by 10 percent over a three-year period.[13]

For the past seven years Portland has had an innovative residential TDM program, also branded as SmartTrips. Each year the residential TDM program focuses on a different area of the City (in 2008 it was Southwest Portland; in 2009 it is North/Northwest Portland). The residential SmartTrips begins each year with the Office of Transportation Options outreach to *every* household in the target area through direct mail and media. Individualized transit plans, bicycle and walking maps are distributed to households that request them, and multiple walking and biking events take place throughout the year. Many of these events focus on specific neighborhoods demographics, such as Senior Strolls or Women on Bikes.

The Citywide program, Safer Routes to School (SR2S), focuses specifically on reducing auto use for trips to school. SR2S was established in 2000, but launched its 5-E (Education, Encouragement, Engineering, Enforcement, and Evaluation) pilot project in 2005. The 5-E program provides bike and walk maps, stronger transportation safety enforcement around participating schools, age-appropriate safety

[11] **Sources:** SmartTrips Southwest, Final Report, December 2008; Portland Bureau of Transportation, Office of Transportation Options: http://www.portlandonline.com/transportation/index.cfm?c=34768; State of Oregon, Department of Environmental Quality, ECO Rules: http://www.deq.state.or.us/nwr/ECO/eco.htm

[12] The business energy tax credit is a state program that provides tax benefits to employers reducing SOV use among employees, and other pollution reducing actions.

[13] There is no penalty for not reaching this 10 percent goal, however, there is a penalty for failure of an employer to implement measures to reduce SOV use for commutes among employees.

education, school events and various incentives for children to travel by bike or walk to school. Another residential TDM program, Sunday Parkways, creates a temporary 7-8 mile programmed CicloVia that takes place 3 Sundays each summer.

Additional TDM services are provided in the City of Portland and its surrounding jurisdictions by several Transportation Management Associations, a free regional carpool matching website, and the Drive Less, Save More campaign (http://www.drivelesssavemore.com) which provides resources on reducing car trips for the entire Portland/Southwest Washington region.

2.6 Interviews with Key Stakeholders

As part of the ongoing research and evaluation program, in 2006 ACCS posed an investigation into the identification of program functions, objectives, and customer groups and ACCS interactions with them. A series of interviews with all ACCS staff was conducted and a list of program strengths, weaknesses, and needs was produced. Key County staff were also interviewed in the following offices: Traffic Engineering; Transportation Planning; Transit Services; County Manager; Public Affairs; Economic Development; and Community Planning, Housing, and Development.

The interviews illustrated a unified view…that the County will not be able to build new roads… [and must use] travel choice and behavior as a tool to help the region to continue progressing and to maintain economic growth…Finally, there was consensus that the County's transportation needs are both immediate and continuing, and must be addressed in both short and long-term planning.

The interviews focused on the strategic objectives of the ACCS programs, including the anticipated growth patterns of the County, and how those patterns would shape the County's transportation priorities. They also discussed the performance of the transportation system as well as ACCS, how performance is measured, and the perceptions and expectations of ACCS, both from within ACCS and the rest of the County government.

Overall, the interviews illustrated a unified view that the role of transportation organizations in the County is to maximize travel choice and encourage use of all travel options. There was general agreement that the County will not be able to build new roads, and thus must focus on what it can control – using travel choice and behavior as a tool to help the region to continue progressing and to maintain economic growth. It was agreed that the County must show a program impact using traditional TDM output measures and customer satisfaction measures and identify the direct link between transportation programs (and their related benefits) and the overall quality of life in Arlington County. Finally, there was consensus that the County's transportation needs are both immediate and continuing, and must be addressed in both short and long-term planning. A more detailed description of the outcomes of these interviews is located in Appendix A. Key findings and issues raised include the following:

- Population Turnover – Nearly all interviewees noted the high turnover among County residents. Every five years the County turns over 50% of its population base – 100,000 residents leave the County and 100,000 new residents arrive. Interviewees cited the need for continued and broad outreach, using multiple media, to ensure an understanding of the links between transportation and community goals and an awareness of transportation services and options.

- Skewed Public Representation – Interviewers said that more than 100 citizen groups exist in the County, offering extensive opportunities to hear from residents and interest groups. But interviewees said that the groups are dominated by one population segment – white, upper-middle income homeowners. They focus the debate and conversation on issues of importance only to themselves. County staff would like to reach residents who are less often involved – for example, young professionals, residents who rent, and immigrants who might have language difficulties.

- Underserved and Underrepresented Populations: The County now recognizes the need to explore the interests of non-commute travel populations, such as youth, seniors, immigrants, young professionals, "transient" groups, and students. The growth in minority population segments is also creating new customers. More than 40% of Arlington's residents are Hispanic/Latino, African-American, Asian or multi-racial, and more than one-quarter of residents were born outside the United States. Arlington County public school children speak more than 60 different languages, which may be a barrier to understanding and identifying transportation needs and providing relevant and meaningful transportation services.

- Decision Makers' View of Role of Transportation in Creating a Vibrant and Attractive Arlington – Interviewees presented a clear and consistent vision of the role transportation plays in making the County a desirable destination. They believe that transportation is an integral part of planning and community development. Transportation is the "invisible hand" that provides and ensures mobility and access in a region faced with gridlock. The decision makers believe residents and businesses "expect" a transportation system that allows them to get around without a car.

- County as a Transportation Hub – Numerous interviewees cited the volume of travel in the County and the inability to expand the road infrastructure as significant transportation challenges. The County is both a major generator of trips (residential and tourist travel) and attractor (employment travel). Further, the transportation infrastructure of Arlington County serves through-travelers, destined for locations in Washington, DC or other jurisdictions adjacent to the County. The large volume of travel within and through the County places great strains on the infrastructure, emphasizing the need for transportation services to encourage high use of non-SOV travel modes.

- Multiple Audiences for Transportation Services – County agency decision-makers recognize multiple customer markets that have distinct transportation needs. These markets include:
    1. Residents - want travel choices; community access; safe, green, and stress-free commuting
    2. Employers – want a diverse, dependable system to attract and retain skilled workforce
    3. Visitors – want to get to hotels and tourist sites
    4. Retail (e.g., Pentagon City) – want ease of access for customer base
    5. Pass-Through Commuters/Travelers – want easy travel through Arlington

- Needs of Current and Future Customers – Interviewees felt that they did not have a good understanding of who the County's transportation system serves today, who they will be or should be serving in the future, or what these customer groups want and need. This was particularly true for non-commute travel populations (youth, seniors, physically challenged) and populations that were not well-represented on the advisory boards (immigrants, young professionals, "transient" populations, students).
  Interviewees did not see a plan in place to identify these groups and understand what transportation services they need today or will need in the future. They felt the County should be soliciting input from all customer groups, even to the extent of going to senior and youth centers to find out what they need. The impression of interviewees was that a more thorough understanding could lead to a program that fulfilled its potential and utilized all opportunities to meet the needs of travelers in the most efficient way. Interviewees believed this information also could help focus ACCS' services to solidify existing user populations and attract new customers.

- Employers and Property Managers as ACCS Customers – Although ACCS' primary customers consist of travelers (residents, employees, visitors, etc.), several interviewees noted the importance of employers and property managers as "wholesale" customers. By serving as bulk distribution outlets for information materials, these groups multiply ACCS' outreach efforts. In addition, they provide persuasive motivators that can influence travelers' mode choice decisions by sponsoring the cost of non-SOV travel incentives and implementing other TDM services at the worksite.

- Modest Understanding of ACCS' Activities – All of the interviewees were aware of ACCS as an organization, but few could cite details about ACCS' work. Each had an understanding of the specific programs with which they interacted, but were not aware of other ACCS services.

- High Acceptance of ACCS as Valued Resource and Partner in Making Transportation Work – Despite a modest awareness of the specifics of ACCS programs, interviewees agreed that ACCS was a valued resource that made transportation work and supported various County missions (access, mobility, economic development, community planning, citizen satisfaction, etc.). ACCS was viewed as a necessary part of the complete transportation/land-use package.

- Realistic Expectations of ACCS' Potential Influence – Interviewees had realistic expectations for the degree to which ACCS could influence change in community-level goals. They were clear that success for transportation also depended on a dense urban form, inner/core location within the region, extensive road and transit infrastructure, and a pedestrian and bicycle-friendly environment. Interviewees believed it would be difficult to separate the influences of these various components.

- Summary of Current ACCS Output Indicators – Currently all ACCS measures of success are focused on outputs, not outcomes. Interviewees cited several performance indicators they felt could be related to measuring success of the transportation system, and indirectly, TDM services. Interviewees thought that some of these measures could be indicators of ACCS' performance, but primarily reflected success of the transportation system as a whole.

2.7 Discussions with TDM Users and Non-Users

ACCS has conducted numerous surveys of both TDM users and non-users over the past several years. These information gathering efforts have included surveys online, by telephone, and in writing. Many of these surveys were designed to elicit comments and suggestions as well as more straightforward feedback. The County found them to be a valuable source of information for improvements. These studies are listed below in Table 2.6, and are described in more detail in Appendix A.

Table 2.6 Discussions with TDM Users and Non-Users

Study	Major Points
2006 Arlington County Residents' Satisfaction with Transportation Telephone Study	*Telephone survey of 509 residents of Arlington County* • Arlington County residents indicated they were quite satisfied with their quality of life – almost 90% gave it a favorable rating. The County's transportation system had a positive and direct influence on citizen's quality of life ratings. • Overall, ease of travel, choice/variety of transportation options, and travel by bus were the most significant *drivers* of satisfaction with the transportation system. • A few gaps were noted between importance of transportation system attributes and the County's perceived performance of those attributes. This was particularly true for travel time, which was especially important because it was one of the driving factors for non-ridesharers in terms of satisfaction with the ability to get around the County. • Four out of five Arlington County residents used one mode of transportation four or more days per week for travel to work. Thus, there is only modest potential for increasing high-occupancy-vehicle (HOV) use among current HOV users. • About a third of the employed residents said their employer offered commute assistance services/benefits. • One in four residents who lived in a condominium, townhouse, or apartment said they had access to transportation information at home, and almost all residents who used a residential TDM service tried or increased use of an HOV mode after using the services. • Nearly one-fourth recalled ACCS' "Way to Go Campaign." The campaign has brought about self-reported mode switching and increased usage.
2007 Arlington Transportation Partners (ATP) Client Study	*15-minute online survey distributed to 510 ATP clients. 147 clients (104 employers, 43 residential property mangers) completed the survey.* • Three-quarters of respondents are satisfied with ATP. Likeliness to recommend ATP is high. • Sales representatives get high marks from respondents. • Employers provide transportation benefits to increase/maintain employee morale. • Property managers provide benefits to attract and retain tenants. • Many employers do not currently, but would be willing to, offer Ridematching or Guaranteed Ride Home (GRH). • Many property managers would consider offering transit fare media for sale or transit information.

Study	Major Points
2007 ACCS Commuter Store Study	*Intercept surveys completed by 547 respondents at Commuter Stores in Ballston Mall, Crystal City Underground Mall and Rosslyn* • 52% of all residents sought information on types of transportation they could use and 47% sought transportation services. • Of those who sought information, 54% looked for transit routes/schedules. 40% of residents who sought information took action to change how they travel around Arlington. • Most respondents were repeat customers, with less than a quarter visiting for the first time. Two thirds of customers visited at least once a month. 40% made their first visit within the last year. The majority heard about the Commuter Stores via "passing by" or referral. • About 75% visited the Stores specifically to purchase tickets or fares. • More than 90% had a good experience with The Commuter Store. More than 85% feel that the staff is professional, knowledgeable, and helpful. Thirty-two percent made a change in work travel and 32% made a change in non-work travel since first visiting The Commuter Store. Most of those changes involved an increase in transit use, and most of those who changed previously drove alone.
2007 ACCS CommuterPage.com Study	*Online survey of 346 site visitors, distributed via an onsite pop-up, static links to the survey on commuter page.com, and an email sent to 2,300 email news, ART Alerts, and schedule updates subscribers* • People use CommuterPage.com to find information about transportation. 48% downloaded information (e.g. schedule or map). Metrobus and rail schedules and maps were the most downloaded/requested. • 38% indicated it was their first time visiting CommuterPage.com. 40% indicated they visit the site at least once a month. Only a quarter of respondents live in Arlington County, but visitors are not coming from too far; 90% are in the 20XXX, 21XXX, and 22XXX zip code areas. These people also find the transit information on CommuterPage.com useful. • 13% of the people who visit the site are not commuters, and find the site useful for non-work trips. 30% of people in Arlington County are not employed, according to 2006 statistics. • Most found CommuterPage.com through another online site. Once they locate the site, they are likely to find the items they need to change their commutes. • The information and content on the site is good, but some find the delivery a bit daunting.

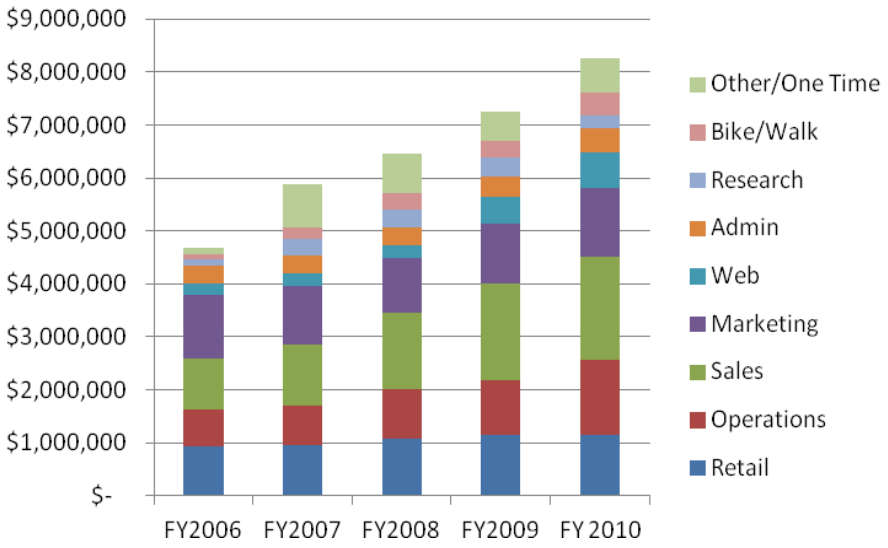
Study	Major Points
2008 ACCS CommuterDirect Corporate Study	*Telephone survey completed by 44 clients (55% of those contacted)* • CommuterDirect services, including renewable order service, reporting, and fulfillment were rated highly in this survey. • CommuterDirect clients offer transit tickets to their employees even though parking is often adequate. • Most of the clients are aware of the renewable order service and it appears that many use it. Satisfaction of the renewable order service is very high – 95%. If they do not use the service, it is usually because it does not fit with their needs (e.g. they make different orders monthly). • CommuterDirect clients offer other transportation benefits in addition to transit tickets. However, they are less likely than respondents in the ATP Client Study and the Arlington Business Leaders Study to offer transit schedules.
2007 Arlington County Business Leaders Study	*Self-administered 12-minute survey completed by 120 Arlington County firms* • Arlington County Business leaders give the County high ratings as a business location. • The perceived quality of Arlington County's transportation system has a direct relationship to decisions to locate a business or office within the County. • Many Arlington County business leaders who said they were not offering specific employer-based programs expressed interest in using them. Many who do not currently provide certain programs said they would consider offering them in the future (especially transit information). • Some level of employer-based transportation benefit program is offered by 83% of Arlington County companies, and 58% of these companies say they receive real business benefits from these programs – especially recruitment and productivity. • 53% reported using Arlington County transportation services. Of this group, 68% were satisfied with those services, but only 14% of the respondents said they are using or have used ATP services, ACCS' services specifically designed for businesses. This has improved Arlington County's rating as a place to locate one's business. • While three out of four respondents indicate they are aware of transportation support services offered by Arlington County, only 40% could recall a name. The organizational names were all over the map. Only a few recalled ATP, THE organization set up to serve businesses.

Study	Major Points
2007 ACCS Commuter Direct – Individual Users Study	• CommuterDirect users are very satisfied with the service overall. (Timeliness/speed and ease of use are primary benefits). • The largest group of users (42%) is paying 100% of cost out of their own pockets. Spending with CommuterDirect among those paying out of pocket is significantly lower than others. • The renewable order service is widely used and appreciated, and average spending is significantly higher among those using the renewable service. • 32% of CommuterDirect users do not use CommuterPage.com and, as learned in the CommuterPage study, 75% of their users are unaware of CommuterDirect. • Most respondents that contacted CommuterDirect customer service about a problem had a satisfactory experience. • Two-thirds of respondents have recommended CommuterDirect, mainly through referrals. • A very high percentage of respondents began using it in the past year, yet sales have only grown 17% during that same period. • Impact of CommuterDirect is evident in those starting to use alternative modes (31% made change in commute mode and 22% said CommuterDirect had an influence).

2.8 Review of Recent Operating Budgets

Arlington County's commitment to TDM programs is evidenced by the funding provided for them in the County budget. ACCS leverages County funds to use as a match for TDM program funds in order to maximize the value of its TDM investments. The adopted budget for FY 2009[14] for the Department of Transportation (See Figure 2.2) focuses on a number of priorities:

Figure 2.2 FY 2006 - 2010 ACCS Expense Budgets



- Transportation - To encourage and support the shift away from an automobile based network by improving other modes of transportation and making Arlington pedestrian-friendly.
- Asset Management - To improve the effectiveness of capital management tools by continuing to project capital needs while enhancing project tracking and management, and the management of County facilities.
- Environment - To continue to strengthen the County's environmental management and sustainability programs through enhancements to the wastewater treatment plant, strengthening watershed management, and expanding environmental purchasing and green building efforts.
- Facility Space – To develop a plan to accommodate the County's space needs for both staff and storage.
- Communications – To coordinate communication efforts in the department so that programs are understood in the overall context of environmental sustainability as well as improve the dissemination of information about routine programs to residents.

[14] Arlington County DES/ACCS Adopted Budget, Fiscal Year 2009, Adopted July 2008

- Capital Project Management - To continue focusing on the implementation of the County's Capital program. Both contract and in-house services will be used to develop, design, and construct capital projects.

ACCS's budget is over 6% of the total Department of Environmental Services budget and 10% of the transportation budget for the County[15]. These figures are indicative of the County's commitment to the commuter services program. In addition, looking at the ACCS budget and transit budget together, the County dedicates about half of its transportation expenditures exclusively to transportation options other than SOVs. Arlington County has just over 200,000residents and a similar number of employees, and has a $7.2 million FY 2009 TDM budget. Surrounding the Washington Metropolitan Area, Montgomery County, Maryland also has a very strong commuter services program. Montgomery County is a wealthy jurisdiction within the same Metropolitan Area and has over 500,000 employees and nearly one million residents; its commuter services budget for FY09 was $4.8 million. However, in comparison to Montgomery County, Arlington County is significantly smaller in size and population, yet it maintains a larger and equally, if not better, commuter services program than its counterpart. This demonstrates the dedication to improving the County's transportation infrastructure that Arlington holds.

Revenues for ACCS's operations are obtained from federal, state and local sources. Currently, all federal funds related to TDM come from Congestion Mitigation and Air Quality (CMAQ) funds, which are assigned annually and are not a completely reliable funding source. State funding comes in three types: Transportation Efficiency Improvement Fund (TEIF), TDM, and Technical Assistance. Local funding is also provided by three sources: general local funding, local transit funding through Northern Virginia Transportation Commission (NVTC), and local project income (See Table 2.9). The amount that ACCS has received from each of these sources over the past five years is outlined in Table 2.7and Table 2.8.

Table 2.7 ACCS FY05-FY09 Base Operating Budgets

ACCS Operating Budgets

Expenses	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Actual
Retail	$879,418	$928,426	$964,413	$1,075,060	$1,145,780
Operations	$568,049	$698,489	$744,024	$927,412	$1,034,395
Sales	$882,744	$965,911	$1,143,167	$1,461,170	$1,820,000
Marketing	$914,000	$1,188,200	$1,100,000	$1,012,961	$1,137,495
Web	$235,000	$224,524	$257,020	$260,000	$496,000
Admin	$189,860	$328,210	$323,074	$336,210	$399,180
Research	$0	$120,000	$320,000	$320,000	$350,000
Bike/Walk	$0	$94,000	$201,500	$310,000	$325,000
Other/One Time			$825,000	$	$306,725
Total	$3,669,071	$4,547,760	$5,878,198	$5,702,813	$6,401,125

[15] From County FY 2009 Adopted Budget: ACCS budget is $4.4 million, DES Transportation budget is $25.6 million, and Metro operating expenses are $20.0 million.

Table 2.8 ACCS FY05-FY09 Base Operating Revenue Sources

Operating Revenue Sources

	Category	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Actual
FEDERAL						
REGIONAL CMAQ (STATE CONTRACT) ACCS	Federal CMAQ	$1,500,000	$2,250,000	$2,485,000	$2,800,000	$3,500,000
STATE						
State TEIF	TEIF	$100,000			$271,820	
REGIONAL TCM TERM (COG CONTRACT)	TDM	$48,460	$48,460	$65,000	$65,000	$66,625
STATE TDM/ Commuter Services	TDM	$550,800	$600,000	$650,000	$681,374	$700,000
STATE (CARRYOVER) TEIF FOR ATP	TEIF				$308,000	$308,000
STATE TEIF FOR WEB	TEIF					$296,000
STATE TEIF FOR Marketing	TEIF		$280,000	$288,000		
STATE TECHNICAL ASST	Tech. Assistance		$80,000		$160,000	$175,000
Add'l STATE VDOT/DRPT	TDM			$757,000	$184,119	
LOCAL						
LOCAL GENERAL FUND	Local	$182,063	$364,300	$185,500	$185,500	$185,500
LOCAL TRANSIT AID ACCT @NVTC	Local Transit NVTC	$300,000	$400,000	$400,000	$472,000	$400,000
LOCAL CONTRACT REVENUE (VRE)	Local Project Income	$200,000	$175,000	$175,000	$175,000	$200,000
LOCAL SITE PLAN CONTRIBUTIONS	Local Project Income	$70,000	$100,000	$125,000	$150,000	$170,000
LOCAL PROJECT INCOME (FEES/COMS)	Local Project Income	$250,000	$250,000	$250,000	$250,000	$400,000
Total		**$3,669,071**	**$4,547,760**	**$5,878,198**	**$5,702,813**	**$6,401,125**

Table 2.9 FY 2006-2010 Revenue Sources

	Category	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Actual	FY10 Revised
FEDERAL						
REGIONAL CMAQ (STATE CONTRACT) ACCS	Federal CMAQ	$2,250,000	$2,485,000	$2,800,000	$3,500,000	$3,700,000
STATE						
State TEIF	TEIF			$271,820		
REGIONAL TCM TERM (COG CONTRACT)	TDM	$48,460	$65,000	$65,000	$66,625	$75,000
STATE TDM/Commuter Services	TDM	$600,000	$650,000	$681,374	$700,000	$700,000
STATE (CARRYOVER) TEIF FOR ATP	TEIF			$308,000	$308,000	
STATE TEIF FOR WEB	TEIF				$296,000	
STATE TEIF FOR Marketing	TEIF	$280,000	$288,000			$200,000
STATE TECHNICAL ASST	Tech. Assistance	$80,000		$160,000	$175,000	
STATE VDOT/DRPT Special Fund (06 CMAQ)	TDM		$757,000	$184,119		
LOCAL						
LOCAL GENERAL FUND	Local	$364,3000	$185,5000	$185,500	$185,500	$199,180
LOCAL TRANSIT AID ACCT @NVTC	Local Transit NVTC	$400,000	$400,000	$472,000	$400,000	$400,000
Local Additional Income	Local					$1,273,476
LOCAL CONTRACT REVENUE (VRE)	Local Project Income	$175,000	$175,000	$175,000	$200,000	$200,000
LOCAL SITE PLAN CONTRIBUTIONS	Local Project Income	$100,000	$125,000	$150,000	$170,000	$170,000
LOCAL PROJECT INCOME (FEES/COMS)	Local Project Income	$250,000	$250,000	$250,000	$400,000	$400,000
Total		**$4,547,760**	**$5,878198**	**$5,702,183**	**$6,401,125**	**$7,317656**

3 TDM PROGRAM DATA COLLECTION AND ANALYSIS

This chapter provides an overview of the extensive data collection effort that was undertaken as part of the TDM Plan development. It includes a list of the many studies, plans and data that were reviewed; ACCS's plans for future research; a discussion of the state of the commute in Arlington County; discussion of key corridors of state significance in Arlington and the transit service that is available on them; a discussion of regional plans in which ACCS is included; a detailed SWOT analysis (strengths, weaknesses, opportunities and threats); and performance measures that were selected by which to measure the success of the six-year TDM Plan as it is implemented.

3.1 Data Collection

Over the past several years, ACCS has conducted a wide variety of data collection, analysis, and planning efforts. These studies and reports have been analyzed and summarized for this plan; all summaries are included in Appendix A. The studies included in Appendix A are listed in Table 3.1.

In addition to existing research and surveys, it is important to note ACCS's existing plans for future research. The following are ACCS' FY 2009 Research Goals[16]:

- Resident survey – ACCS conducted a baseline survey of residents in 2006 to obtain information about residents' travel needs and patterns, their awareness of transportation options and services, and their interest in new transportation assistance services. That survey included an expanded sample of Hispanic residents to explore the needs of this population. In 2009, ACCS will conduct a second resident survey to examine changes in travel patterns and program awareness and to learn more about the role of ACCS' marketing in motivating travel changes. The survey also will include expanded sampling of senior citizens.

- ART bus riders – In 2009, ACCS also will conduct an on-board survey of Arlington Transit (ART) bus riders in order to collect data on the characteristics of riders, their transit ride patterns, and their satisfaction with various features of ART bus service.

- Commuter Store – ACCS conducted a survey in 2007 of customers who use one of the three Commuter Stores in Ballston, Rosslyn, and Crystal City. The survey was a combination of in-store intercept surveys and a web-based follow-up survey. Survey topics included use of and satisfaction with the Stores and travel changes that were influenced or assisted by Store services. This survey will be repeated in 2009 to examine changes in customer characteristics and service use and to deepen understanding of customer needs. The Mobile Commuter Store also will be included in this survey.

- Outside Survey Data Analysis – Finally, ACCS will analyze Arlington-specific data collected through the State of the Commute surveys conducted by MWCOG and VDRPT, MWCOG's regional household travel survey, and MWCOG's carshare survey. These surveys offer a cost-effective opportunity to explore Arlington travel needs. Of particular interest is the MWCOG regional household travel survey, which collected data for more than 600 Arlington households. This survey will enable ACCS to gain an in-depth understanding of both work and non-work travel and to explore travel distinctions between Metro-corridor and non-corridor locations.

[16] 2008 Annual Impact Report, December 2008

Table 3.1 List of Studies Reviewed in Preparation of the TDM Plan

Existing Grantee TDM Plans and Evaluation Studies	
1	2006-2008 Arlington County Commuter Services (ACCS) Research and Evaluation Plan
2	ACCS Staff and Stakeholder Interviews from 2006-2008 ACCS Evaluation Report
3	Arlington Master Transportation Plan (MTP): Transportation Demand Management (TDM) and Transportation System Management (TSM) Section
4	2006 Arlington County Carshare Program Study
5	Arlington County SOV (Single Occupancy Vehicles) Driving Trip Reduction Study
6	2006 Arlington County Residents' Satisfaction with Transportation Telephone Study
7	2007 Arlington Transportation Partners (ATP) Client Study
8	2007 Arlington County Commuter Services (ACCS) Commuter Store Study
9	2007 Arlington County Commuter Services (ACCS) CommuterPage.com Study
10	2008 Arlington County Commuter Services (ACCS) CommuterDirect Corporate Study
11	2007 Arlington County Business Leaders Study
12	2007 ACCS Commuter Direct – Individual Users Study
13	2008 Impact Report
Grantee Marketing Plans	
14	2005 Demographics and Development for Commuter Service Managers Guide
15	ACCS Making an Impact Presentation
State of the Commute Data	
16	Metropolitan Washington Council of Governments (MWCOG) State of the Commute (SOC) 2007
17	MWCOG State of the Commute 2007 – Arlington County Data Presentation
18	MWCOG State of the Commute 2004 – Arlington County Data Report
19	Virginia State of the Commute 2007 – Arlington Data
Metropolitan Planning Organization (MPO) Long-Range Plans	
20	MWCOG 2009 Constrained Long Range Plan (CLRP) / Congestion Management Plan (CMP) Portion
21	MWCOG 2009 – 2014 Transportation Improvement Program (TIP)
22	Transportation Emission Reduction Measures (TERM) document for TIP

MPO Travel Demand Management Plans/Congestion Management Process/Other MPO Plans	
23	MWCOG Regional Mobility and Accessibility Study
24	MWCOG Regional On-Board Bus Survey
Corridor Plans	
25	2003 Arlington County Pike Ride Transit Service Study
26	Potomac Yard Transit Study
Regional Traffic Mitigation Plans/Construction Management Plans	
27	I-395 HOT Lanes – TDM piece from Cambridge Systematics Transit Study
Coordinated Human Service Mobility Plans	
28	2008 STAR User Satisfaction Survey
Local Economic Development Plans	
29	Small Area Plans. Example: Clarendon Sector Plan
30	Coordination Process between ATP/ACCS and AED
31	ATP Role in Business Relocation
Relevant Proffers and Other Development Agreements	
32	1990 TDM Policy Statement and Matrix/Administrative Regulation 4.1 Governing the Submittal of Site Plans
33	Site Plan Conditions and Process
34	Site Plan Process
35	Site Plans. Example: Monument View
36	Commercial Building Survey
37	ACCS Role in Parking Management Plan

3.2 Data Analysis

3.2.1 Existing Conditions

Existing conditions at ACCS and for TDM in Arlington County are described in Chapter 1.

3.2.2 Market Report from State of the Commute

The 2007 Virginia State of the Commute Study analyzed commuting patterns across the Commonwealth. The Study is a valuable source of information and insight into travel patterns and market possibilities not only across the state, but also to, from, and within Arlington County. The 2007 data indicates that Arlington has very robust TDM participation, but continues to hold both broad and targeted opportunities to increase TDM application.

Arlington has very robust TDM and alternative mode participation…at the same time, the quality of Arlington residents' commutes appear to be declining; 22% reported that their commute got worse during [2006], while only 12% reported that it became easier…60% attributed it to increased congestion, while only 17% attributed it to increased crowding on transit.

Arlington is an example of a jurisdiction with an infrastructure that fortunately supports the use of alternative commute modes, including a network of rail, bus, HOV lanes, and bicycle/pedestrian paths. In fact, 92% of residents report living within a mile of a bus stop (78% within a half-mile) and 89% report living within a mile of a train station (43% within a half-mile.) It should be noted that these only reflect traveler knowledge of transit availability; many may live closer, but may not be aware that a specific bus line to a certain destination exists, for example.

In addition, both demographic and commuting trends would appear to support the growth of the use of alternative travel modes in and to Arlington County. The County has the largest employee density in the state, with 4,300 employees per square mile. Along with Alexandria, it has the greatest number of households with no vehicles. Additionally, the County's roads experience the highest number of vehicle miles traveled per road mile in the state – 10,800 versus 9,000 in the next highest jurisdiction, the City of Alexandria.

At the same time, the quality of Arlington residents' commutes appear to be declining; 22% reported that their commute got worse during the year prior to the survey, while only 12% reported that it became easier. The deterioration seems to be focused among drivers. Of those who reported that their commutes worsened in the past year, 60% attributed it to increased congestion, while only 17% attributed it to increased crowding on transit, indicating a market ripe for more transportation options.

In addition to the market potential of those whose drives are getting worse and those who are not aware of alternatives already available to them, is the significant potential of new residents. Key to planning for TDM programs in Arlington is understanding the transient nature of Arlington's residents.

Half of the County's population is replaced every five years, thus, each year ten percent of the people in the County are making fresh choices about how they will travel to and from work and school. It is imperative that these new residents are made aware of the travel options available to them and supported in their attempts to pursue alternative travel plans. Marketing can also reach those who may switch commute modes, which many people do. The State of the Commute survey found that 9% of respondents in Arlington began driving alone over the past year, but that 25% began using a carpool or vanpool, and 26% began using transit.

In the 2007 SOC survey, 68% of employees in Arlington reported having at least some TDM benefits provided by their employers, but only 33% of employees reported using at least one employer-provided service…Overall, the Virginia State of the Commute report shows Arlington to be a true success story for TDM…however, it also highlights specific areas where further progress may be made.

Despite these successes, the SOC also highlights some specific areas that present potential. For instance, despite the high awareness of bus service near people's homes, only 7% of Arlington commuters use the bus at least once per week. Only 28% of residents were aware of the Guaranteed Ride Home program, and only 4% reported ever having registered for or using it. Approximately 43% of residents were not aware that a regional phone number and website for commute information exists. Up to 70% of those who would not use a carpool or vanpool are because of the need to make mid-day trips – a need that could be addressed through Arlington's carsharing program.

Programs offered through employers also provide opportunities for mode changes. In the 2007 SOC survey, 68% of employees in Arlington reported having at least some TDM benefits provided by their employers, but only 33% of employees reported using at least one employer-provided service. While this percentage is the highest in the state, the demonstrated success of these types of benefits in changing travel behavior would suggest that the County should be trying to increase this number. Likewise, while employees in Arlington report teleworking at a slightly higher rate than the state average (4% vs. 3% statewide) of those who do telecommute, only 44% do so one or more days per week, as opposed to 61% statewide. It might make sense to conduct an outreach campaign to increase not only the number of employees who telework, but also their teleworking frequency.

Overall, the Virginia SOC report shows Arlington to be a true success story for TDM. However, it also highlights specific areas where further progress may be made in reducing the percentage of commuters driving alone. More importantly, the data makes clear the need for continued broader marketing in order to increase awareness in those areas where the survey shows it is lacking, reach out to those considering making a mode switch, and educate the many new residents and employees who arrive in the County each year.

3.2.3 Key Corridors of State Significance

While its land use and abundance of transportation options make the entire County applicable to TDM, the following corridors presented in Table 3.2 have been identified by ACCS as having significance to the state and as being corridors in which TDM applications will be a vital component of corridor preservation.

Table 3.2 Arlington Corridors of State Significance

Corridor	Type of Roadway	Jurisdictional Connections	Available Transit Services
Interstate 66	Interstate Highway	Washington DC Falls Church Fairfax Centreville Gainesville Front Royal Connection to Dulles Toll Road (Reston, Dulles, Loudon County)	Metrobus 5A Metrorail Orange Line
Interstate 395	Interstate Highway	Washington DC Alexandria Springfield Connection to I-95 Corridor (to Fredericksburg, Richmond, Prince William & Stafford Counties)	Metrobus 22A Metrobus 8S,W,X,Z Metrobus 25A,F,G,J Metrobus 7B,D,H,P,W,X Metrorail Blue and Yellow Lines ART 82 OmniRide Fairfax Connector
Route 1/110 – Jefferson Davis Highway	Highway	Pentagon Alexandria Mt. Vernon Fort Belvoir Lorton Woodbridge Dumfries Quantico	Metrobus 9A,E Metrobus 13A,B,F,G Metrorail Blue and Yellow Lines
Route 29 – Lee Highway	Highway	Georgetown (Washington DC) East Falls Church Falls Church Merrifield Fairfax	Metrobus 3A,B,E,Y ART 62
Route 50 – Arlington Boulevard	Parkway	Washington DC Seven Corners Fairfax	Metrobus 4A, H,S Metrobus 16Y
Route 244 – Columbia Pike	Local Major Arterial	Pentagon Bailey's Crossroads Annandale	Metrobus 15A,B,D,E,F,J Metrobus 16L,Y ART 41, 42, 74
Route 120 – Glebe Road	Local Major Arterial	Chain Bridge Marymount University Ballston Four Mile Run	Metrobus 23A,C ART 41
Route 27/237 – Washington Boulevard	Local Major Arterial	Lyon Park Clarendon Falls Church Merrifield Fairfax Pentagon	Metrobus 2A,B,C,G,W Metrobus 16Y Metrobus 24P Metrobus 38B ART 42
Wilson Boulevard	Local Major Arterial	Rosslyn Courthouse Clarendon Ballston Seven Corners	Metrobus 1A,B,E,F,Z Metrobus 38B ART 41, 42,75

3.2.4 Regional plans and programs in which ACCS is included

ACCS programs are included in many regional plans and programs. This section summarizes those plans and how ACCS programs are included in them. More detail on each of those plans can be found in Appendix A. It is important to recognize that TDM programs have historically taken a backseat to highway and transit programs in regional plans and programs. As TDM becomes more important in light of increasing congestion and concern about the environment and climate change, it is critical that TDM start to make inroads into the traditionally highway and transit-dominated funding plans. This will allow TDM to be more of a priority during funding decisions.

Regional Plans Mentioning ACCS Programs

- *MWCOG 2009 Constrained Long Range Plan (CLRP)/ Congestion Management Plan (CMP) Portion*
- *MWCOG 2009-2014 Transportation Improvement Plan (TIP)*
- *Transportation Emission Reduction Measures (TERM) Document for TIP*

<u>MWCOG 2009 Constrained Long Range Plan (CLRP)/ Congestion Management Plan (CMP) Portion</u>

The Congestion Management Process (CMP) is a systematic process in Transportation Management Areas (TMAs) that provides for safe and effective integrated management and operation of the multimodal transportation system. The process is based on a cooperatively developed metropolitan-wide strategy of new and existing transportation facilities. The CMP is a required part of the region's long range plan, known as the CLRP for the MWCOG region.

There are a number of components of the CMP portion of the CLRP. The one that is directly related to TDM is "Identification and evaluation of anticipated performance and expected benefits of Congestion Management strategies, including demand management, traffic operational improvements, public transportation improvements, Intelligent Transportation Systems (ITS) technologies, and additional system capacity, (where necessary)."

Including a CMP in the development of the CLRP is a federal requirement set forth in SAFETEA-LU. The demand management strategies form a large part of the CMP. MWCOG includes the programs that it runs through its Commuter Connections program in the CLRP, but all other TDM programs are submitted by the individual jurisdictions, including Arlington. TDM programs, when they are submitted, are not usually specified in the Long Range Plan, but rather specific projects are usually submitted as part of the Transportation Improvement Program (TIP), which is essentially the first six years of the CLRP.

MWCOG 2009 – 2014 Transportation Improvement Program (TIP)

As noted as a weakness in the SWOT analysis, ACCS-specific TDM projects are not listed in the region's six-year Transportation Improvement Program (TIP) unless they are funded through Virginia CMAQ funds, in which case they are often combined with other CMAQ projects. In order to have more explicit TDM inputs to the TIP, it is imperative that ACCS, Arlington County DOT, and state agencies work closely together to ensure that the TDM program submissions are accurate.

The FY 2009-2014 MWCOG Transportation Improvement Program (TIP) includes numerous transit and pedestrian facility projects that can be considered TDM, in that they make up part of the repertoire of transportation options offered in the region. Specific TDM related programs in Arlington County are not listed in the TIP, with the exception of CMAQ funding the County receives from the state, although it is often combined with other projects that are also funded through CMAQ dollars. Very few items specifically related to TDM in Arlington County are listed in the TIP, and due to a variety of logistical issues they are listed as having no funding attached to them. Part of the problem is that Arlington County's submissions to the TIP are submitted to MWCOG through VDOT. Therefore, funding sources not in the state's system are overlooked.

Transportation Emission Reduction Measures (TERM) Document for TIP

Arlington is part of the Metropolitan Washington non-attainment area, meaning that it does not meet air quality goals for particular pollutants including ozone precursors and particulate matter. Therefore, the region has to forecast whether its planned transportation system will help meet air quality goals. In order to help meet the goals, member jurisdictions, including Arlington, submit projects that improve air quality, many of which are TDM-related. In the air quality conformity determination for the FY2009-2014 TIP, there are several TDM related items, including both VDOT and regional programs that are listed and counted toward regional emission reduction goals. There are no Arlington specific projects listed in the TERM document.

3.3 Identification of System Strengths, Weaknesses, Opportunities, and Threats

ACCS Managers met to develop a comprehensive list of Strengths, Weaknesses, Opportunities and Threats (SWOT) of their program. A draft SWOT analysis, developed using the many reports and surveys conducted by the County, was used as a starting point. Strengths are identified as effective ACCS programs or strengths of the County as a whole. Weaknesses are described as weaknesses of the ACCS program in particular, whereas threats refer to areas outside of ACCS's immediate control. Opportunities are defined as areas where ACCS could improve upon their programs to address both weaknesses and threats.

Strengths

Wide Variety of Successful Programs

1. The scope of ACCS programs is the most comprehensive in Virginia. ACCS has policies, programs, research and evaluation, and an integrated team management approach.
2. ACCS programs are very effective, reducing more than 17,000 car trips during the peak periods. This has produced a positive impact on congestion management and air quality, including a reduction in greenhouse gas emissions to minimize climate change.
3. The Car Sharing Program has proven popular and has been successful at reducing VMT through an increase in alternative modes of transportation.
4. Residents are aware of alternatives to SOV use and feel that they have good access to public transportation.
5. Arlington County residents are satisfied with their quality of life, and the County's transportation system had a positive and direct influence on quality of life ratings.
6. Satisfaction with ACCS and ATP services and staff is high (75% "very satisfied"). Clients are highly likely to recommend ATP and other ACCS programs.
7. Employers value ATP services as contributing to increasing and maintaining employee morale. Property managers value ATP services as contributing to the attraction and retention of residents.
8. ACCS has the only truly regional distribution center for sharing transit information from all over the region.

Strengths of ACCS TDM Programs

- *Wide variety of programs*
- *Organizational and regional recognition*
- *Responsive and innovative customer service*
- *Comprehensive research and evaluation program*
- *Strong partnership between development and TDM*
- *Programs resulting in proven behavioral change*
- *Benefits realized by business community*
- *High level of transportation options utilized by commuters*
- *TDM integration into regional plans*
- *TDM integration into parking management*

Organization and Regional Recognition

9. There is a strong level of agreement and buy-in on the goals of the TDM program among Arlington County leaders and staff.
10. Teamwork, management, seniority and the continuity of staff make the organization work well.
11. The program has good recognition and credibility outside of ACCS with transportation professionals and providers. ACCS is used as a model for other jurisdictions in the region and nationally.
12. ACCS is a very collegial environment with a reputation for sharing its expertise. It is viewed as a

regional resource for commute information and TDM.

Customer Service

13. ACCS is customer-driven, responsive and innovative. Customers want faster and easier commutes, which is what ACCS gives them.
14. The flexible structure of ACCS enables the department to provide quick response to its customers. As the transportation environment changes, ACCS is flexible and makes changes.
15. Commuter Stores receive high ratings for its service and staff, and is the most recognized part of ACCS.
16. The Commuter Stores have a high number of repeat customers.
17. Satisfaction with CommuterDirect is very high, and satisfaction with the renewable orders service is nearly perfect (95%).

Research/Evaluation Program

18. Arlington County has a good comprehensive research program to evaluate the success of TDM programs offered by ACCS. The review program looks at performance indicators to measure the program's success and identifies the data collection needs to perform the analysis. The research program provides management with the tools it needs to make program modifications.
19. Arlington County has a comprehensive list of studies and surveys, including how often they should be conducted, to obtain the data needed to track program performance.
20. Every major aspect of ACCS programs is assessed in a detailed, quantified and easily understood manner.
21. County staff are well adept at tracking program outputs (e.g. special events attended).
22. The research and evaluation program is viewed as a model for other jurisdictions.

Nexus Between Development and TDM

23. There has been unwavering political support for mixed-use developments that are conducive to TDM.
24. Arlington County's TDM Policies integrate TDM into many aspects of County planning, including requiring comprehensive TDM plans for all site plans and transit developments, and incorporating TDM measures into all existing public buildings and facilities, irrespective of redevelopment status.
25. Well written sector plans incorporate both capital improvements and policies supportive of TDM.
26. There is ongoing communication between Arlington's TDM implementation agency and the economic development agency.
27. The basic framework for having TDM plans including in site plans is in place (1993 regulation currently being updated). TDM plans are reviewed at four points in the site plan process: at pre-approval and citizen commissions; at site plan approval; prior to the release of the first certificate of occupancy; and at the annual review of the certificate of occupancy.
28. There is dedicated enforcement staff for follow-up to ensure that TDM plans are being implemented.
29. ATP provides assistance for implementing site plan requirements.

TDM Programs Lead to Behavior Changes

30. A good proportion of residents who have used TDM services have changed their travel behavior. A quarter of residents who lived in a multifamily structure used a residential TDM program; almost all of these residents tried or increased alternative mode use. A third of residents are offered employer-based commute assistance/benefits. Nearly a forth recalled the "Way to Go Campaign," which resulted in resident mode switching and increased usage.
31. Thirty-two percent of visitors to Commuter Stores made a change in work or non-work travel since first visiting the store; most of these changes resulted in an increase in transit use.
32. Commuterpage.com is effective at inducing users to make changes in both work trips (55% of respondents) and non-work trips (43%).
33. CommuterDirect has some impact on users' travel mode choices. Since using CommuterDirect, 31% made a change in commute mode and 22% said CommuterDirect had an influence on that decision.
34. Between 2002 and 2004, fifty percent of employees in Arlington had made a mode shift from driving alone.
35. Successful promotion and marketing has led to the behavior changes.
36. ACCS prevents the need for more road infrastructure and is a "green" initiative that aligns itself with other similar initiatives that focus on improving air quality and reducing greenhouse gas emissions.

ACCS Services and the Business Community

37. Some level of commute assistance was offered by 83% of Arlington County firms. The majority of these firms (58%) believe that they receive real business benefits from offering commute assistance services.
38. Arlington County's transportation services are well utilized by the business community; 53% of businesses reported working with the County on transportation programs.
39. ATP has a solid track record of helping businesses relocating to the County with TDM issues. In 2006, ATP assisted Arlington Economic Development (AED) with 17 relocations. Five of those businesses indicated that ATP's services were the deciding factor for them to move to the County. The 2007 Business Leader's Survey indicates that using ATP services shows an increased rating for Arlington County as a place to locate one's business.
40. Access to transit/transportation was the factor that contributed the most to business leaders' ratings of the County as a great business location;40% of business leaders rated it as an important attribute in choosing to locate their business in Arlington.

Arlington Commuters and Residents More Likely to Use Transportation Options

41. Arlington residents use the SOV to get to work at a much lower rate than regional residents (55% versus 71%). Arlington residents and employees are more inclined to utilize transit services than regional commuters.
42. Arlington residents and employees had more opportunities to receive transit subsidies than their counterparts in the rest of the region.
43. Those who lived or worked in Arlington were less likely than residents and employees in the rest of the region to have been offered a free parking space at work; thus, contributing to lower rates for driving alone.
44. ACCS provides guidance on bicycling and walking as modes of transportation, and these

programs are strong: there is a 3% pedestrian and a 3% bike mode share for all work trips, and a 7% mode share for all trips (work and non-work).

TDM as Part of Regional Plans

45. TDM is recognized as a congestion management tool in the region's Constrained Long Range Transportation Plan (CLRP).
46. TDM is recognized as a good way to reduce emissions and help the region meet its air quality goals, including decreasing greenhouse gases to minimize the impact on climate change.
47. The distribution center provides transit information for the entire region contributing to ACCS' reputation as a regional resource.
48. ACCS has a multi-jurisdictional impact by reducing cars on the road outside of the County as well as within the County.

TDM and Parking Management Plans

49. TDM elements are required in parking management plans, such as inclusion of sufficient parking for vanpool vehicles.
50. ACCS has final sign-off authority for Arlington DOT on the Parking Management Plan. ACCS's focus on the Parking Management Plan is on carpool, vanpool and bicycle parking.

Weaknesses of ACCS TDM Programs

- *Lack of sustainable and predictable funding*
- *Need for more detailed research and evaluation protocol and performance measures*
- *Varied level of outreach/promotion success among various target groups*
- *Lack of TDM in Long Range and Corridor Plans*
- *TDM requirements limited to newer developments*
- *Small focus on parking pricing and availability as a TDM measure*

Weaknesses

Funding

1. County Stakeholders think that ACCS has enough money from grants, so it does not need additional County funds.
2. There is a lack of sustainable and predictable federal, state and local funding resources.

Research/Evaluation Program

3. Arlington County's extensive TDM research program provides a large volume of research that needs to be utilized to be effective. A more specific framework (who/what/when) for assessing and implementing survey/research program recommendations may be needed.
4. County staff have not developed as robust a system for measuring and evaluating program outcomes as for measuring outputs, although the 2008 Impact Report is moving the County in that direction.
5. It is unclear what the relationship is between the performance measures in the Impact Report and the Research and Evaluation Plan, and the MTP performance measures. The impact report presents one set of variables (based on recent survey results and program performance), while

the TDM element of the MTP presents a separate framework for performance measurement.

6. Need to measure the impact of ACCS marketing and communication programs.

Outreach/Promotion

7. Resident awareness of ACCS initiatives and services varies. Unification of different County messages under a single brand is recommended.
8. The program could reach out to and hear from more non-traditional citizens and travelers, such as people younger than working age including students; non-English speakers; senior citizens; and non-traditional businesses such as smaller businesses, non-profits and retail.
9. The majority of commuter store customers discovered the store through passing by or referral. Better advertising for the Commuter Store may increase usage.
10. Commuter Stores need to reach out to new customers more. They are currently more successful with repeat customers.
11. Arlington County has too many competing online formats.
12. The presentation of the many commute assistance programs needs to be more streamlined to make it more user friendly. While many respondents recalled seeing commuter assistance ads[17], they did not take action to learn more as a result of the advertisement. Indirect marketing seems to do less of an effective job than direct outreach.
13. It is difficult to use traditional marketing strategies to target audiences due to ACCS being a government agency that needs to reach everyone.
14. Arlington employees were inclined to rideshare if ridematching services were offered, but at this time ridematching is not emphasized by ACCS and relatively few employees apply for ridematching.

TDM as Part of Regional Plans

15. Arlington's TDM program is not explicitly mentioned in the region's long range transportation plan, limiting the regional awareness of the program and federal funding sources.
16. ACCS-specific TDM projects are not listed in the region's six-year Transportation Improvement Program (TIP) unless they are funded through Virginia CMAQ money, in which case they are often lumped in with other CMAQ projects.
17. The transportation scenarios used in the Regional Mobility and Accessibility study only look at transportation supply, not demand management. To the extent that this study is used as a basis for deciding what transportation improvements to make in the region, TDM could be overlooked.

TDM as Part of Corridor Plans

18. TDM is not necessarily mentioned in the development of new plans for transit and highway corridor improvements.
    - There are no TDM strategies in any of the alternatives for the Columbia Pike Alternatives Analysis, including the baseline/no-build alternative.
    - Although there is a TDM Plan for the I-95/I-395 HOT Lanes, it is unclear which, if any, TDM measures will be approved and funded in the final analysis.

[17] MWCOG SOC Survey 2007

Nexus Between Development and TDM

19. At this point, the sector plans focus on County-funded investments, improvements and activities conducted by developers as part of the site plan process. The County might try to work more with building owners and employers already on-site.
20. Site plans, which include many TDM components, are limited to new construction and major renovations.

TDM and Parking Management Plans

There should be more focus on the price of parking spaces for tenants.

Opportunities

Funding

1. High turnover of Arlington residents and employees is a justification for increased and sustained funding.
2. ACCS should take advantage of the new federal administration's focus on infrastructure to build the TDM program.
3. By creating awareness that ACCS is a regional program, it may be able to get regional funding. For example, ACCS could publicize the percentage of users who live or work in other jurisdictions.

Research/Evaluation Program

4. Streamline Arlington County's research program to tie in better to performance measurement of the goals and objectives.
5. Capitalize as much as possible on the ongoing research being conducted regionally.
6. Better measurement of outcomes might highlight those parts of the program that are particularly effective and could be emphasized.

Opportunities for ACCS TDM Programs

- *Support for funding based on high resident/employee turnover and high level of TDM success*
- *Streamlining research and evaluation by better use of efforts within the region and more effective measurement tactics*
- *Focus on more targeted and direct outreach and a single brand*
- *Increase of coordination with other agencies to support ACCS initiatives*
- *Untapped markets for increase in new program users*
- *Improvements to existing programs for strengthening impacts*
- *Marketing business benefits to increase participation*
- *Use of economic conditions as opportunity for cost savings*
- *TDM integration into regional and corridor plans for securing funding*
- *Outreach and application of TDM to new tenants, not just new development*

Outreach/Promotion

7. Focus more on direct outreach to employers and employees instead of large ad campaigns to yield better mode switching results.
8. Because targeted incentives were a better predictor of the targeted alternative mode than of TDM use overall, the County might work more on identifying travelers' most likely non-auto mode, and tailor incentives accordingly.
9. Organization of ACCS websites should be reviewed and improved, and as the websites are reworked they should be better integrated, such as with the ART website.
10. Business leaders had trouble identifying Arlington's commuter assistance organizations and particular difficulty in identifying ATP, the organization designed to serve businesses. Again, a single unified and recognizable brand for all ACCS commute assistance operations is warranted.
11. Need to ensure that ACCS is reaching the proper targets in terms of demographic groups.

Communication Outside of ACCS

12. Because ACCS tends to be forgotten by other parts of the County, it should engage with other parts of the County Government.
13. Better communication with transit services and other departments and agencies internally and externally would make it easier to implement programs in a timelier manner and also would help get ACCS projects recognized in regional plans, such as the TIP.
14. ACCS should work with the Planning and Parks offices to ensure that supportive facilities for biking are built.
15. Work with developers and elected officials to reduce parking or make greater use of space. It is important to ensure understanding of marketing/benefits of reduced parking.

Attracting New Users

16. Non-work trips represent an untapped market of travelers who might be persuaded to use other modes of transportation other than an automobile.
17. Increases in employment and population without equivalent increases in transit and roadway capacity will lead to an increase in the demand for TDM programs.
18. Almost all commuting trips and one third of non-commuting trips could be made using alternative means of transportation.
19. Use cost savings, stress reduction, quality of life and environmental impact as key messages in increasing public awareness and in motivating SOV users to switch modes. The opportunity to reduce air pollution was one of three tested motivating messages that a third of residents rated highly. The other two were the opportunity to eliminate the stress of driving and the opportunity to reduce the amount of traffic and congestion.
20. Arlington is a growing community with a high proportion of young professionals, increasing Metro ridership, an increasing daytime population, and growing residential and office building space.
21. Areas adjacent to metro stations are expected to see the greatest amount of employment and population growth to 2030.
22. If an employer offers TDM incentives and assistance, trips using transit/ridesharing more than double for residents.
23. A quarter less of employees in Arlington will choose to drive alone if their employer offers TDM

incentives and assistance for transit and/or ridesharing.

24. Eighty percent of employees who work in Arlington live outside the County, with 32 percent of those living in Fairfax County. This represents a market that could be tapped.
25. There is a need to increase the use of biking for transportation with females and all age ranges.

Improvements to Existing Programs

26. Growth in Car Sharing Program: Low car ownership in the Metrorail Corridor translates into further opportunities for carsharing expansion in Arlington County. In the Metrorail corridors 17.9% of residents do not own cars, while less than 25% of Metrorail corridor residents have two or more cars. Only 5% of Metrorail corridor residents belong to the carshare program.
27. While CommuterPage.com attracts a younger demographic than the Commuter Store, CommuterPage.com could do more to integrate with emerging website trends to reach a greater number of Generation Y commuters.
28. With 75% of CommuterPage.com users living outside of Arlington County, the County should seek to engage other local jurisdictions in the promotion, upkeep and renovation of CommuterPage.com.
29. Identify funding to add transit information from outside Northern Virginia to CommuterPage.com, specifically the electronic bus schedules for DC and MD for download to PDAs.
30. Most respondents who do not rideshare do not know anyone to rideshare with. This may be a sign that a more extensive employer outreach program should be conducted to reach potential ridesharers.
31. Many employees are interested in telecommuting, giving employers an opportunity to allow employees to reduce trips in a different way (i.e., without traveling). ACCS should capitalize on this interest.
32. Emphasize actionable behavior changes in addition to program awareness.
33. Walking needs to be taken more seriously as a transportation option, and included in other County outreach. ACCS needs to work with other agencies on this.

ACCS Services and the Business Community

34. Take advantage of the current political and business focus on the environment and corporate social responsibility (CSR) to encourage greater use of all ACCS Services and to attract new clients.
35. Focus on upselling ACCS's current network of clients using the business benefits.

Economy

34. Residents and employees at ATP client sites may be more likely to want to use commute assistance services to reduce personal transportation costs in the midst of an economic recession. ACCS should take this opportunity to make these long-lasting, sustainable changes.

TDM as Part of Regional Plans/Planning

35. Arlington DOT staff should work to ensure that the TDM six year plan budget is included in the TIP in order to raise awareness of its TDM programs and for future federal funding opportunities. In addition, because the regional TIP is rolled into the Virginia State TIP, this will make state funding processes smoother as well.

36. As the region goes ahead with revised air quality attainment plans for ozone and greenhouse gases, the County should participate in getting its programs listed and evaluated. It would give ACCS programs "model" status, and also would ensure that possible measures are on the table in case emission reduction measures need to be added to meet air quality goals. One caveat is that once a program is in the air quality analysis, it needs to continue to get funding to remain a contributor to the region's air quality improvements goals.
37. Arlington DOT staff should participate in the Regional Mobility and Accessibility (RMAS) study and monitor its progress to ensure that TDM and ACCS programs get incorporated into this study at the appropriate time.
38. Ensure that ACCS's programs get included in the regional Congestion Management Plan (CMP) in order to raise awareness of the program at a regional level, as a precursor to longer range planning and budgeting for Arlington's TDM program and to ensure that a structure is in place to be able to receive federal funds.
39. Greenhouse Gas legislation adopted in California that is being researched locally and at the federal level may change long range plan requirements to include more emission reduction measures, such as TDM.
40. ACCS should improve coordination with other jurisdictions for TDM Programs, particularly adjacent jurisdictions and along corridors that bring commuters in and out of Arlington County.

<u>TDM as Part of Corridor Plans</u>

41. As new corridor studies begin or proceed to the next level, TDM needs to be included as part of the plans.
    - For example, as Columbia Pike Transit is improved, ACCS should be involved in providing the right information to residences and businesses along the corridor and manage the information that goes to the customers.
42. HOT Lanes will prove to be a major factor in traffic patterns and an opportunity to provide transit service in the future.

<u>Nexus Between Development and TDM</u>

43. Turnover in tenants is not addressed by the ATP/ACCS/AEP coordination process, so there needs to be a similar process for working with new tenants that are not part of new development.
44. Site Plans present an opportunity to capture new commuters for non-SOV modes, as the development represents a large number of employees and residents who will be new to this location, and possibly to the entire County. By approaching them early, the County has a chance to influence travel patterns before they are formed.
45. ATP could be involved with more relocations. ATP's services should be more obvious to companies in the early stages of relocation/location decisions.
46. Parking Management needs to be addressed. Without better management of parking availability in both residential and commercial buildings, TDM programs face an uphill battle.

Threats

<u>Federal Requirements and Funding</u>

1. SAFETEA-LU reauthorization has a number of unknowns, including policies, plans and funding.
2. State funding issues may impact TDM programs.

Threats to ACCS TDM Programs

- *Funding issues due to economy, ambiguous requirements, and conversion to SmarTrip*
- *Population growth effects on the system*
- *High resident and employee turnover*
- *Lack of time-saving TDM measures*
- *Green technology and growth of "smart" lanes*
- *Employer transportation program cutbacks*
- *Lessening development due to economic times means less opportunities for TDM requirements on new developments*

3. There could be a potential loss of nearly $1 million in annual revenue from VRE/MARC ticket sales if those service providers convert to using SmarTrip cards.

Population/Employment/Development Growth

4. Between 2005 and 2030 Arlington County will experience a one-third increase over current travel demands:
   - 33% increase in employment
   - 22% increase in population
5. Increases in population within the region as a whole will crowd transit service and possibly make trips longer, further deterring bus usage.
6. Substantial increases projected for residential and commercial development, shifts in commuting patterns to and from Arlington, and increasing demand on the transportation system threaten to decrease mobility and quality of life in Arlington County.

Resident and Employee Turnover

7. The high turnover among County residents (10% annually) means that marketing must be sustained in order to reach new residents. Sixty-two percent of residents have lived in the County for five years or less. ACCS needs to continually work to educate new residents. The annual "loss" of residents who have seen the County's messages should be clearly explained to decision makers when funding decisions are being made.
8. Arlington companies have 35% annual turnover in employees.
9. Turnover in client point of contact makes it difficult to maintain contacts.
10. The movement of certain demographic groups out of the County due to housing costs is a problem. The groups that are getting priced out of the County are big TDM users.

Resident/Employee Priorities

11. Residents are not inclined to give up their cars.
12. The need to save time was identified as the key motivating factor influencing commuting decisions. Suburban transit may find it difficult to reduce travel times for residents, particularly those commuting suburb to suburb.

Transportation Facilities and Technology

11. Vehicles that function on more green fuels can reduce transportation funding and increase low occupancy vehicle use.

12. HOT lanes or additional highway capacity can easily facilitate low occupancy travel.

Economy

13. The current economic recession and subsequent layoffs have increased the supply of available labor. Companies may feel less of a need to offer perks such as commute assistance and may feel that they have less time and money to devote to providing commute assistance in the current economic environment.

Development

14. Sector plans rely heavily on the presumption of continuing redevelopment in the area. Given the current economic climate, this type of activity may slow down considerably for the near future.

3.4 Identification of Regional Performance Measures

In order to monitor County TDM program performance, a number of performance measures must be identified to compare the progress or regression of TDM programs and initiatives over the years and against the region. Table 3-3 shows a number of standard performance measures utilized when measuring TDM program performance. Due to the complexities of the region in which Arlington County is located and the wealth of transit service available throughout the County, it was determined that cross-referencing several regional commute analyses was the most efficient way to understand Arlington County's current program performance.

The list of performance measures below also shows that Arlington County has had incredible success in the implementation and use of TDM programs and the use of alternative modes. Compared to both the region and the state, Arlington has fewer SOV commuters and more transit riders, both for residents and employees in Arlington. Arlington County residents also enjoy shorter commute lengths than in the region and the state. The success of ACCS programs is evident by the number of Arlington employees who have available and/or are using employer based TDM programs – 72% of Arlington employees have employer based services available, compared to 54% in the region and 43% in the state. In addition, 36% of Arlington employees use their employer-provided TDM services, compared to 25% in the region and 17% statewide.

The first six performance measures quantify the rates of mode share in the region and in the County. Measures 7 and 8 assess distance and travel times of commuters, while measures 17 and 18 measure the general accessibility commuters have to transit services. Measures 9 through 16 are frequently utilized TDM programs and their corresponding utilization rates, while measures 19 through 21 are measures of the environmental impacts of transit use in the County.

Table 3.3 provides details on Arlington's current TDM measures utilization and a basis against which future ACCS progress can be measured.

Table 3.3 Regional Performance Measures

Performance Measure	Arlington MWCOG SOC 2007		Arlington VA SOC 2007		MWCOG Regional	State of Virginia
	Resident	Employee	Resident	Employee		
1. SOV-Commute	55%	63%	54%		71%	83%
2. Commute by Train	26%	19%	25%		13%	3%
3. Commute by Bus	6%	5%	7%		5%	2%
4. Commute by Bike	5%	3%	5%		3%	1%
5. Commute by Walking						
6. Car/Vanpool	8%	10%	7%		8%	7%
7. Distance to Work	10 mi	16 mi	9 mi		16 mi	17 mi
8. Average Commute Length	31 min	38 min	28 min		35 min	28 min
9. Vehicle Ownership (households)	93%[18]		87%		95%[19]	92%
10. HOV Use	8%	17%	22%		8%	20%
11. Employer based TDM Programs Available	64%	72%		68%	54%	43%
12. Using Employer based TDM	34%[20]	36%		33%	25%	17%
13. Teleworking	21%	20%	44%		19%	60%
14. Compressed Work Schedule	5%	8%			4%	
15. Flextime	21%	24%			29%	
16. Free Onsite Work Parking	50%	54%		60%	69%	71%
17. Live within 1 mi of bus stop	92%	70%	92%		68%	39%
18. Live within 1 mi of train station	42%	13%	43%		17%	48%
19. Daily Vehicle Trips Reduced (one-way)	38,020				√	
20. Daily VMT Reduced	542,300				√	
21. Annual GHG Reduced (CO2)	64,000 tons				√	

NOTE: Residents and Employees indicate Arlington Residents and Arlington Employees

[18] Represents percentage of *employed* residents
[19] Ibid.
[20] Ibid.

4 TDM PROGRAM AND SERVICE ENHANCEMENT DESCRIPTIONS

This chapter provides an overview of the various enhancements to the TDM program that have been considered in the past and were considered as part of the six-year TDM Plan development. This includes a review of the Arlington County Master Transportation Plan TDM Element Strategies and new enhancement programs discussed as part of this TDM Plan.

4.1 Arlington County Master Transportation Plan

Arlington County's Master Transportation Plan, adopted in October 2008, contains a detailed Transportation Demand Management Element. This TDM Element outlines TDM policies and strategies for the County to pursue, as well as performance measures with which to evaluate the operation of the transportation system. The strategies listed in the MTP are an adopted statement of the programs the County would like to implement, and thus an obvious place to begin when considering specific TDM program and service enhancements to implement the adopted strategies.

The programs and strategies listed in the TDM Element of the Master Transportation Plan are listed in Table 4.1.

Table 4.1 Master Transportation Plan Strategies

Policy/ Actions	Description
1.	Incorporate comprehensive TDM plans for all site plans and use-permit developments to minimize vehicular trips and maximize the use of other travel options.
a.	Update the County's 1990 TDM policy for site plans.
b.	Encourage employers to provide employees SmarTrip cards or a monthly transportation stipend for use in offsetting the cost of commuter travel.
2.	Incorporate TDM measures with respect to all existing public buildings and facilities, irrespective of redevelopment status. Explore strategies and incentives to achieve TDM measures in existing private buildings.
a.	Ensure that all County and Arlington Schools improvement projects include TDM plans and measures.
b.	Offer to provide transportation information in every commercial, retail and multifamily residential building. Seek funding for the existing information-display program to expand enough to offer to provide transportation information displays (kiosks) in every large commercial, retail and multifamily residential building.
c.	Encourage employers to implement comprehensive telecommuting programs and flexible work schedules for employees. Increase opportunities for citizens and businesses to conduct online transactions with the Arlington County government.
d.	Expand incentives and subsidies to support TDM practices such as rewards in the form of discount transit passes for individuals that participate in commuter programs.
e.	Designate areas around Metro stations or commercial centers as Transportation Management Districts (TMDs) and develop information on traffic volumes and the level of service at key intersections and the reasons why some intersections are performing unsatisfactorily. Use TDM measures as tools to reduce local congestion problems.

Policy/ Actions	Description
3.	Require regular travel surveys of new development with TDM plans and link to performance measures to enable follow-up actions. Undertake biennial evaluations of the effectiveness of the County's TDM policies and private-sector compliance with TDM commitments, and implement revisions as warranted.
a.	Expand efforts to evaluate effectiveness of the TDM program.
b.	Develop a new site plan condition to require a transportation monitoring study be provided at two years, five years and each subsequent five-year period after issuance of the first Certificate of Occupancy for the building(s) and provide a report summarizing the findings to the County.
4.	Conduct County-wide resident and worker transportation surveys every 3 years, in conjnction with the Virginia and MWCOG State of Commute surveys, to monitor travel behavior and system performance, and guide future efforts.
a.	Document transportation conditions in a periodic State of the Commute Report
b.	Use the report as a basis for a proactive program to communicate the value of TDM.
5.	Apply TDM programs to non-work travel, as well as commuting, for resident, visitor and employee trips through informational displays, website, promotional campaigns and mailings of materials.
a.	Expand Arlington's TDM Program to serve more of the traveling population including the entire population of residents, visitors, and employees, trips made for any purpose, and trips made throughout the day and week.
b.	Focus new initiatives on the most cost-effective opportunities to reduce vehicle travel.
c.	Implement a system such as TravelSmart to provide individualized marketing to target transportation demand. TravelSmart, used in more than 300 projects around the world, identifies individuals who want to change the way they travel and uses personal, individualized contact to motivate them to reconsider their travel options. TravelSmart gives participants the customized information they ask for to help them get started, or to continue walking, bicycling, riding transit, or carpooling.
d.	Expand Walk to School Day to Walk to School Every Day. Each year, for Walk to School Day, students in all elementary and middle schools receive encouragement and opportunities to try walking or bicycling to school and to walk more during the school day. Expansion of Walk to School Day to Walk to School Every Day would provide an opportunity to focus on students' travel behavior, which also influences parents' habits. The Arlington Schools administration, parent - teacher associations (PTAs), and the County's WALKArlington program would be partners in the effort.
6.	Coordinate TDM efforts with other jurisdictions and agencies across the region, and actively promote the expansion of the TDM program.

Policy/ Actions	Description
a.	Coordinate with all regional stakeholders, including WMATA, MWCOG and NVTC to establish a greater regional effort to implement adopted TDM policies, ensure regional coordination and consistency, and increase public awareness of transportation issues and options.
b.	Enhance the SmarTrip card (WMATA's electronic fare-media card) or create an EcoPass to include options that would allow employers, neighborhood associations, and even certain age groups to buy discounted bus passes. Arlington should work with WMATA to create a variety of SmartTrip or EcoPass options for Arlington employers and residents, offering an ART/Metrobus-only option, as well as considering an unlimited-use fare card for various portions of the Metrorail system.
c.	Continue and expand efforts to encourage and facilitate carpooling and instant carpooling formation ("slugging") through a website, -level street signs, designated congregation locations and other measures.
d.	Continue working with regional partners to examine opportunities for congestion - pricing strategies on regional roadways.
e.	Foster the development of a local "dynamic carpooling" program wherein participants use technology to identify and locate other participants in need of a ride or passengers to share a vehicular trip.

4.2 Additional TDM Program Enhancements

Rather than simply relying on the TDM Element of the MTP for a list of potential program enhancements, development of this six-year TDM Plan included a brainstorming session held with ACCS managers, staff and consultants to put together an initial "wish list" of new programs or program enhancements to be implemented over the six-year life of the TDM plan. The attendees were divided by branch and asked to develop ideas for new programs or enhancements to existing programs. The participants were tasked with deliberating about the type of organization they envisioned ACCS to be and to brainstorm any possible improvements to the program.

Appendix C shows the 43 different ideas that were developed during the discussion among the ACCS staff and how the ideas were rated by attendees. Each ACCS manager and employee was given the opportunity to choose 10 new programs or program enhancements that they felt would have the greatest impact on helping to meet the organization's goals and objectives. They then ranked their choices in order of importance, and developed a weighted score for each program.

Finally, each of the suggestions was compared to the policies and strategies previously identified by the County as part of the TDM Element of the Master Transportation Plan. Overall, most of the strategies and programs suggested by ACCS staff fit into the TDM Element framework. ACCS managers then took the strategies from the MTP, the enhancement ideas developed during the brainstorming session, and the plans to improve upon existing programs, and developed the list of programs outlined in the descriptions of the short and mid-range TDM plans that follow.

5 SHORT RANGE PLAN, YEARS 1– 6 (2011-2016): TDM PROGRAM AND SERVICE ENHANCEMENTS

This chapter describes the various enhancements encompassed in the Short Range Plan, Years 1-6 (2011-2016). It includes an overview of the market context and a strategic vision for the TDM plan as well as a summary of the adopted Arlington County Master Transportation Plan TDM Element upon which this TDM plan builds. Chapter 6 describes the Mid-Range Plan, Years 7-15 (2017-2025), and Chapter 7 describes the Long-Range Plan, Years 16-25 (2026-2035).

The Short Range Plan is based on a continuation of existing programs, and assumes that the TDM program will have a five percent annual growth rate. It is designed to fit with the funding requirements of Transportation Improvement Plan (TIP), which is also based on a six-year time frame, and to conform with the amount of funds that is reasonably expected to be available. In addition to the continuation of existing programs, Program Enhancements are also shown for when additional moneys can be identified. These indicate the next order of priorities for the program, but are intended to be included in the CLRP for later funding if funds cannot be identified in the timeframes they are indicated in the Short Range Plan.

5.1 Market Context and Strategic Vision for TDM in Arlington

Arlington County encompasses 26 square miles and is one of the most densely populated jurisdictions in the country. As an early suburb in the core of the metropolitan Washington, DC region, most of the land in Arlington was developed at a relatively low density by the 1960s. By that time Arlington faced stiff competition from newer and larger developments in the fast developing outer suburbs, and was relatively stagnant economically and declining in population.

At that time when the Metrorail system was being planned, County leaders developed an ambitious vision to build the rail underground and plan higher density mixed-use development around the stations in a pedestrian friendly transit-oriented development pattern supported by multiple modes of transportation. Now called the Urban Villages development policy, this transit-oriented development strategy has clearly been a major factor in the economic turnaround of the county, transforming it into one of the hottest commercial and residential markets in the metropolitan region.

In recent years, TDM has emerged as an essential component of the County's development strategy, marketing all modes of transportation…and creating a culture that is less auto-oriented and more multi-modal…Residential development in Arlington is now dominated by…multi-family units… Commercial development is similarly concentrated in the Metrorail corridors.

In recent years, TDM has emerged as an essential component of the County's development strategy, marketing all modes of transportation available in the County and creating a culture that is less auto-oriented and more multi-modal in nature. In the words of County Board Member Chris Zimmerman, "TDM and commuter services… have played a big role in really making our transit-oriented development really work." As will be discussed in the following paragraphs, TDM will be even more important in the future to help maintain superior access and mobility in Arlington as development intensifies and transportation capacity in the region continues to be constrained.

Although Arlington County is currently substantially built out, population and employment growth are expected in the County through 2040, as shown below in Table 5.1. In recent decades development in the County has primarily occurred as re-development or infill development. Arlington has is already one of the most densely populated jurisdictions in the United States, its population density increased from 7,287 persons per square mile in 2000, to 8,112 persons per square mile in 2009. The number of residential units located in Arlington's Metrorail corridors increased by 661 percent between 1960 and 2005. Residential development in Arlington is now dominated by the construction of multi-family units, and remains highly concentrated in the county's Metrorail corridors. Commercial development is similarly concentrated in the Metrorail corridors.

Table 5.1 Projected Arlington County Employment, Population and Household Growth through 2040

	2010	2015	2020	2025	2030	2035	2040	Percent Change
Employment	214,501	237,634	259,600	267,055	271,715	278,275	280,754	31%
Population	211,402	226,833	238,012	242,412	245,257	245,724	247,642	17%
Households	99,886	108,940	116,059	119,045	120,863	121,151	122,412	23%

Source: Metropolitan Washington Council of Governments, Round 7.2a Cooperative Forecasts

Increased use of transit and other alternative modes of transportation will be required to accommodate anticipated growth and to maintain or improve mobility and accessibility for residents and employees in Arlington County. To this end, ACCS will continue to improve upon its TDM Program for Site Plan Development as new development occurs.

The potential effectiveness of ACCS programs will also be impacted by significant transportation infrastructure projects in Arlington County and the surrounding region. Several of the infrastructure projects most important to the delivery of ACCS service are described in Table 4.2 below.

Table 5.2 Selected Significant Regional Transportation Infrastructure Improvements, 2011-2016

Project	Description	Completion Time Frame
Columbia Pike Streetcar	4.7 mile streetcar system that will operate between Pentagon City in Arlington County and Skyline in Fairfax County. For most of the route, streetcars will travel in mixed traffic.	2016
I-495 Capital Beltway HOT Lanes	First phase includes construction of 2 HOT lanes running in each direction for 14 miles of the I-495 Capital Beltway. HOT lanes will be free for HOV-3+, open to other vehicles paying tolls	2013 (first phase), 2030 (all phases)
Extension of Metrorail Service to Tysons Corner	23.1-mile extension of Metrorail to Dulles Airport and into Loudoun County	2014, 2015

Source: Metropolitan Washington Council of Governments, National Capital Region's Financially Constrained Long-Range Transportation Plan (CLRP).

These infrastructure projects have the potential to increase the importance of ACCS programs and enhancements to the region. The addition of the Columbia Pike Streetcar and the extension of Metrorail to the busiest business district in Northern Virginia, Tysons Corner, and to Dulles Airport, will increase the accessibility of these sites via transit. The addition of HOT lanes to I-495 may increase the viability of using alternative modes, including carpooling and increased transit services along this roadway.

5.2 Regional Aspects to Arlington's TDM Program

ACCS TIP/CLRP Coordination Action Items

1. *Prioritize program funding*
2. *Create a list of projects with "reasonably expected" funding*
3. *Simplify budgets and minimize the need for budget amendments*
4. *Coordinate more closely with VDRPT, VDOT and MWCOG to incorporate ACCS funding in TIP/CLRP.*

ACCS is already recognized as a regional leader in provision of TDM services and has been approached by other local governments to help coordinate their TDM programs. If any or all of these options come to fruition, there will be an expanded role for ACCS over the next six years. Some of the current or in-development region-serving programs of ACCS programs include:

- GoDCGo
- Mobil Commuter Store in DC
- CommuterPage.com
- CommuterDirect.com
- Regional SmartBenefits
- MARC Ticket by Mail Program
- VRE Ticket by Mail Program
- Regional Bike Share Program

If ACCS is called upon to implement TDM services for other jurisdictions in the region additional revenues would be provided to operate these services.

5.3 TIP and CLRP Budget Coordination

As previously mentioned in the "weaknesses" portion of the SWOT analysis in Chapter 3, a primary obstacle toward programming funding for TDM programs into the TIP and/or CLRP is the exclusion of TDM programs in the TIP and CLRP themselves. Because TDM projects are not given the same level of consideration that transit and highway projects are, they are rarely incorporated into improvement plans or long range plans, despite the fact that they are much lower in cost, often provide more environmental benefits than transit or highway projects, provide almost immediate results with little to no lead time, and are much more sustainable and easier to manage over the long run.

If TDM projects are not programmed into the TIP, it makes it more difficult to tap into additional federal dollars that could substantially enhance TDM programs for the County. Having its programs in the TIP would also raise awareness of the TDM programs and enhance efforts in competing for Congestion Mitigation and Air Quality (CMAQ) funding, which comprises a large portion of the federal funds that ACCS receives. Therefore, in order to ensure ACCS budget growth over the six-year TDM plan, it is imperative that ACCS work with MWCOG, VDOT and VDRPT to program and call out specific TDM projects in the TIP and CLRP.

The following actions should be taken to ensure that ACCS programs are appropriately reflected in regional transportation plans, in order to give the programs the greatest chance for obtaining the needed funding to support the planned expense.

1. ACCS must begin to divide TDM program funding into Base TDM Program and Enhancements. The existing Base TDM program without enhancements, as listed in Table 5.3, should be classified as short-term funding needs in the official 6 Year Plan. Therefore, these programs must be included in the TIP for immediate consideration for funding each fiscal year. While the Enhancements described in this chapter should be in the short-term plan, the TIP must reflect funding that is "reasonably expected to be available." Because there is no precedent for this increase in funding, the Enhancements are shown in the years in which there is demonstrated need for them if money were available, but in fact many of them *may* have to be pushed out to beyond the Six-Year TIP timeframe to the CLRP timeframe in the official regional plans. The Enhanced Program is subdivided into Priority One, Priority Two and Priority Three elements, as shown in Table 5.3. If and when additional funds become available, these priorities will help in allocation of funds to projects that have already been identified and documented. This would ensure that TDM is funded as a solution to regional transportation needs over the long-haul, and as a viable solution supporting other long-term goals set by the CLRP. In addition, by having additional TDM projects in the CLRP, if funding becomes available they can more easily be moved up to the TIP timeframe so that funding can be provided.

2. In order to ensure that TDM programs "make the grade" in terms of being supported by the TIP and CLRP, ACCS must prove that funding is "reasonably expected to be available." ACCS must work with DRPT and other jurisdictions (i.e., City of Alexandria, Washington, DC) and agencies (i.e., MWCOG, VDOT, DDOT) to reference TDM programs that touch more than just Arlington County as priority projects with regional significance in terms of impact on the transportation system. This way, when funding does become available, a repertoire of viable TDM projects can be brought forward. This becomes very important as funding that does become available is often times smaller than necessitated by transit and highway infrastructure projects, which only the lower-cost TDM projects can take advantage of immediately.

3. ACCS must also work to minimize the need for amendments and updates to the TIP so that funding can be programmed accurately. In order to do this, ACCS must keep budget inputs simple and submit one lump sum to the TIP, in the form of an over-arching TDM project (similar to what COG calls a "Parent Project"). The sub-distinctions for the various programs outlined as they are in the current ACCS budget line-item categories (i.e., operations, retail, sales, etc.) need not be included in the TIP to allow flexibility within the program and to avoid the need for amendments to the TIP.

4. ACCS will need to find a way to coordinate with VDOT to program TDM projects accurately into the financial tracking system for funding through MWCOG. In the past, funding has not been accurately reflected in the TIP for TDM projects due to oversights at VDOT in programming funds correctly to flow to Arlington County. Since neither Arlington nor DRPT has access to VDOT's financial tracking system that is used to program the dollars for Arlington, it is even more critical that Arlington and DRPT work together to ensure that TDM projects that are

plugged into the six-year financial plan are accurately portrayed and reported in the TIP. ACCS can help by either submitting their plans and programs individually to MWCOG, with support from VDOT and DRPT, or by convincing DRPT to take a more active role in working with VDOT to ensure that TDM programs are accurately reflected in the TIP so that funding for these projects is programmed correctly.

Over the long run, as more TDM projects are programmed into the TIP, supported by their inclusion in the CLRP, statewide and regional awareness of TDM programs as viable types of transportation projects will increase, hopefully placing TDM on the same priority funding level as transit and highway projects, thus making funding more reliable and justifiable.

5.4 Short Range Plan Program Descriptions: Continuation of Base Program

Assuming only a modest five percent increase in annual funds for ACCS over the life of the TDM plan, the programs will remain as they have been and as outlined in Chapter One of this plan. As described in Chapter One, there are four primary traveler audiences that ACCS targets:

1. Residents
2. Employees
3. Businesses
4. Visitors from both other parts of the Washington metropolitan region and outside the region

In addition, there are "wholesaler" audiences who can pass the message on to their constituents:

1. Arlington County employers
2. Property and building managers of multi-unit housing buildings
3. Retail business owners, and hotel and tourism service organizations
4. Commercial building property managers and tenants

Given a relatively static budget, ACCS will continue with its current programs. All of these programs are listed in Chapter One, with the exception of two programs in the Marketing department which can be enhanced without additional funds. These programs that would be in the baseline scenario of ACCS simply continuing its existing programs are as follows:

<u>Sales – Arlington Transportation Partners (ATP)</u>: Business-to-business outreach sales and services that "wholesale" ACCS information assistance to businesses, employees, residents, and visitors.

- Employer Services – commuter benefits, information, services for employees
- Residential Services – information for multifamily complex residents
- Visitor Services – information services for hotel guests and employees
- Site Plan Assistance/Development Services – assistance for developers and managers in fulfilling TDM site plan requirements

Retail Commuter Information and Support: Direct information, assistance, and transit pass sales for commuters, residents, and visitors.

- Commuter Stores – three stationary and one mobile store for fare sales, personal help
- CommuterPage.com – family of internet sites with interactive information and services (including BikeArlington.com, WalkArlington.com, Arlingtontransit.com)
- CommuterDirect.com – online fare sales for individuals and companies
- Commuter Information Center – 228-RIDE information

ACCS Short Range Plan TDM Programs

- *Business-to-business outreach through ATP*
- *Direct commuter assistance through Commuter Stores and webpages*
- *Continued marketing with new focus on branding and lobby kiosks*
- *Improved operations and support*
- *Special programs focus on bicycling, walking, and carsharing*
- *TDM site plan policy development and enforcement of requirements*

ACCS Marketing:

- NEW: ACCS Branding – this is already underway and budgeted for: This would provide a more cohesive brand for ACCS's many service offerings, as the lack of a single brand is often a source of confusion for existing and potential customers.
- NEW: County program of "Transit information on Lobby LCDs:" These are television monitors mounted mainly in office building lobbies that provide next train and next bus information. They are provided at no cost to ACCS, as they are paid for by site plans.
- Transit marketing – comprehensive marketing and promotions for ART, Arlington Metrobus, other transit and transportation options.
- Bus Stop Information Program – outfitting all stops with maps and schedules.
- Umbrella marketing – promoting the "family" of ACCS products and services through brochures, advertising, direct mail, point-of-purchase displays, websites, and more.
- iRide Teen Transit Program – promoting transit use and education to middle and high school students.

Operations and Support:

- CommuterDirect.com Support Center – fulfillment, mail online fare sales orders
- Distribution and Logistics Program – distribute brochures to all outlets, support for bus stop information program

Special Initiatives:

- BIKEArlington program – promotions, information, BIKEArlington.com
- WALKArlington program – promotions, information, WALKArlington.com

- Arlington Carsharing program – support and marketing partnership with private provider Zipcar
- Arlington Retail marketing program – retail partnerships, sponsorships, and point of purchase transportation info

Planning and Research:

- TDM Site Plan Requirements – negotiation and enforcement of TDM conditions for properties
- Articulation of TDM policies and documentation of benefits

5.5 Enhanced TDM Program Descriptions

A variety of service enhancements and capital improvements have been identified as desirable to meet market needs during the time frame of the Short Range Six Year Plan and identified as Enhancements. The Enhancements are divided into three Priorities for implementation based on both the programs' perceived effectiveness as well as ACCS's readiness to implement. Priority One initiatives are those that should be implemented as early as additional funds may become available, as they will have the most immediate positive results. Priority Two initiatives are those that are next most urgently needed. Finally, Priority Three enhancements are those that have the next highest priority and are shown in later years of the Short Range Plan, in case additional funds should become available.. Below is a summary of the Enhanced TDM Plan components by priority.

Priority One

Retail:

- Continue Existing Retail Program
- Visitor Information Centers at all Commuter Stores: This would expand the service offerings of the Commuter Stores to include visitor/tourist information on how to get around using a variety of transportation options, as well as information on local attractions, lodging and dining.
- Expand Morning Hours in Commuter Stores: This would respond to inquiries about Commuter Stores opening earlier in the morning.
- Transition from counter-oriented to consultative-oriented: This would include retrofitting the existing stores to reorient the way information is provided to customers and improve on the salesperson-customer interaction.
- Additional Sales Outlets outside Arlington: This would add additional fixed location, smaller Commuter Store locations and/or another Mobile Commuter Store to enable the Commuter Store concept to reach more people outside of the County.

Operations:

- Continue Existing Operations Program

ACCS TDM Program Enhancements: Priority One

- *Expansion of Commuter Store services, hours, sales outlets, and kiosk program*
- *Increase of ACCS sales force*
- *Expand marketing through social media/PR staffing*
- *Improved operations and support*
- *Online PTOP web development*
- *Development of bicycle-commuting related events and programs*
- *ACCS TDM-technical support to VDOT Mega Projects*

Sales:

- Continue Existing Sales Program
- Increase the size of ACCS Sales Force, with a focus on specific initiatives: This would expand the ACCS Sales Force, with each new employee focusing on a specific initiative, as listed below.
  - Telework VA
  - Carpool (GoLoco, Goose, NuRide)
  - Vanpool (Work with Radco, Prince William, Loudoun)
  - AIRE (CO2 emissions reductions): By partnering with AIRE, ACCS will be able to promote environmentally-friendly transportation that will reduce greenhouse gas emissions and minimize climate change.
  - Seniors
  - Schools
  - TDM for County Government and School Building Improvements
  - Graphics/Assistant/Research Assistant
- Expansion of Kiosk Program Beyond Site Plan Buildings: This would provide for more display units on commuting options throughout the County, including a combination of brochure-only units and units with a TV monitor. This would tie in with WMATA's recent expansion of SmarTrip sales to grocery and pharmacy chains.
- TDM University: This would provide a training opportunity for employers and others to learn about TDM and the transportation options available in Arlington County, as well as a resource to help advance the TDM industry around Virginia and the Washington, DC region.

Marketing:

- Continue Existing Marketing Program - no enhancements
- Increase the size of the ACCS Marketing Department by hiring a social media manager/communications and PR assistant. This additional person would enable the marketing department of ACCS to focus on new initiatives aimed at attracting more people to using transportation options for all types of trips.
    - Celebrate Regular Users – Incentives
    - Use Wellness Angle to Promote TDM
    - Increased store promotions
    - Event sponsorship/ TDM component for event planning, liaison with Parks and Recreation, Cultural Affairs, AIRE, Private Sector, etc.)

Web:

- Continue Existing Web Program
- Web-technology enhancement: This would provide funding for additional web functionality, including enhanced Personalized Transportation Option Portfolios (PTOPs) development, use of social networking sites to attract new users, and expanded use of the web to promote events.
    - Commute Planners (formerly PTOPs)
    - Widgets and Gadgets
    - Social networking sites
    - Event promotions
    - Link to best sources for existing park and ride information in DC, MD and VA

Administrative:

- Continue Existing Administrative Program

Research:

- Continue Existing Research Program

Bike/Walk:

- Continue Existing Bike/Walk Program
- BikeArlington- Ciclovias and Other Bike Events: This would implement events focused on increasing the use of bicycles for transportation purposes in Arlington including Ciclovias, street closures at particular times to allow access to bicycles and pedestrians.
- Bikesharing: This would institute a Countywide bikesharing program including installation of bikesharing stations and bicycles for use by County residents, employees, businesses and visitors for short trips.
- Hire Program Manager and begin creating program for Bikeshare and BikeArlington: This would include hiring a new staff person to focus on improving and expanding the County's bike programs. It would also include funds to run new bike-related events.

Other/One-Time:

- Continue Use of Past Grants: This is a placeholder to indicate that ACCS has been receiving one-time grants in the past and expects this to continue.

ACCS TDM Program Enhancements: Priority Two

- *Establish Pentagon City and Rosslyn Commuter Stores*
- *Move distribution and logistics warehouse*
- *Expand Visitor Services*
- *Increase marketing to non-traditional commuters*
- *Tip/CLRP*

Priority Two Enhancements

Retail:

- Pentagon City Commuter Store: This would build a new Commuter Store in the Pentagon City neighborhood near the Metrorail station.
- Rosslyn Commuter Store relocation

Operations:

- Move distribution and logistics to new warehouse: This would enable the warehouse to accommodate the growth in materials that will be needed as the County grows in size and additional locations to obtain materials online.

Sales:

- Visitor Services Expansion: This would expand the marketing focus to Arlington visitors and enable the department to work more closely with hotels and conventions.
    - Staff Person
    - Maps
    - Consignment marketing
    - Kiosks
    - Convention service/hotel joint cooperation
    - Concierge

Marketing:

- Marketing Component Associated with Increased Sales Force: This would expand the marketing focus to support the additional focus of the sales force, particularly on seniors and students.
- Marketing to non-traditional audiences (Millennials, Gen Y, Ethnic – Hispanic, Others): This would expand the marketing focus to other segments of the population that have the potential to grow their use of transportation options. This includes the younger generations of Generation Y/Millennials (born 1980-1995/1982-2001).
- Replace Information Holders (Round Corner Holders - RCH) at all ART bus stops: This would include replacing information holders at all ART bus stops as a result of standard wear and tear.

Priority Three Enhancements

Retail:

- Courthouse Commuter Store: This would build a new Commuter Store in the Court House neighborhood near the Metrorail station.

Marketing:

- Long Haul Commuter Marketing: This will add additional marketing focus on long-haul commutes to Arlington via services such as Loudoun County Commuter Bus, PRTC, Eyre, etc.
- Map and Schedule Information at all 1,300 Bus Stops in Arlington: Coordination with Metro to ensure that map and schedule information is at every bus stop. This would involve working with WMATA to update the bus stop information at Metrobus stops throughout the County.

ACCS TDM Program Enhancements: Priority Three

- *Establish Courthouse Commuter Store*
- *Long-commute marketing focus and increased information distribution*
- *TDM site enforcement*

Admin:

- Adding Site Plan Enforcement and Implementation Capability: This would add an additional staff member for conducting site plan enforcement so that site plans with TDM requirements can be checked to ensure that the requirements are being followed.

Bike/Walk:

- WalkArlington (Including expand Walk to School Day to Walk to School Every Day): This would expand the WalkArlington program to try to get people to walk as a mode of transportation.

Table 5.3 summarizes the task/program enhancement component, priority level, and goals/objectives that each component in the Enhanced Plan helps achieve.

Table 5.3 TDM Program Enhancements by Priority

Program or Service Enhancement	Priority[21]	Goals/Objectives Addressed[22]
Retail		
Continue Existing Retail Program	Base	Goals 2 and 4
Visitor Information Centers at all Commuter Stores	One	Goal 3
Expand Morning Hours in Commuter Stores	One	Goals 2 and 4
Transition from counter-oriented to consultative oriented	One	Goals 2 and 3
Additional Sales Outlets outside Arlington (Mobile or Fixed Location)	One	Goals 2,3, and 4
Build Pentagon City Commuter Store	Two	Goals 2 and 4
Build Court House Commuter Store	Three	Goals 2 and 4
Rosslyn Commuter Store Relocation	Two	Goals 2 and 4
Operations		
Continue Existing Operations Program	Base	Goal 1
Move Distribution and Logistics to New Warehouse	Two	Goal 1
Sales		
Continue Existing Sales Program	Base	Goal 4
Increase the sales force to focus on: Telework VA, Carpool, Vanpool (Work with Radco, Prince William, Loudoun), GoLoco, Goose, NuRide, AIRE, Seniors, School	One	Goal 4
Expansion of Kiosk Program Beyond Site Plan Buildings	One	Goals 2 and 3
TDM Institute	One	Goals 4 and 5
Visitor Services Expansion	Two	Goals 2 and 4
Marketing		
Continue Existing Marketing Program	Base	Goals 4 and 5
Increase the size of the marketing department with an emphasis on the social media	One	Goals 3 and 4
Marketing Component Associated with Increased Sales Force	Two	Goal 4
Marketing to Non-traditional Audiences (Millennials, Gen Y, Ethnic - Hispanic, Others)	Two	Goals 2, 3, and 4
Long haul commuter marketing	Three	Goals 1 and 4
Map and Schedule Information at all 1,300 Bus Stops	Three	Goal 1
Replace Information Holders (RCH) at all ART Stops	Two	Goals 1 and 2
Web		
Continue Existing Web Program	Base	Goals 1 and 3
Web Technology Enhancements	One	Goals 1, 3, and 4
Administrative		
Continue Existing Administrative Program	Base	Goals 1 and 4
Add site plan implementation and enforcement capability	Three	Goals 1 and 4

[21] Base = Existing Program; Enhanced Programs: One = Priority One ; Two = Priority Two; Three = Priority Three
[22] Goal Numbering Corresponds to Numbering in Section 2.3-Table 2.1: Final Goals and Objectives

Program or Service Enhancement	Priority[23]	Goals/Objectives Addressed[24]
Research		
Continue Existing Research Program	Base	Goal 5
Bike/Walk		
Continue Existing Bike/Walk Program	Base	Goals 1, 2, 3, and 4
WalkArlington: Expand Walk to School Day to Walk to School Every Day	Three	Goals 1, 2, 3, and 4
BikeArlington: Cyclovia and other bike events	One	Goals 1, 2, 3, and 4
Bike Sharing	One	Goals 1, 2, 3, and 4
Other/One Time		
Continue Use of Past Grants	One	Goal 4

All of the Plan's components amplify and/or maintain the strengths of the ACCS TDM programs in place (see Section 3.3 for strengths of TDM program deduced from the SWOT analysis). More importantly, the enhanced program addresses a number of weaknesses of the current program and implements strategies for eliminating any weaknesses in ACCS' future TDM Plan. It also attempts to take advantage of opportunities identified in the SWOT analysis.

The weaknesses of the current program that can be helped and opportunities that exist that can be leveraged by program enhancements include:

- Funding: Unstable/non-guaranteed funding resources and County stakeholder hesitations to grant ACCS additional funding can be eliminated as a weakness of the TDM program if TDM is added as a component to regional plans. By including ACCS programs in regional transportation plans, funding will need to be identified, thereby giving the TDM programs in Arlington a more sustainable funding source. In addition, the expanded sales force that is proposed as part of the enhanced plan can help justify funding for ACCS's program, especially considering the high turnover of residents and employees in the County, requiring continuous sales efforts.

- Outreach/Promotion: The focus of the enhanced program is a more targeted approach that will address groups that were inaccessible or hard to reach. The program will also implement measures that streamline current marketing/outreach practices, making it easier for the public to access information on transportation options from ACCS. It will focus on specific demographics, as well as other groups that present opportunities for ACCS, such as environmentally minded travelers, long-distance commuters, and employers who provide information to their employees.

- TDM as Part of Regional/Corridor Plans:. Arlington will work to include TDM elements in regional and corridor plans, such as the I-66 corridor or the Mega Projects. TDM support for these projects will help introduce ACCS as a resource for TDM implementation on a regional

[23] Base = Existing Program; Enhanced Programs: One = Priority One ; Two = Priority Two; Three = Priority Three
[24] Goal Numbering Corresponds to Numbering in Section 2.3-Table 2.1: Final Goals and Objectives

level. This, along with some other inroads that ACCS is making outside of Arlington County, will help set the stage for giving TDM a larger role in regional and corridor level plans.

- Commuter Stores: By placing additional emphasis on consultative assistance in Commuter Stores, re-orienting the format of the stores themselves, and adding new locations, the Commuter Stores should attract new customers who can learn about transportation options and subsequently change their behavior. By improving retail facilities and promoting the sale of transit passes and free-exchange of transit information, the enhanced program takes advantage of cost-minded commuters and employees looking to spend less on commuting needs and parking costs.

- Nexus Between Development and TDM: Administrative improvements, including site plan implementation and enforcement, will help enforce site plan TDM compliance on current properties and those in the future. This will help ensure that TDM plans are incorporated in more locations, helping ACCS to meet its goals.

It is important that with either program approach that ACCS chooses to implement, be it enhanced or the unenhanced program, there needs to be an effective contingency plan created to address potential threats to the success of TDM in Arlington and the region. Economic downturns and increases in population growth in the area should not and cannot be excuses for TDM program failures, as these are common variables that occur cyclically. The contingency plan must be proactive, not retroactive, and must be self-sustaining so that in the worst of cases, programs and strategies can maintain their value, yet not drop in effectiveness.

Ideally, all phases of enhancements would be put in place to create the ultimate enhanced TDM program, which would help ACCS achieve all of its goals and objectives. ACCS would see the best performance of plan initiatives in its history, and perhaps the best results from a local TDM program in the nation. However, with more complex initiatives comes more responsibility over regional plans and long-term planning.

5.6 Short Range Plan Estimated Costs

Table 5.4 shows the annual growth in ACCS budgets by functional area given two scenarios:

1) Base Program, a continuation of the Existing Program escalated at conservative annual growth rate of 5%. This is mainly to accommodate increases in salary and associated benefits. Additionally, this growth rate will enable ACCS to continue its current programs, but not enhance or expand into new areas, as discussed in Section 5.4.
2) Enhanced Program, adding specific services or capital improvements needed to properly meet market needs, as discussed in Section 5.5.

These two scenarios are summarized below in Table 5.4, and are broken out in further detail in Appendix D.

Table 5.4 Expenses for Short Range Plan: Continuation of Existing Programs at 5% Annual Growth and Addition of Program Enhancements

		2011 Year 1	2012 Year 2	2013 Year 3	2014 Year 4	2015 Year 5	2016 Year 6
Retail	Base	$1,204,000	$1,264,200	$1,327,410	$1,393,781	$1,463,470	$1,536,643
	Enhanced	$203,000	$810,000	$1,000,000	$1,069,500	$1,252,725	$1,105,361
Operations	Base	$1,599,000	$1,678,950	$1,762,898	$1,851,042	$1,943,594	$2,040,774
	Enhanced	$0	$0	$570,000	$178,500	$267,425	$280,796
Sales	Base	$1,993,000	$2,092,650	$2,197,283	$2,307,147	$2,422,504	$2,543,629
	Enhanced	$300,000	$864,500	$1,486,950	$1,750,773	$2,027,786	$2,358,416
Marketing	Base	$1,300,000	$1,365,000	$1,433,250	$1,504,913	$1,580,158	$1,659,166
	Enhanced	$0	$0	$750,000	$362,500	$1,130,625	$662,156
Web	Base	$688,000	$722,400	$758,520	$796,446	$836,268	$878,082
	Enhanced	$0	$100,000	$105,000	$110,250	$115,763	$121,551
Admin	Base	$145,000	$152,250	$159,863	$167,856	$176,248	$185,061
	Enhanced	$0	$0	$0	$0	$100,000	$105,000
Research	Base	$391,000	$410,550	$431,078	$452,631	$475,263	$499,026
	Enhanced						
Bike/Walk	Base	$507,000	$557,700	$613,470	$674,817	$742,299	$816,529
	Enhanced	$766,230	$1,767,743	$1,585,902	$2,078,842	$2,494,316	$2,035,101
Other/One Time	Base	$0					
	Enhanced						
Total	Base	***$7,827,000***	***$8,243,700***	***$8,683,770***	***$9,148,632***	***$9,639,804***	***$10,158,910***
	Enhanced	***$1,269,230***	***$3,542,243***	***$5,497,852***	***$5,550,365***	***$7,388,640***	***$6,668,382***
	Total	***$9,096,230***	***$11,785,943***	***$14,181,622***	***$14,698,997***	***$17,028,444***	***$16,827,292***

6 MID RANGE PLAN, YEARS 7 – 15 (2017-2025): TDM PROGRAM AND SERVICE ENHANCEMENTS

The Mid Range Plan continues the Base Program from the Short Range Plan and continues the Enhanced programs and services identified for implementation beginning in the Short Range Six Year Plan if funding becomes available. These programs will help ACCS meet its goals and objectives. As described earlier in this document, ACCS managers and staff developed this operations plan by first identifying the organization's strengths, weaknesses, opportunities and threats (SWOT). The goals and objectives were then developed based on the SWOT analysis, and finally they were translated into specific programs to help meet the goals and objectives.

6.1 Market Context and Strategic Vision for TDM in Arlington

By 2025, the end year for the mid-range plan, Arlington County's population is projected to be will be 242,412 and employment is projected to reach 267,055, representing a 15 and 25 percent increase over 2010 population and employment, respectively. These increases in population and employment will be accommodated through infill and redevelopment that will be particularly concentrated around Arlington's Metrorail corridor and other transit corridors, such as Columbia Pike. During the 2017-2025 time period, Arlington will benefit from the new Columbia Pike Streetcar, scheduled to be complete by 2016. In addition to the Columbia Pike Streetcar, several other major regional transportation projects, detailed below in Table 6.1 will continue will take shape. The addition of new HOT lanes to I-495, as well as the widening and other improvements of two other major regional highways (US-50 and I-66) may impact the volume of traffic passing through Arlington.

Table 6.1 Selected Significant Regional Transportation Infrastructure Improvements, 2017-2025

Project	Description	Completion Time Frame
I-495 Capital Beltway HOT Lanes	Construction of HOT lanes running in each direction of the I-495 Capital Beltway.	2030 (all phases)
US 50 Improvements	Widen/reconstruct 6 lanes, including interchanges	2020 (all phases)
I-66 HOV[25]	Improvements in the I-66 HOV, including interchange reconstruction at US 15	2020

Source: Metropolitan Washington Council of Governments, National Capital Region's Financially Constrained Long-Range Transportation Plan (CLRP).

6.2 Mid Range Plan Program Descriptions

The Mid Range Plan programs are comprised of a continuation of existing Base Programs as well as Enhanced Program proposals. The Enhancements are divided into three categories for implementation based on both the programs' perceived effectiveness as well as ACCS's readiness to implement. The program Enhancements were described in Chapter 5, Section 5.5: Enhanced TDM Program Descriptions. Priority One initiatives are those that should be implemented as early as possible, as they will have the most immediate positive results. As previously discussed Priority One items should be advanced for implementation in the Short Range Plan first in case ACCS receives additional funding for its programs. Priority Two initiatives are the next highest priority to meet market needs for services. Finally, Priority Three enhancements are those that require more effort, planning, and/or funding before they can be incorporated into the accepted TDM plan. Table 6.2 provides a summary of the Mid Range Plan components and their priority for implementation; it is the same list of projects as in the Short Range Plan, as it is anticipated that it will likely take longer than the six year period of the short term plan to fund the programs. As the TDM Plan is updated over the years, additional projects and enhancements can be added if it becomes apparent that these proposed programs will be completed before the end of

[25] There is currently a multi-modal corridor study being conducted on I-66, so changes to that roadway are in the process of being better defined.

the Mid Term plan time period. As discussed in Chapter 5, Section 5.3: TIP and CLRP Budget Coordination, recommended Enhanced Program elements for which funds may become available should be implemented according to priority in the Short Range Six Year Plan, but the remainder should be included in the region's CLRP to be moved up as funds may be identified.

Table 6.2 Mid Range Plan Programs and Service Enhancements

Program or Service Enhancement	Priority[26]	Goals/Objectives Addressed[27]
Retail		
Continue Existing Retail Program	Base	Goals 2 and 4
Visitor Information Centers at all Commuter Stores	One	Goal 3
Expand Morning Hours in Commuter Stores	One	Goals 2 and 4
Transition from counter-oriented to consultative oriented	One	Goals 2 and 3
Additional Sales Outlets outside Arlington (Mobile or Fixed Location)	One	Goals 2,3, and 4
Build Pentagon City Commuter Store	Two	Goals 2 and 4
Build Court House Commuter Store	Three	Goals 2 and 4
Rosslyn Commuter Store Relocation	Two	Goals 2 and 4
Operations		
Continue Existing Operations Program	Base	Goal 1
Move Distribution and Logistics to New Warehouse	Two	Goal 1
Sales		
Continue Existing Sales Program	Base	Goal 4
Increase the sales force to focus on: Telework VA, Carpool, Vanpool (Work with Radco, Prince William, Loudoun), GoLoco, Goose, NuRide, AIRE, Seniors, School	One	Goal 4
Expansion of Kiosk Program Beyond Site Plan Buildings	One	Goals 2 and 3
TDM Institute	One	Goals 4 and 5
Visitor Services Expansion	Two	Goals 2 and 4
Marketing		
Continue Existing Marketing Program	Base	Goals 4 and 5
Increase the size of the marketing department with an emphasis on the social media	One	Goals 3 and 4
Marketing Component Associated with Increased Sales Force	Two	Goal 4
Marketing to Non-traditional Audiences (Millennials, Gen Y, Ethnic - Hispanic, Others)	Two	Goals 2, 3, and 4
Long haul commuter marketing	Three	Goals 1 and 4
Map and Schedule Information at all 1,300 Bus Stops	Three	Goal 1
Replace Information Holders (RCH) at all ART Stops	Two	Goals 1 and 2

[26] Base = Existing Program; Enhanced Programs: One = Priority One ; Two = Priority Two; Three = Priority Three
[27] Goal Numbering Corresponds to Numbering in Section 2.3-Table 2.1: Final Goals and Objectives

Program or Service Enhancement	Priority[28]	Goals/Objectives Addressed[29]
Web		
Continue Existing Web Program	Base	Goals 1 and 3
Web Technology Enhancements	One	Goals 1, 3, and 4
Administrative		
Continue Existing Administrative Program	Base	Goals 1 and 4
Add site plan implementation and enforcement capability	Three	Goals 1 and 4
Research		
Continue Existing Research Program	Base	Goal 5
Bike/Walk		
Continue Existing Bike/Walk Program	Base	Goals 1, 2, 3, and 4
WalkArlington: Expand Walk to School Day to Walk to School Every Day	Three	Goals 1, 2, 3, and 4
BikeArlington: Cyclovia and other bike events	One	Goals 1, 2, 3, and 4
Bike Sharing	One	Goals 1, 2, 3, and 4
Other/One Time		
Continue Use of Past Grants	One	Goal 4

6.3 Mid Range Plan Estimated Costs

Figure 6.1 and Table 6.3 provide an overview of cost distribution and estimated costs for the implementation of the Mid Range Plan by program category and priority, including the continuation of costs of existing programs. The costs include baseline costs. A detailed sample breakdown of estimated costs by year and program for Mid Range Plan implementation was prepared for the mid-range plan, 2017-2025, in Appendix D.

[28] Base = Existing Program; Enhanced Programs: One = Priority One ; Two = Priority Two; Three = Priority Three
[29] Goal Numbering Corresponds to Numbering in Section 2.3-Table 2.1: Final Goals and Objectives

Figure 6.1 Mid Range Plan Implementation Cost Estimates by Program Category

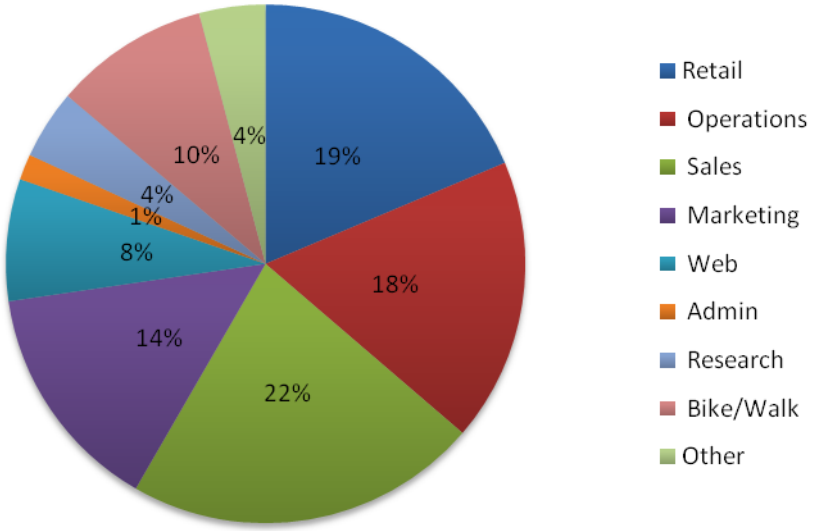


Table 6.3 Cost Estimates for Mid Range Plan Implementation, 2017-2025

		2017 Year 7	2018 Year 8	2019 Year 9	2020 Year 10	2021 Year 11	2022 Year 12	2023 Year 13	2024 Year 14	2025 Year 15
Retail	Base	$1,613,475	$1,694,149	$1,778,856	$1,867,799	$1,961,189	$2,059,249	$2,162,211	$2,270,322	$2,383,838
	Enhanced	$1,160,629	$1,218,661	$1,279,594	$1,343,574	$1,410,752	$1,481,290	$1,555,354	$1,633,122	$1,714,778
Operations	Base	$2,142,813	$2,249,954	$2,362,451	$2,480,574	$2,604,603	$2,734,833	$2,871,574	$3,015,153	$3,165,911
	Enhanced	$294,836	$309,578	$325,057	$341,310	$358,375	$376,294	$395,109	$414,864	$435,607
Sales	Base	$2,670,811	$2,804,351	$2,944,569	$3,091,797	$3,246,387	$3,408,706	$3,579,142	$3,758,099	$3,946,004
	Enhanced	$2,605,673	$2,705,765	$2,997,803	$3,303,708	$6,467,594	$3,455,173	$3,801,232	$4,164,594	$4,546,123
Marketing	Base	$1,742,124	$1,829,231	$1,920,692	$2,016,727	$2,117,563	$2,223,441	$2,334,613	$2,451,344	$2,573,911
	Enhanced	$695,264	$730,027	$766,529	$804,855	$845,098	$887,353	$931,720	$978,306	$1,027,222
Web	Base	$921,986	$968,085	$1,016,489	$1,067,314	$1,120,680	$1,176,713	$1,235,549	$1,297,327	$1,362,193
	Enhanced	$127,628	$134,010	$140,710	$147,746	$155,133	$162,889	$171,034	$179,586	$188,565
Admin	Base	$194,314	$204,030	$214,231	$224,943	$236,190	$247,999	$260,399	$273,419	$287,090
	Enhanced	$110,250	$115,763	$121,551	$127,628	$134,010	$140,710	$147,746	$155,133	$162,889
Research	Base	$523,977	$550,176	$577,685	$606,569	$636,898	$668,743	$702,180	$737,289	$774,153
	Enhanced									
Bike/Walk	Base	$898,181	$988,000	$1,086,800	$1,195,479	$1,315,027	$1,446,530	$1,591,183	$1,750,302	$1,925,332
	Enhanced	$2,119,986	$2,208,441	$2,300,616	$2,396,671	$2,496,769	$2,601,082	$2,709,790	$2,823,080	$2,941,146
Other/One Time	Base									
	Enhanced	$500,291	$525,306	$551,571	$579,150	$608,107	$638,513	$670,438	$703,960	$739,158
Total	Base	***$10,707,682***	***$11,287,975***	***$11,901,773***	***$12,551,202***	***$13,238,536***	***$13,966,214***	***$14,736,851***	***$15,553,253***	***$16,418,431***
	Enhanced	***$7,614,559***	***$7,947,550***	***$8,483,431***	***$9,044,641***	***$12,475,837***	***$9,743,304***	***$10,382,423***	***$11,052,645***	***$11,755,489***
	Total	***$18,322,240***	***$19,235,524***	***$20,385,204***	***$21,595,843***	***$25,714,373***	***$23,709,518***	***$25,119,275***	***$26,605,898***	***$28,173,920***

6.4 Regional Aspects to Arlington's TDM Program

Regional aspects of Arlington's TDM program are discussed in Chapter 5 Short Range Plan, Section 5.2. It is anticipated that the need for TDM will continue to be appreciated more and more as market forces and energy prices continue to have greater effects, and as Arlington's TDM program gains further notability and acceptance as a key element of the County's and the region's overall transportation programs. It is likely that the idea of a more cohesive, coordinated TDM program for the Northern Virginia region will gain acceptability, and Arlington may continue to be called upon to provide additional services for the region or other specific jurisdictions in the region. If this happens, the Plan and TIP will need to be amended to reflect these expanded functions, costs, and associated revenues that must be identified to cover the expanded services.

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7 LONG RANGE PLAN, YEARS 16-25 (2026-2035): TDM PROGRAM AND SERVICE ENHANCEMENTS

This chapter provides an overview of the programs that ACCS anticipates adding in the years 2026-2035.

7.1 Market Context and Strategic Vision for TDM in Arlington

By 2035, the end of the Long Range TDM Plan, Arlington's projected population is expected to be approximately 245,000 and employment over 275,000. Both should be still growing, but at a more relaxed pace of under 1,000 per year each, as compared to earlier periods. The County should be well-positioned to maintain its status as a vibrant urban community that is well-prepared for the future. Long term investments in multi-modal transportation infrastructure and TDM services will have paid off handsomely to prolong the County's economic and social health and prosperity.

By that time, even the most optimistic projections of the peaking of global oil production will have long past, and the world will be well into its post-carbon phase. This, no doubt, will have had great ramifications for transportation, including changes in vehicles and fuels; but more importantly, a greater emphasis on alternative modes of travel. Energy will be much more scarce and more expensive, putting a premium on the dense, walkable environment which the County offers, and requiring more energy efficient transportation. Climate change, whatever its extent and nature, will have been greatly in evidence, and is certain to reinforce a cultural mandate for reduction of energy use and pollution, as well as greater transportation efficiency. There is little doubt that Arlington County will reap great benefits from being well-prepared for these evolutions.

Culturally, the march of generations should also serve Arlington well to enhance the stature and effectiveness of TDM and sustainable transportation, according to research and analysis by national demographic experts at Southeastern Institute of Research. Baby Boomers, who had a major hand in the planning and implementation of the County's Urban Villages and their transportation infrastructure and services, will be in retirement or in senior positions in the community. No doubt they will demand, and get, non-auto transportation services in abundance. Millenials, who will comprise a significant majority of the workforce at that time, have today been the most willing of the generations to opt for non-SOV transportation. They too are likely to continue to demand ever better transportation options. Generation Yers will be in their prime in the management hierarchy, and are likely to be effective in making sure their workforce and their elders get the transportation services they demand. For these younger generations, the shortage of labor that is projected over the coming years will affect competition for jobs, and sustainable transportation options will be of huge importance to companies and individuals in this altered labor market.

Physical infrastructure improvements in the 2035 CLRP for the region include addition of a Metrorail station in Potomac Yards and adding a short HOT lane segments to the Capital Beltway between Georgetown Pike and the Potomac River. Additional bikeway improvements are planned in Fairfax County and spot improvements in Arlington. Few major highway improvements are projected anywhere in the region in this time period, according to Constrained Long Range Plan of the Metropolitan Washington Council of Governments.

7.2 TDM Services and Investment

At this point it is impossible, and not necessary, to predict exactly what sorts of changes will be brought about in transportation infrastructure and services by the evolution of technology and the changes in the global economic and energy environment. No matter what the social, economic, and technological

conditions may be, it is difficult to foresee a situation in which continued investments in TDM are not warranted. TDM is likely to be the only major focus of transportation action by that time, due to the aforementioned trends. Clearly new transportation technologies will need to be applied based upon the principles of TDM to balance demand properly with available facilities.

The funding projections in Table 7.1 for this period recommend a conservative 5% per year growth to maintain the program in pace with presumed inflation, and a higher 10% per year growth to allow the acquisition of new technologies and otherwise take advantage of the central need for TDM services. Arlington County should actively continue to work at the local, State, and Federal levels to ensure that sufficient, dedicated funds for TDM are a mainstream part of the budgets at all levels, so that TDM can be appropriately funded commensurate with its importance in the total transportation picture.

7.3 Regional Revenues

If ACCS is called upon to implement TDM services for other jurisdictions or special projects in the region, as discussed in Chapter 5, additional revenues would be provided to operate these services. Any such costs and revenues would be added to the Plan as part of the annual update process.

Table 7.1 Total ACCS Funding By Year 2026 – 2035

		2026 Year 16	2027 Year 17	2028 Year 18	2029 Year 19	2030 Year 20	2031 Year 21	2032 Year 22	2033 Year 23	2034 Year 24	2035 Year 25
5% Annual Escalation	**Base**	*$17,239,353*	*$18,101,320*	*$19,006,386*	*$19,956,705*	*$20,954,541*	*$22,002,268*	*$23,102,381*	*$24,257,500*	*$25,470,375*	*$26,743,894*
	Enhanced	*$12,343,264*	*$12,960,427*	*$13,608,448*	*$14,288,871*	*$15,003,314*	*$15,753,480*	*$16,541,154*	*$17,368,211*	*$18,236,622*	*$19,148,453*
	Total	*$29,582,616*	*$31,061,747*	*$32,614,834*	*$34,245,576*	*$35,957,855*	*$37,755,748*	*$39,643,535*	*$41,625,712*	*$43,706,997*	*$45,892,347*
10% Annual Escalation	**Base**	*$18,060,274*	*$19,866,301*	*$21,852,932*	*$24,038,225*	*$26,442,047*	*$29,086,252*	*$31,994,877*	*$35,194,365*	*$38,713,801*	*$42,585,182*
	Enhanced	*$12,931,038*	*$14,224,142*	*$15,646,556*	*$17,211,212*	*$18,932,333*	*$20,825,566*	*$22,908,123*	*$25,198,935*	*$27,718,829*	*$30,490,711*
	Total	*$30,991,312*	*$34,090,443*	*$37,499,488*	*$41,249,436*	*$45,374,380*	*$49,911,818*	*$54,903,000*	*$60,393,300*	*$66,432,630*	*$73,075,893*

8 TDM PLAN MONITORING AND EVALUATION

This chapter provides an overview of the TDM Monitoring and Evaluation Plan that ACCS anticipates implementing in the coming years of this plan.

8.1 Background

In 2006, ACCS embarked on an extensive research and evaluation program to measure its success in meeting customers' needs and document the travel and environmental impacts of mode changes influenced by ACCS' services. Since that time, ACCS has conducted surveys of residents, employees, service users, and employers to measure their awareness and use of ACCS' services, their satisfaction with the services, and their travel patterns before and after their contact with ACCS.

The research has demonstrated the value of ACCS' services to individual users and the collective value of the travel changes made by these users to achieve County-wide transportation and environmental objectives. This report highlights ACCS' significant accomplishments and impacts in FY 2008, as measured by those surveys and other data collected by ACCS.

Arlington County has not only conducted extensive research as part of its planning effort, but has also given consideration to future data collection and analysis. As a result of this consideration, the County has outlined its varied data needs, how each type of data should be collected, and how often. Table 8.1 outlines the County's data collection plans. This detailed program to monitor the TDM program on an on-going basis allows ACCS to make continuous improvements and respond to changes in the program's operating environment. It also helps the County to meet the fifth goal of the TDM plan: "Provide transparency and ensure return on TDM investment through program monitoring and evaluation."

8.2 Recommendations

Three enhancements are recommended to enable even better monitoring of ACCS' program.

1. <u>Research Program Expansion and Coordination with other Bureaus</u>

The current customer and demographic focused research program described above should be continued with periodic surveys at intervals as summarized in Table 8.1. In order to fully track progress toward the performance measures in the Master Transportation Plan, (e.g. maintaining vehicle trips and vehicle miles traveled within 5% of 2005 levels) it will be necessary to include other types of measures that gauge travel activity in the County through physical counts and other means. ACCS should take the lead to develop a coordinated research program for the entire Division of Transportation to include data collection and analysis sharing with other bureaus and sections in DOT, such as Transportation Planning, Transit, Traffic Engineering, and Parking, as well as the Planning Research and Analysis Team (PRAT) in Community Planning, Housing and Development.

2. <u>Impact Reporting and Evaluation</u>

Beginning with 2008 annual data, ACCS has developed a methodology to quantify the benefits of its services in terms of vehicle trips and vehicle miles traveled reduced, energy saved, and emissions reductions. Beginning in FY 2010 this data is being reported to DRPT as part of their required reporting by TDM agencies across the state. ACCS should analyze and use this regular quantification of impacts in its evaluation of program progress to improve tracking of both activities and impacts. This evaluation

can assist in regular program planning, refinement and adjustment on a monthly, quarterly, and annual basis.

3. Annual Evaluation of Implementation of Plan

It also recommended that a simple annual analysis be done to measure progress in implementing the numerous programs and enhancements contained in this TDM Plan. This would be a succinct evaluation of the key performance measures discussed Chapter 2: Goals, Objectives and Standards, as well as a tracking progress toward implementing new programs and services. This could be done with consultant assistance or internally, but in either case would be actively used in ACCS' annual program and work task planning described in Chapter 9: Next Steps.

Table 8.1 Data Collection Plan

Data Collection Activity	Biennial/ Triennial	Annual	Semi-annual	Quarterly/ Monthly
Ongoing Service Tracking				
Employer Services participation tracking				X
Residential Services participation tracking				X
Commuter Store participation and transaction tracking				X
CommuterDirect.com participation and transaction tracking				X
CommuterPage.com server statistics				X
Walk Arlington program statistics and WalkArlington.com server statistics				X
Bike Arlington program statistics and BikeArlington.com server statistics				X
Customer Information Center participation and transaction tracking				X
Carsharing service tracking				X

Data Collection Activity	Biennial/ Triennial	Annual	Semi-annual	Quarterly/ Monthly
Customer Feedback Data Collection				
Visitor intercept and/or feedback card with follow-up survey			X	
Commuter Store feedback cards distributed at the time of transactions				X
Commuter Store intercept survey of customers		X		
Customer information center referral and satisfaction follow-up survey				X
Online follow-up survey of CommuterDirect.com customers			X	
Online pop-up survey of random sample of CommuterPage.com customers			X	
County-wide Benchmark and Follow-up Surveys				
Resident survey – telephone and internet	X			
Resident survey – under-represented group targeting				
Employee survey – client sites	X			
Employee survey - non-client sites and underrepresented employer types				
Business/Employer survey – initial internet	X			
Business/Employer survey – telephone follow-up with underrepresented groups				
Site plan building occupant survey		X		
Other New Data Collection				
Relocating employer/employee survey				
Resident panel research				
MWCOG 2007 State of the Commute (potential sample increase)				
MWCOG 2006-2007 Household Travel Survey (potential sample increase)				

9 CONCLUSIONS AND NEXT STEPS

This chapter addresses the next steps that ACCS will be taking in the next year in order to commence fulfillment of this TDM Plan.

9.1 Policy Implementation Plan

This Transportation Demand Management Plan is an implementing action of the County's Master Transportation Plan: Demand and System Management Element, adopted December 13, 2008. The Master Transportation Plan adopted by the County Board sets policy and direction for the TDM program. This TDM Plan includes the Master Transportation Plan policies and primary Implementing Actions and describes in further detail the specific actions, programs and facilities through which the adopted policies will be implemented, along with projected costs and revenues. As an implementing administrative document, this plan is approved by the Director of Transportation and provided to the County Board as well as the County's Transportation Commission, Pedestrian Advisory Committee, Bicycle Advisory Committee, and Transit Committee for use as a guidance and information document.

9.2 Inclusion in Regional Plans, the TIP and Constrained Long Range Plan (CLRP)

As described in Chapter 5, Section 5.5, a major purpose of this TDM Plan is to serve as an instrument for including TDM policies and funds in all appropriate regional plans and budgets. Arlington County will work with MWCOG, VDOT and VDRPT to ensure that TDM funding is programmed for inclusion in the CLRP, TIP and State Implementation Plan (STIP).

9.3 TDM Plan Is an Annually Updated Guidance Document

This TDM Plan is intended to be a living document that guides ACCS' annual work programs and budgeting and is continuously updated on an annual basis. The plan will be used in various ways during each year:

Research and Evaluation

As discussed in Chapter 8 a more rigorous annual research program should be used to assess progress in implementing the various projects and in progress toward meeting goals, including revised monitoring data and processes as required. Any needed adjustments will be identified, as well as any new market opportunities identified through the research.

Annual Strategic Planning

The plan and implementing actions will be used as an overall planning document during ACCS' annual Strategic Plan Development process. During this planning retreat the TDM plan recommendations and budgets will be reviewed in light of implementation progress during the year, funding approvals, and changes or opportunities in market conditions. This process will help each of the ACCS program managers develop specific goals and operating plans and task sheets for the year. It will also provide feedback for updating the TDM Plan for the year.

Annual Budgeting and TIP/CLRP Process

The TDM Plan will be adjusted to be consistent with funding experience for the year, and with grant applications and approvals each year. The first year's projects and funding in the Mid Range Plan will be brought forward to the 6th year of the Short Range Six-Year Plan for inclusion in the TIP. The County will work with MWCOG, DRPT, and VDOT to include ACCS' TDM projects and funding in the TIP and CLRP. ACCS to meet with governing offices and agencies to ensure that this TDM Plan is integrated into

regional plans as soon as possible. This will involve a meeting with DRPT to discuss the details of this plan, the enhanced projects with "reasonable likeliness" of funding, as well as the short, mid, and long term goals that the organization has in store, and what DRPT can do to help Arlington move forward toward meeting these goals. Additionally, ACCS should also plan on a coordination meeting between ACCS, VDOT, and MWCOG to discuss past problems/issues with administration of finances and to develop a standard protocol and lines of responsibility to ensure that previously encountered financial programming errors are the least of ACCS' obstacles toward fulfilling its goals.

TDM Plan Update

Annual adjustments will be made in projects, programs, services and funding as described above. Periodically, the entire TDM Plan document will be reevaluated and revised as necessary to stay current with market and other conditions. An outside consultant may be retained for this purpose.

All of these steps should be implemented within the coming fiscal year and evaluated shortly thereafter in order to determine ACCS effectiveness in meeting established short term goals. It is also suggested that ACCS meet with governing agencies (DRPT, VDOT, MWCOG) to showcase their marked progress to not only prove that this TDM Plan was not just a set of goals, but a work plan. Additionally, meeting with these agencies to show progress and growth may showcase Arlington as a case study of this TDM plan being pivotal to progress in TDM across the state and urge lagging districts and localities to strive toward the same success.

APPENDIX A: Review of Documents

A number of ACCS studies, plans and evaluations were reviewed in preparation for the writing of this TDM plan. The key findings of these documents reviewed are shown here.

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Table A- 1 2006-2008 Arlington County Commuter Services (ACCS) Research and Evaluation Plan

Title	Date	Lead Agency	Status
2006-2008 Arlington County Commuter Services (ACCS) Research and Evaluation Plan	**October 2006**	**Arlington County Commuter Services (ACCS)**	**Adopted**
Overview			
This plan outlines a research and evaluation process to collect and analyze data to assess the performance of Arlington County Commuter Services (ACCS) and to enhance ACCS' effectiveness in providing travel assistance services in Arlington County. The plan attempts to document the results of the program, explore and enhance customer service/satisfaction, and identify and pilot test new service opportunities. The plan establishes a series of performance indicators related to objectives and expectations established for ACCS, defines data needed to assess progress in the indicators, recommends data collection and analysis tools, presents a schedule for implementation of the research and evaluation activities, and suggests protocols to report results periodically.			
Policies/Goals/Objectives Developed			
n/a			
Recommendations			

• Recommends a two-tiered "customer centric" approach to service provision that puts priority upon the needs of existing and potential end users, not the transportation services currently in place, as the central focus of transportation planning and service delivery.
  ○ The first tier is strategic, that is, understanding how transportation and mobility are related to overall quality of life and how satisfaction with specific services and utilization of those services drive overall satisfaction with the transportation system.
  ○ The second tier is tactical, defining the specific features and performance of any service that drive the overall satisfaction with that service.
• Provides a "touch points audit" process that highlights key points at which ACCS service staff interact with customers.
• Defines new County-wide benchmark and follow-up surveys along with research phasing and data collection frequency guidelines.
• Suggests a multi-tiered audience-based differentiated reporting structure and periodic reports.			

Tie into TDM Plan			
Sets the framework for the research and evaluation of TDM measures.			
Agency Benchmarks and/or Performance Measures			
Introduces quantitative and qualitative measures by which ACCS can measure its success in three broad areas. 1. How well is the program meeting customers' and stakeholders' expectations? 2. What contribution is ACCS making to supporting efficient travel within and to Arlington County? 3. Are there any areas in which the program falls short of its expectations and needs additional attention? Presents specific indicators recommended in five categories. The first four represent steps necessary for social behavioral change. The fifth category			

relates to external impacts resulting from behavior change:

1. Awareness and attitudes of travelers and employers
2. Participation in ACCS services by travelers, employers, and property managers
3. Satisfaction with services and repeated use
4. Travel behavior change
5. Transportation and air quality impacts

The following lists the performance indicators identified in this study for measuring the success of ACCS' TDM programs:

Traveler Awareness and Attitudes
% of residents/employees who are aware of travel options in County
% of residents/employees with favorable rating on travel options in County
% of residents/employees who consider HOV for commuting
% of residents/employees who consider HOV for non-work trips
% of residents who choose not to own personal vehicle
% of residents who rate County as "easy to get around in"
% of residents who rate County/neighborhood as "walkable/pedestrian friendly"
% of residents who believe travel options support high quality of life in County
% of residents/employees who know of ACCS and its services

Employers/Business, Building Manager (E/B/BM) Awareness and Attitudes
% of E/B/BM with favorable rating towards travel options in County
% of E/B/BM that say travel options support high business quality of life in County
% of E/B/BM that know of ACCS and its services

Traveler Participation in ACCS Services
Number of traveler service inquiries (web, phone, other)
Number of Commuter Store visits and sales
Number / % age of residents using ACCS services
Number / % age of employees using ACCS services
Number of visitors using ACCS services

Employers/Business, Building Manager (E/B/BM) Participation in ACCS Services

Number of E/B/BM service inquiries (web, phone, other)
Number / % age of employers/business clients
Number / % age of employees at ACCS client sites
% of relocating employers using ACCS services
% of County employers providing TDM services to employees
Number / % age of building manager clients
Number / % age of residents at ACCS building client sites
% of buildings in County providing TDM services to residents

Satisfaction with ACCS' Services and Repeated Use
% of resident/employee customers with favorable ratings on services
% of visitor customers with favorable ratings of services
% of employer/business clients with favorable ratings of services
% of building manager clients with favorable ratings on services
% of resident/employee ACCS' customers who are repeat customers
% of ACCS' customers who would recommend services

Trial and Ongoing Travel Behavior Change
% of travelers who try non-SOV modes (trial placement rate)
% of travelers who maintain shifts to non-SOV modes (continued placement rate)
Number of new non-SOV users (placements)
Rideshare retention rate (longevity of non-SOV mode use)

Travel and Emissions Impacts
Number of transit riders (ART, Metrobus, Metrorail)
Mode split (County-wide and ACCS client sites versus non-client sites
Mode split of residents (work trips and non-work trips)
Work trip mode split of employees
Vehicle trip generation rates (ACCS client sites versus non-client sites)
Parking utilization rates (client sites versus non-client sites, adjusted for parking/building ratio)
Number of vehicle trips reduced
Number of Vehicle Miles Traveled (VMT) reduced
Pounds of emissions reduced

% of vehicle reduction during peak periods (compared to all SOV)

In order to get the data needed to measures these performance indicators, the study identifies a series of studies, some more time critical than others.

Data Collection Activity	Biennial/ Triennial	Annual	Semi-annual	Quarterly/ Monthly
Ongoing Service Tracking				
Employer Services participation tracking				X
Residential Services participation tracking				X
Commuter Store participation and transaction tracking				X
CommuterDirect.com participation and transaction tracking				X
CommuterPage.com server statistics				X
Walk Arlington program statistics and WalkArlington.com server statistics				X
Bike Arlington program statistics and BikeArlington.com server statistics				X
Customer Information Center participation and transaction tracking				X
Carsharing service tracking				X
Customer Feedback Data Collection				
Visitor intercept and/or feedback card with follow-up survey			X	
Commuter Store feedback cards distributed at the time of transactions				X
Commuter Store intercept surveys of customers		X		
Customer information center referral and satisfaction follow-up survey				X
On-line follow-up survey of CommuterDirect.com customers			X	
On-line pop-up survey of random sample of CommuterPage.com customers			X	
County-wide Benchmark and Follow-up Surveys				
Resident survey – telephone and internet	X			
Resident survey – under-represented group targeting				

Employee survey – client sites	X			
Employee survey - non-client sites and underrepresented employer types				
Business/Employer survey – initial internet	X			
Business/Employer survey – telephone follow-up with underrepresented groups				
Site plan building occupant survey		X		
Other New Data Collection				
Relocating employer/employee survey				
Resident panel research				
MWCOG 2007 State of the Commute (potential sample increase)				
MWCOG 2006-2007 Household Travel Survey (potential sample increase)				

Table A- 2 ACCS Staff and Stakeholder Interviews

Title	Date	Lead Agency	Status
ACCS Staff and Stakeholder Interviews	**February 6, 2006**	**ACCS**	
Overview			
This report summarizes interviews and discussions with all ACCS staff, as well as with staff from other County Departments that work with ACCS. Overall, the discussion revealed a great amount of agreement on the goals of the various transportation organizations in the County – to maximize travel choice and encourage the use of all travel options – as well as the central role of TDM in accomplishing that goal. Key issues raised as facing the County include: • The County has a diverse population with very different visions of what the County should be like. In addition, some of these populations are highly organized and tend to be more successful in having their opinions heard. Groups such as youth, seniors, and immigrants are usually under-represented. • The County has a very high population turnover; every five years, 50% of the population leaves and is replaced. • The high cost of housing is displacing workers, who will need to travel further to access the County. It was also noted that while ACCS was a valued resource among other County staff, most staff members only understood the work of the program they interacted with, and did not have a sense of the program as a whole.			
Recommendations			
• Interviewees indicated that the County needed to be more proactive about learning what the many different types of transportation "customers" need for the system, and to develop a plan to serve these different populations better in the future. Much of this work would focus on non-commute travel. • A desire for more complete "customer satisfaction" measures was expressed. • More focus needs to be placed on measuring outcomes rather than outputs. • A need for more branding of ACCS was expressed; interviewees felt that people do not really understand what ACCS is or what it does.			
Tie into TDM Plan			
• Provides insight into concerns and goals of ACCS and other County staff; outlines possible performance measurements.			
Agency Benchmarks and/or Performance Measures			
Partial list of outputs currently measured: • Success of business accounts: numbers of brochures, fairs/events, companies, newsletters, contacts; also computed market share.			

- Success of residential accounts: number of property managers/buildings participating, newsletters and brochures distributed.
- Hotel success: numbers of brochures, fairs/events, companies, contacts; also computed market share.
- Communications success: awareness, intent, recommend, use next, when?
- ART/Transit Success: ridership counts, security, service reliability, personal benefits.
- Commuter Stores/Mobile Center success: monthly sales by type of product, number of customers using stores.
- Call Center success: number of requests fulfilled, repeat customers.
- CommuterDirect.com success: website hits, requests fulfilled, repeat customers.
- Bike/walk programs: miles of bike/pedestrian facilities, enhanced bike/pedestrian safety, more people walking at lunch/walking for errand trips, requests for bike maps.
- Miscellaneous success indicators: car share users, site plan results, parking utilization, need/demand for parking, auto ownership rates, mode split.

List of suggested Outcome measures:

- Citizen Satisfaction correlated to trip reduction and mobility options.
- Contribution to economic development – providing a competitive advantage in attracting and retaining companies.
- Sick days – County workers per 100,000.
- Parking utilization.
- Auto occupancy.
- Carshare use.
- Reduced noise pollution.
- Fewer auto accidents per 100,000.
- Lower car insurance rates per 100,000.
- Sustainability.
- Competitive rankings in economic development.
- Customer benefits – range of transportation options.

Table A- 3 Arlington Master Transportation Plan (MTP): TDM and TSM Section

Title	Date	Lead Agency	Status
Arlington Master Transportation Plan (MTP) Transportation Demand Management (TDM) and Transportation System Management (TSM)	**October 2008**	**Arlington County Commuter Services (ACCS)**	**Draft**

Overview

The management of travel demand and transportation systems is one of the three general policies that form the foundation of the MTP, along with the integration of transportation and land use and supporting the design and operation of complete streets. This section focuses on influencing changes in travel demand and system improvements that increase effectiveness, without increasing the transportation supply (infrastructure). Between 2005 and 2030 Arlington County will experience a one-third increase over current travel demands. Arlington does not have and will not be able to provide roadway capacity to accommodate this increase should travelers use the single-occupant vehicle (SOV) in the proportion that they do today. This section provides the policy framework for the enhancement of TDM and Transportation System Management (TSM) measures in Arlington County.

Policies/Goals/Objectives Developed

TDM Policies

1. Incorporate comprehensive TDM plans for all site plans and use-permit developments to minimize vehicular trips and maximize the use of other travel options.
2. Incorporate TDM measures with respect to all existing public buildings and facilities, irrespective of redevelopment status. Explore strategies and incentives to achieve TDM measures in existing private buildings.
3. Require regular travel surveys of new development with TDM plans and link to performance measures to enable follow-up actions. Undertake biennial evaluations of the effectiveness of the County's TDM policies and private-sector compliance with TDM commitments, and implement revisions as warranted.
4. Conduct biennial County-wide resident and worker transportation surveys to monitor travel behavior and system performance, and guide future efforts.
5. Apply TDM programs to non-work travel, as well as commuting, for resident, visitor and employee trips through informational displays, website, promotional campaigns and mailings of materials.
6. Coordinate TDM efforts with other jurisdictions and agencies across the region, and actively promote the expansion of the TDM program.
7. Implement TSM strategies, including coordination and retiming of traffic signals, left-turn lanes, signal-preemption for emergency and transit vehicles, cameras at intersections and transit stations, and real-time traffic information available to the public.

Overall MTP Policies

1. Provide High-Quality Transportation Services: provide and promote affordable, convenient, integrated service; construct complete streets; increase capacity of transportation network; expand bikeway network; integrate local transit with regional transit; increase neighborhood

access; facilitate carsharing.

2. Move More People Without More Traffic: implement Transit Oriented Development (TOD) and mixed-use development; focus on personal delay rather than vehicle delays; encourage use of sustainable modes.
3. Promote Safety: minimize accidents; maximize emergency response; ensure infrastructure moves people away from incidents.
4. Establish Equity: provide safe access to pedestrians; Americans with Disabilities Act of 1990 (ADA) facilities; provide quality travel options for everyone regardless of location; support programs for those with special needs; provide wide array of affordable transportation options.
5. Manage Effectively and Efficiently: use TDM/TSM to mitigate increase in travel demand; increase life-cycle of transportation facilities; manage congestion by emphasizing alternatives; pursue new technologies; emphasize planning focus on daily and weekly peak demand.
6. Advance Environmental Sustainability: increase energy efficiency in vehicles; minimize runoff; increase planting of trees; increase historical/cultural respect and preservation.

General Policies:

1. Integrate Transportation with Land Use: organize development around high quality and high capacity transit; design and operate transportation facilities compatible with existing development.
2. Support the Design and Operation of Complete Streets: Design and operate comprehensive network of local and arterial streets to enable safe access by all users.
3. Manage Travel Demand and Transportation Systems: Influence travel demand from new development with conditions for development that control/manage transportation systems and minimize SOV use.

Specific Policies – TDM policies are listed above, and those related to TDM from other areas are listed in more detail below:

1. Transit Policies:
    a. Develop primary network with high frequency quality transit service along major corridors.
    b. Operate secondary transit network of bus and paratransit that improves neighborhood access.
    c. Provide transit service competitive with the automobile (cost and service).
    d. Make transit more accessible and convenient to all TODs.
    e. Ensure ease of transfer in design of facilities and availability of information on commuting.
    f. Improve Metrorail service and stations while anticipating ridership growth with Orange Line expansion.
    g. Expand pedestrian access to transit facilities through sidewalk/street crossing improvements.
    h. Use new technology to ensure efficient transit service.
    i. Promote use through direct marketing and real-time information.
2. Pedestrians
    a. Complete walkway network with well lit, ADA accessible sidewalks.
    b. Upgrade existing infrastructure.

c. Improve walkway connectivity through new pathways for pedestrian/bike.
d. Construct missing sidewalks/crossings.
e. Conduct walkway maintenance to ensure safe use.
f. Provide appropriately designed pedestrian travel whenever possible.
g. Use street redesign to accommodate to lower speeds and pedestrian conflicts.
h. Reconstruct arterials to manage speeds and expand sidewalks to improve safety.
i. Undertake ongoing pedestrian safety education and outreach.
j. Develop promotional walking program.
k. Collect pedestrian data on streets and trails yearly.

3. Bicycles
   a. Complete network to overcome physical barriers to biking.
   b. Provide high quality biking facilities.
   c. Provide convenient covered storage/parking at public facilities.
   d. Manage trails for safety with increased use.
   e. Require facilities to support bikes (e.g. install showers/lockers).
   f. Create community culture around biking.
   g. Collect data on bikes on streets and trails annually.
   h. Conduct safe bike routes to school program.
   i. Implement bike-sharing program at transit corridors and high density developments.
4. Parking and Curbspace Management
   a. Provide residential permit parking to manage parking supply.
   b. Utilize parking meter pricing to manage parking demand.
   c. Ensure minimum parking needs are met and excessive parking is not built.
   d. Allow reduced parking space requirements for new development in close proximity to transit.
   e. Encourage separation of price of parking from price of dwelling.
   f. Reduce/eliminate parking requirements for specialized projects near transit when they advance transportation goals.

Tie into TDM Plan

TDM Element of the MTP

Agency Benchmarks and/or Performance Measures

1. Maintain peak-period vehicle-miles traveled across Arlington's street network within 5% of 2005 levels.
2. Maintain peak-period vehicle trips traveled across Arlington's street network within 5% of 2005 levels.
3. Shift 10 % of peak-period trips to nonpeak hours by the Year 2020.
4. Decrease localized congestion, where peak-period level of service is currently worse than "congestion Level D".

5. Increase daily peak-period non-SOV mode share (transit, carpooling, walking, bicycling) by one-half percentage point annually throughout the County for all types of trips for the next 20 years.
6. Within areas where school bus transport is not provided (typically within one mile of a school) increase the share of children who walk or bicycle to school; in the areas where bus transport to school is provided, maximize students' use of buses or bicycles.

Performance Measures for Policy 7:

1. Conduct periodic public demonstrations of Arlington's emergency-preparedness plans and track systems performance, public response and media coverage.
2. Monitor actual emergency- response times and evaluate against acceptability thresholds.

Table A- 4 2006 Arlington County Carshare Program Study

Title	Date	Lead Agency	Status
Arlington Carshare Program 2006 Report/Updated Information	**June 15, 2006/ September 23, 2008 Updated Information**	**ACCS**	
Overview			
This report summarizes and evaluates the development of the Arlington County carshare program between April 2005 and April 2006. In its second year of operation the carshare program added 25 new vehicles (bringing the total number of vehicles to 53), expanded its service to the Shirlington neighborhood and shared its successful first year pilot experience with other jurisdictions. As of September 2008, there were 81 on-street carsharing vehicles in Arlington that the County has provided the spaces for.			
Tie into TDM Plan			
By providing convenient and safe access to cars for those that only occasionally need to use a car, VMT and car ownership are reduced. Decreased vehicle ownership translates into a reduction in the need for residential and public parking.			
Agency Benchmarks and/or Performance Measures			
The second part of the report evaluates the carshare program based on region-wide member survey. • 83 % of Arlington County's carshare members surveyed live in a Metrorail corridor. • 5 % of Metrorail corridor residents belong to the carshare program. • Carshare members use Metrorail, walk more, and have reduced their annual VMT and their car ownership. • Carshare members indicated they felt more secure knowing that the County is a partner in the program and safer with carshare vehicles parked on the street or in open parking lots rather than in parking garages.			
SWOT			

Strengths:

- The pilot carshare program has proven popular with users and is expanding.
- The carshare program has proven successful at reducing VMT through an increase in the use of alternative modes of transportation, accomplishing TDM goals.
- The county's continued partnership with the carshare program companies is important, as Carshare members indicated they felt more secure knowing that the County is a partner in the program.

Opportunities:

- Increases in the cost of car ownership (particularly fuel costs) over time may lead more residents to desire to give up a vehicle or vehicle trips in favor of carsharing.
- Low car ownership in the Metrorail Corridor translates into further opportunities for carsharing expansion in Arlington County. In the Metrorail corridors 17.9% of residents do not own cars, while less than 25% or Metrorail corridor residents have two or more cars. Only 5% of Metrorail corridor residents belong to the carshare program.

Table A- 5 Arlington County SOV Driving Trip Reduction Study

Title	Date	Lead Agency	Status
Arlington County SOV Driving Trip Reduction Study	**2003**	**ACCS**	
Overview			
This study sought to identify the ways in which single-occupant vehicle trips could be reduced. A random digit dialing telephone survey was conducted with the following objectives: • Identify the trip characteristics of driving trips in Arlington County. • Assess current mode split and commuting patterns. • Assess awareness and perceptions toward alternatives to SOV trips. • Identify opportunities to reduce SOV trips. Several opportunities for SOV driving reduction were identified. Commuting trips were more likely to be replaced with a non-SOV mode than non-commuting trips. However, commuters noted that a large share of their driving trips could be made using an alternative form of transportation. Respondents also believed they could make a third of non-commuting driving trips using non-SOV modes. They noted their preference for combining trips (trip chaining) over carpools or non-SOV travel modes and are reluctant to give up their cars.			
Recommendations			

- In addition to motivating residents to make fewer driving trips, there is a need to educate residents on how they can reduce the number of driving trips.
- Residents are more receptive to the suggestion of planning ahead for trip chaining than arranging for carpools.
- Five "motivating messages" to choose non-SOV modes were tested. Three messages received high ratings from approximately one-third of residents (the opportunity to reduce air pollution, the opportunity to eliminate the stress of driving, the opportunity to reduce the amount of traffic and congestion). Women were more receptive than men to the motivating messages, however, none emerged as the "clear winner."

Tie into TDM Plan

Identifies factors that inhibit the selection of non-SOV travel modes:

- While residents are aware of alternatives, they are not inclined to give up their cars. Saving time is the key factor influencing commuting decisions.
- Residents could benefit from more information on how to reduce driving trips, as they are more receptive to suggestions for trip chaining than to changing their trip mode away from SOV.

Agency Benchmarks and/or Performance Measures

Five hundred respondents completed the survey. The survey found that the average household made 31.7 weekly driving trips, with 6.9 SOV trips a week for those who work outside the house. The average number of non-commuting driving trips was 26.3 trips per week. The majority of respondents commuted via SOV, only a quarter commuted via Metrorail. The key factor influencing commuting decisions was saving time. Most respondents were aware of Metrorail and Metrobus as alternatives to SOV, and all reported that they have good access to public transportation. Among the survey respondents, 16 % indicated that they will always chose to drive, while 22 % will usually choose to drive and 33 % will occasionally chose to travel via public or an alternative mode of transportation.

Table A- 6 2006 Arlington County Residents' Satisfaction with Transportation Telephone Study

Title	Date	Lead Agency	Status
2006 Arlington County Residents' Satisfaction With Transportation Telephone Study	**August 9, 2006**	**ACCS**	

Overview

This survey was conducted to aid the in the development of the 2006-2008 ACCS Program Research and Evaluation Plan. The survey was conducted via a random digit dialing telephone survey of 509 residents of Arlington County. Information collected was analyzed to assess the performance of ACCS in an effort to enhance ACCS' effectiveness.

Study Objectives:

- Measure Arlington County residents' overall satisfaction with their mobility and the County's transportation system.
- Establish benchmark measures on residents' overall ratings of their mobility and the County's transportation system across a number of key attributes.
- Identify residents' overall transportation/mobility needs and unmet needs.
- Assess the role Arlington County residents believe the mobility/transportation system plays in making the County a desirable place to live and work.
- Measure how Arlington County residents perceive the County's performance in delivering on their expectations.
- Assess residents' awareness and familiarity of non-SOV travel options available in Arlington County.
- Measure usage and usage intent of non-SOV travel options available in Arlington County.
- Measure awareness, use and impact of County's transportation support organizations and services.
- Assess awareness and rating of Arlington County's transportation-related public information outreach efforts.

Recommendations

"A few gaps were noted between importance of transportation system attributes and the County's perceived performance on those attributes. Notably, there was particular opportunity in the time needed to make trips. This was especially important because this was one of the driving factors for non-ridesharers in terms of satisfaction with the ability to get around the County."

Agency Benchmarks and/or Performance Measures

- Four out of five Arlington County residents used one mode of transportation four or more days per week for travel to work. Thus, there is only modest potential for increasing high-occupancy-vehicle (HOV) use among current HOV users.
- Half of all Arlington County residents sought information on types of transportation they could use and just under half sought transportation services.
- About a third of the employed residents said their employer offered commute assistance services/benefits. This was much lower than that noted in the 2004 State of the Commute (SOC), but the SOC asked the question differently.

- One in four residents who lived in a condominium, townhouse, or apartment said they had access to transportation information at home and almost all residents who used a residential TDM service tried or increased use of an HOV mode after using the services.
- Arlington County residents indicated they were quite satisfied with their quality of life – almost nine in 10 gave it a favorable rating. The County's transportation system had a positive and direct influence on citizen's quality of life ratings.
- Overall, ease of traveling around Arlington County, choice/variety of transportation options, and getting around by bus were the most significant *drivers* of satisfaction with the transportation system.
- Nearly one-fourth recalled ACCS' "Way to Go Campaign." The campaign has brought about self-reported mode switching and increased usage.

Tie into TDM Plan

Survey research contributed to the formulation of the 2006-2008 ACCS Program Research and Evaluation Plan.

Table A- 7 2007 Arlington Transportation Partners (ATP) Client Study

Title	Date	Lead Agency	Status
Arlington Transportation Partners (ATP) 2007 Customer Satisfaction Survey	**May 2007**	**ACCS (ATP)**	

Overview

This survey sought to "collect and analyze information needed to assess the performance and impact of Arlington Transportation Partners (ATP) and their programs." This information was then used to establish benchmarks against which future performance gains could be assessed. The 15-minute online survey was distributed to 510 ATP clients of which 147 clients (104 employers, 43 property mangers) completed the survey.

Study Objectives

- Measure ATP clients' satisfaction with transportation system in Metro Washington, D.C. and Arlington County.
- Assess the perceived impact of transportation on their organizations.
- Assess ATP clients' use of TDM transportation-related services and programs and the perceived benefits of those services.
- Measure the impact of ATP's TDM transportation-related services and programs on its clients' employees/residents.
- Assess clients' perceived level of service with ATP and their overall satisfaction with ATP and its programs and services.
- Measure clients' satisfaction with ATP sales representatives.
- Determine clients' use of and satisfaction with online services to obtain tickets and their awareness of CommuterDirect.com.
- Measure ATP's overall impact.

Recommendations

- Many employers do not currently, but would be willing to, offer Ridematching or Guaranteed Ride Home (GRH).

- Many property managers would consider offering transit fare media for sale or transit information.
- The ATP client database should be addressed with further emphasis on acquiring more client contact email addresses.

Tie into TDM Plan

Survey results will be used as a benchmark to measure future performance of ATP

Agency Benchmarks and/or Performance Measures

Key findings of the survey include:

- Three-quarters of respondents are satisfied with ATP, seven in 10 find ATP useful. Likeliness to recommend ATP is high.
- Sales representatives get high marks from respondents.
- Employers provide transportation benefits to increase/maintain employee morale.
- Property Managers provide benefits to attract and retain tenants.

Table A- 8 2007 Arlington County Commuter Services (ACCS) Commuter Store Study

Title	Date	Lead Agency	Status
ACCS 2007 Commuter Store™ Study	**July 2007**	**ACCS**	

Overview

The ACCS 2007 Commuter Store™ Study was conducted to aid the development of the 2006-2008 ACCS Program Research and Evaluation Plan. Five hundred and forty-seven respondents completed intercept surveys at Commuter Stores in Ballston Mall, Crystal City Underground Mall and Rosslyn. The purposes of the study were:

1. To understand how ACCS' Commuter Store™ concept is currently performing.
2. To identify ways to improve the product and service delivery.
3. To measure the overall impact of ACCS' investment in the Commuter Store.
4. To establish benchmarks from which performance gains can be made.

The study aimed to:

- Profile ACCS' Commuter Stores' current users.
- Identify what prompted visit(s): ad, Web site, referral, store sign, store front, metro/transit onboard ad, newsletter, map, brochure, etc.
- Assess the current customer experience and related satisfaction with ACCS' Commuter Stores.
- Identify store users' needs for commuter information, fare media, and trip planning assistance services.
- Understand extent to which store is meeting needs based on attributes of "retail experience" (i.e., customer service, store layout, information, etc.).
- Find perceived opportunities and challenges with stores' existing products/services.
- Identify return on investment/impact of the commuter stores by looking at the results/outcomes of store services – did they influence or

support travel change?

- Understand the results/outcomes of the commuter stores from different perspectives – by audience sub-segments – e.g., repeat customers versus first time, etc.

Tie into TDM Plan

The results of this survey will serve as benchmarks for assessing future Commuter Store performance

Agency Benchmarks and/or Performance Measures

Key findings from the study presented include:

- Fifty-two percent of all residents sought information on types of transportation they could use and 47% sought transportation services.
- Of those who sought information, 54% looked for transit routes/schedules. Forty percent of residents who sought information took action to change how they travel around Arlington.
- Most respondents were repeat customers, with less than a quarter visiting for the first time. Two thirds of customers visited at least once a month. 40% made their first visit within the last year. The majority heard about the Commuter Stores via "passing by" or referral.
- About 75% visited the Stores specifically to purchase tickets or fares and more than three-quarters who visited the Stores made a purchase. This includes 50% of those who say they drive alone for the majority of the time, and 59% of first-time customers.
- More than 90% had a good experience with The Commuter Store. More than 85% also agree that the staff is professional, knowledgeable, and helpful. Thirty-two percent made a change in work travel and 32% made a change in non-work travel since first visiting The Commuter Store. Most of those changes involved an increase in transit use, and most of those who changed previously drove alone.

Table A- 9 2007 Arlington County Commuter Services (ACCS) CommuterPage.com Study

Title	Date	Lead Agency	Status
Commuter Page.com Study	**July 2007**	**ACCS**	

Overview

The Commuter Page.com Study was conducted to aid the development of the 2006-2008 ACCS Program Research and Evaluation Plan. An online survey of 346 site visitors was distributed via an onsite pop-up, static links to the survey on commuter page.com, and an email sent to 2,300 email news, ART Alerts, and schedule updates subscribers. The purpose of the study was:

1. To understand how ACCS' CommuterPage.com is currently performing.
2. To identify ways to improve the site.
3. To measure the overall impact of ACCS' investment in CommuterPage.com.
4. To establish benchmarks from which performance gains can be made.

The study:

- Identified what prompted visit(s).
- Identified users' needs for commuter information and trip planning assistance services.
- Assessed the current customer experience and related satisfaction with CommuterPage.com.
- Indicated perceived opportunities and challenges with site's existing products/services.
- Identified return on investment/impact of CommuterPage.com; results/outcomes of site services – did it influence or support travel change?

Key Findings

1. Only a quarter of respondents live in Arlington County, but visitors are not coming from too far as 90% are in the 20XXX, 21XXX, and 22XXX zip code areas. These people find the transit information on CommuterPage.com useful and not exclusively for Arlington residents.
2. 13% of the people who visit the site are *not* commuters, despite the site's name. 30% of people in Arlington County are not employed, according to 2006 statistics. These people find the site useful for non-work trips. Even those who do commute will also make non-work trips.
3. Most found CommuterPage.com through another online site. Once they locate the site, they are likely to find the items they need to change their commute habits.
4. The information and content on the site is good, but some find the delivery a bit daunting.

Use of the Site:

- People use CommuterPage.com to get information about transportation. 48% downloaded something (e.g. schedule or map). Metrobus and rail schedules and maps were the most downloaded/requested.
- 38% indicated it was their first time visiting CommuterPage.com. 40% indicated they visit the site at least once a month.

Recommendations
• Make the page useful for non-Arlington residents, particularly employees. • Consider making CommuterPage.com the main portal for ART, as it encourages people to think outside of work trips for transit options. • Advertising of the site and online partnerships are essential to ultimately convert commuters to transit options outside of driving alone. • A common look throughout will also help users easily navigate the site. • Consider simplifying the home page so that new users are less overwhelmed.
Agency Benchmarks and/or Performance Measures
• 55% made changes in work trips and 43% made changes in non-work trips. The only current comparison is with the Commuter Stores where 32% made changes in work and non- work trips. • 2.6 million Visitor Sessions in FY 2007 (an increase of 22% over FY 2006), 843,000 Unique Visitors in FY 2007 (an increase of 3% over FY 2006) for the site.
Tie into TDM Plan
Survey results informed the development of the 2006-2008 ACCS Program Research and Evaluation Plan

Table A- 10 2008 Arlington County Commuter Services (ACCS) CommuterDirect Corporate Study

Title	Date	Lead Agency	Status
ACCS 2008 CommuterDirect.com Study Corporate Version	**July 2008**	**ACCS**	
Overview			
This study is a component of the 2006-2008 ACCS Program Research and Evaluation Plan. Eighty CommuterDirect.com corporate clients were contacted for a telephone survey, 44 clients (55 %) completed the survey. (While this is a high response rate it should be noted that due to the small sample size the results should be viewed only as "directional" as they are not statistically valid). The purpose of the study was: 1. Assess the performance and impact of CommuterDirect.com. 2. Help refine and improve the overall CommuterDirect.com program. 3. Establish benchmarks from which future performance gains can be made. Study Objectives: • Determine why clients use a third-party administrator and why they use CommuterDirect Corporate Services over another similar service(s). • Determine why clients offer transit benefits and what other benefits they offer. • Gauge use and satisfaction with CommuterDirect.com (service overall, reporting feature, renewable orders, one-time orders).			

- Understand any service issues or gaps.
- Determine how the overall service can be improved.

Key Findings

- CommuterDirect services, including renewable order service, reporting, and fulfillment all were rated highly in this survey. CommuterDirect clients offer transit tickets to their employees even though parking is often adequate.
- Most of the clients are aware of the renewable order service and it appears many use it. Satisfaction of the renewable order service is very high – 95%. If they do not use the service, it is usually because it does not fit with their needs (e.g. they make different orders monthly).
- CommuterDirect clients offer other transportation benefits in addition to transit tickets. However, they are less likely than respondents in the ATP Client Study and the Arlington Business Leaders Study to offer transit schedules.
- More than other audiences studied, CommuterDirect clients offer transportation benefits to ease traffic and help the environment.

Recommendations

- Advertise more. Other studies have shown that businesses that do not use the service would be interested in it, yet 50% did not know the name of the organization that operates CommuterDirect.com.
- Growth will come out of increasing the amount of clients who use the renewable service, and adding new clients through referrals and targeted advertising.
- Make sure that every client who is in a situation where renewable ordering might make sense is not only aware of the service but familiar with it. Consistently merchandise the high satisfaction scores and appropriate testimonials to all accounts that are not using this service.
- Consider a Referral Rewards program. Give them the charge, tools, and incentives to help attract new customers.
- Ensure CommuterDirect.com clients are taking advantage of the services offered by ATP, especially transit schedules.
- Take advantage of the current climate (i.e. environment in the forefront politically, high gas prices) in advertising of CommuterDirect.com.

Tie into TDM Plan

Component of the 2006-2008 ACCS Program Research and Evaluation Plan

Table A- 11 2007 Arlington County Business Leaders Study

Title	Date	Lead Agency	Status
Arlington County 2007 Business Leaders Study	**October 2007**	**ACCS**	

Overview

This study is a component of the 2006-2008 ACCS Program Research and Evaluation Plan. Its purpose "is to obtain information to help identify the transportation needs of Arlington County businesses and assess ACCS' performance in meeting these needs. Output of this study will help direct the development and implementation of ACCS' employer-based programs and services." The study is based on a self-administered 12-minute survey that was completed by 120 Arlington County Firms.

Study Objectives:

- Understand the role the transportation system plays in the overall perception of Arlington as a business location and its importance in location decision-making.
- Identify the perceived needs and priorities of the business community as it relates to transportation.
- Gauge awareness, participation, and interest in employer-based transportation benefits programs.
- Evaluate the performance of ACCS and Arlington Transportation Partners (ATP) and their programs in meeting needs.
- Determine unmet needs and service opportunity areas.

Key Findings

1. Arlington County Business leaders give the County high ratings as a business location.
2. The perceived quality of Arlington County's transportation system has a direct relationship to decisions to locate a business or office within the County.
3. Many Arlington County business leaders who said they were not offering specific employer-based programs expressed interest in using them. Many who do not currently provide certain programs said they would consider offering them in the future (especially transit information).
4. Arlington County business leader respondents allocated almost half of the County's transportation system budget to non-road alternatives and services.
5. Some level of employer-based transportation benefit programs are offered by 83% of Arlington County companies, and 58% of these companies say they receive real business benefits from these programs – especially recruitment and productivity.
6. 53% reported using Arlington County transportation services. Of this group, 68% were satisfied with those services, but only 14% of the respondents said they are using or have used ATP services, ACCS' services specifically designed for businesses. Use of ATP services shows a lift in rating of Arlington County as a place to locate one's business.
7. While three out of four respondents indicate they are aware of transportation support services offered by Arlington County, only 40%

could recall a name. The organizational names were all over the map. Only a few recalled ATP, THE organization set up to serve businesses.

Recommendations

- Incorporate the real business benefits, or "value" message in communications to businesses.
- Improve name/brand recognition.
- Initiate a more aggressive outreach and service effort.
- Elevate ATP's B2B campaign to extend beyond the human resource director / manager or facilities managers.
- Involve County Business leaders in making Arlington County the national model on a truly balanced transportation system.

Tie into TDM Plan

Component of the 2006-2008 ACCS Program Research and Evaluation Plan

Agency Benchmarks and/or Performance Measures

- Some level of employer-based transportation benefit programs are offered by 83% of Arlington County companies, and 58% of these companies say they receive real business benefits from these programs – especially recruitment and productivity.
- Fifty-three percent reported using Arlington County transportation services. Of this group, 68% were satisfied with those services but only 14% of the respondents said they are using or have used ATP services, ACCS' services specifically designed for businesses. Use of ATP services shows a lift in rating of Arlington County as a place to locate one's business.
- While three out of four respondents indicate they are aware of transportation support services offered by Arlington County, only 40% could recall a name. The organizational names were all over the map. Only a few recalled ATP, THE organization set up to serve businesses.

Table A- 12 2007 ACCS Commuter Direct - Individual Users Study

Title	Date	Lead Agency	Status
ACCS 2007 CommuterDirect.com Individual Users Study	**January 2008**	**ACCS**	

Overview

This study is a component of the 2006-2008 ACCS Program Research and Evaluation Plan. The study is based on a 12-minute online survey that was distributed to current customers of CommuterDirect.com that made a purchase from the site in the year preceding the survey. The survey received 390 completed responses. The purposes of the study were to:

1. Collect and analyze information needed to assess the performance and impact of CommuterDirect.com.
2. Establish benchmarks from which performance gains can be made.

The study profiled current users:

- Understand how the service is used.
- Evaluate specific aspects of the service (website, renewable order, contact regarding problems, fulfillment).
- Gauge overall satisfaction.
- Measure impact.

Key Findings

- CommuterDirect users are very satisfied with the service overall. (Timeliness/speed and ease of use are primary benefits).
- Changes made in 2006 to the Web site were viewed positively, particularly in regard to the site's improved navigation/ease of use.
- CommuterDirect has a high percentage of loyal users, however the lack of need and irregular commute patters are the main barriers to increased use.
- The largest group of users (42%) is paying 100% of cost out of their own pockets. Spending with CommuterDirect among those paying out of pocket is significantly lower than others.
- The renewable order service is widely used and appreciated. Average spending is significantly higher among those using renewable service.
- 32% of CommuterDirect users do not use CommuterPage.com and, as learned in the CommuterPage study, 75% of their users are unaware of CommuterDirect.
- Most respondents that contacted CommuterDirect customer service about a problem had a satisfactory experience.
- Fulfillment is an issue for some users. (Sent late/wrong address, fees are perceived as too high by many).
- Two-thirds of respondents have recommended CommuterDirect. Referrals are a key source of learning about the service.
- A very high % age of respondents began using in the past year, yet sales have only grown 17% over the past year.
- Impact of CommuterDirect is evident in those starting to use/increasing use of alternative modes (31% made change in commute mode and 22% said CommuterDirect had an influence).

Recommendations

- Users suggest advertising as a good method of attracting others.
- One of the keys to long term sales may be making sure the company knows about CommuterDirect or that the individual should tell their company.
- Promoting renewable service (especially to pay out of pocket group) is an opportunity.
- Cross-selling between CommuterDirect and CommuterPage should be an effective strategy.
- If practical, offering lower cost shipping options may increase frequency of use.
- Testimonial advertising may be an effective strategy for increasing user base.

- Loyalty marketing programs should be considered to improve retention.
- A survey of lapsed users is suggested to determine why they no longer purchase from CommuterDirect.

Agency Benchmarks and/or Performance Measures

- The largest group of users (42%) is paying 100% of cost out of their own pockets. Spending with CommuterDirect among those paying out of pocket is significantly lower than others.
- 32% of CommuterDirect users do not use CommuterPage.com and as learned in the CommuterPage study, 75% of their users are unaware of CommuterDirect.
- Impact of CommuterDirect is evident in those starting to use/increasing use of alternative modes (31% made change in commute mode and 22% said CommuterDirect had an influence).

Tie into TDM Plan

Component of the 2006-2008 ACCS Program Research and Evaluation Plan

Table A- 13 2008 Impact Report

Title	Date	Lead Agency	Status
ACCS Impact and Accomplishments – Annual Report	**November 25, 2008**	**ACCS**	**Draft**

Overview

This report describes ACCS' significant accomplishments in FY 2008 in support of the travel needs of residents, employees, visitors and employers and documents estimated impacts of ACCS' activities on County-wide transportation objectives. ACCS organizes its services and activities by operational function – how it provides its services. While these functions are presented as separate activities, they are designed and coordinated to work together seamlessly to facilitate travelers' awareness, appreciation, and selection of non-SOV modes. These functions include: Sales – Arlington Transportation Partners (ATP), Retail Commuter Information and Support, ACCS Marketing, Operations and Support, Special Initiatives, and Planning and Research. The report also introduces a set of performance indicators that incorporate benchmark survey data gathered in the development of the 2006-2008 Research and Evaluation Plan as well as introducing new indicators that will track travel behavior change impacts. The collective impact of all ACCS programs in FY 2008: 49,633 vehicle trips reduced, 1,162,926 vehicle trips (VMT) reduced, 501 NOx (kg) reduced, 270 VOC (kg) reduced.

FY 2008 Highlights:

- Successful rollout of Arlington's Car-Free Diet campaign is the CarFreeDiet.com website. The site is a central location for information on car-free travel options and destinations in Arlington that can be easily reached using transit, bicycling, and walking.
- Successful launch of PTOPS – Personalized Transportation Options Portfolios – custom transportation information packets tailored for

individual employees' unique travel needs. During 2008, ATP prepared PTOPs for 959 employees at 26 employment sites.

- During 2008, ACCS completed Phase 1 of its multi-year Research Program to define customer needs and satisfaction and measure performance. Research activities conducted to date include surveys of residents, Arlington County business leaders, ATP employer and property manager clients, The Commuter Store™ patrons, CommuterPage.com® visitors, CommuterDirect.com individual and corporate users, and BikeArlington and WALKArlington service users.
- Sales – : ATP reported record market penetration rates in 2008, with a total of 582 employers representing 124,000 employees. These clients represent 62% of the Arlington workforce employee market. Six companies received transportation assistance for company relocations to Arlington County. In June 2008, ATP was providing services to 295 residential clients with 59,726 units, representing 85% of the multi-unit housing market in the County. Information services also were being provided to managers of 42 major hotels for distribution to guests and employees.
- Retail Commuter Information and Support:
  - Commuter Information Center (CIC) fulfilled 29,000 information requests
  - ACCS Commuter Stores documented record sales of $13 million and assisted 212,400 walk-in customers with information services
  - ACCS completed build-out of a new and improved Mobile Commuter Store.
- ACCS Marketing
  - Successful rollout for the iRide program targeting teen transit use
  - New marketing information materials developed for a variety of programs, products, and services.
- Operations and Support: More than 150 ACCS transportation information displays were deployed in commercial and residential buildings: 24 large units, 33 medium, and 100 small; a record number of transit timetables and brochures (550,000) were distributed to individuals and companies.
- Special Initiatives: WALKArlington's new WALKAbouts self-guided walking tour brochure debuted to rave reviews, with more than 20,000 copies distributed. Three successful walkabouts and a Walk and Bike to School Day were held in conjunction with Arlington Public Schools. BikeArlington implemented the 4th Annual Arlington-Alexandria Community Bike Ride (750 participants) and hosted the most successful pit stop, with 800 riders, in the 2008 Washington metro region's Bike-to-Work day event. BikeArlington also prepared a new Arlington Bike Map; 30,000 copies were distributed. ACCS expanded Arlington's Carshare program to 81 on-street spaces and 3,340 members in Arlington.

Planning and Research: ACCS negotiated 12 new site plans with TDM conditions for a total of $1.5M in new contributions to ACCS over the coming 30 years.

Research Initiatives Planned for FY 2009

- Repeat and expand survey work done during the development of the ACCS Research and Evaluation Plan (residents, employers and employees, commuter store patrons, relocating employers, and ART bus riders).
- Analyze data from other regional surveys.
- Expand multivariate analysis of the data and sub-segments for a more complete documentation of VMT reductions, transit ridership increases, increased HOV usage, congestion reduction, and emissions reductions from Arlington's programs and services.

ACCS Accomplishment Benchmarks by Program

- Sales – Arlington Transportation Partners (ATP)
  - 582 employers (representing 124,000 employees) served
  - 6 companies (representing 3,800 employees) assisted with relocations
  - Assisted 33 site plan properties
  - 64% of Arlington workers said their employers offered at least one commute assistance service at their worksite
  - Services provided to 295 residential clients with 59,726 units, representing 85% of the multi-unit housing market in the County
  - Prepared PTOPs for 959 employees at 26 employment sites
  - The Solutions newsletter circulation at 51,500 annual pieces
  - Three quarters of ATP clients were "very satisfied" with ATP's service

- Retail Commuter Information and Support
  - Responded to 29,000 information requests
  - Sales topped $13 million in 2008
  - 89% of customers were satisfied with CommuterDirect.com individual services
  - Commuter Stores assisted 212,400 walk-in customers
  - 3,500 visitors per day visit CommuterPage.com®

- Operations and Support
  - More than 150 ATP displays up in commercial and residential buildings
  - 550,000 transit timetables were distributed to individuals and companies.
  - Information placed at 425 ART and 55 Pike Ride bus stops.

- Special Initiatives
  - More than 20,000 copies of WALKAbouts self-guided walking tour brochure distributed
  - 750 participants in the 4th Annual Arlington-Alexandria Community Bike Ride
  - 800 riders visited Arlington's Bike-to-Work day pit stop
  - 30,000 copies of new bike map were distributed
  - 81 Arlington carshare spaces
  - 3,340 Arlington carshare

- Planning and Research

- Negotiated 12 new site plans with TDM conditions for a total of $1.5M in new contributions to ACCS over the coming 30 years.
- 113 site plans in database
- 83% compliance rate on contributions
- $177,842 collected during the fiscal year

Agency Benchmarks and/or Performance Measures

Detailed performance indicators were developed in five categories that span the behavioral change continuum from awareness to mode change and document the impacts of the changes.

1. Awareness and Attitudes – Travelers' awareness, familiarity, and consideration of ACCS services and travel modes; perceptions of community vitality and business vitality.
2. Participation in ACCS' Service – Travelers' use of various ACCS services and involvement of employers and property managers in ACCS' services and transportation support programs.
3. Satisfaction with ACCS' Services and Repeated Use – customers' satisfaction with ACCS' services and their likelihood to use services again and recommend them to others.
4. Trial and Ongoing Travel Behavior Change – extent and duration of shifts to non-SOV modes.
5. Travel and Emissions Impacts – impacts of behavior change on the transportation system and on air quality and utilization of transportation infrastructure.

Survey data In measuring changes in travel behavior and travel and emissions impacts use four indicators:

- Alternative mode placements – Number of travelers who start or increase their use of non-SOV modes for commuting or other travel.
- Vehicle trips reduced – Number of vehicle trips eliminated or replaced by greater use of non-SOV modes; in other words, "cars taken off the road".
- VMT reduced – Number of miles of vehicle travel eliminated or replaced by greater use of non-SOV modes.
- Emissions reduced – Number of kilograms of emissions eliminated from reduced use of SOV.

For FY 2008, these impacts were calculated for seven ACCS' programs: Employer Services, Commuter Stores, CommuterDirect.com (Individual), CommuterPage.com, BikeArlington, WalkArlington, and Carshare.

Estimate of Program Impacts for FY 2008		
Indicator	**July 2007 – June 2008 Impacts**	
Alternative mode placements	Commute	Non-work

Employer Services	N/A	N/A
Commuter Stores	2,943	3,322
CommuterDirect.com	1,095	887
CommuterPage.com	13,710	9,681
Walk Arlington	42	319
Bike Arlington	264	282
Carshare	285	1,160
Daily vehicle trips reduced (one-way)	**49,633 vehicle trips**	
Daily VMT reduced	**1,162,926 VMT**	
Daily kilograms of emissions reduced		
Daily kg of VOC reduced	**501**	**kg VOC reduced**
Daily kg of NOx reduced	**270**	**kg NOx reduced**

Table A- 14 2005 Demographics and Development for Commuter Service Managers Guide

Title	Date	Lead Agency	Status
2005 Demographics and Development for Commuter Service Managers Guide	**October 11, 2005**	**Arlington Planning Research and Analysis Team**	
Overview			
This presentation was prepared to brief commuter service managers on Arlington County resident and commuter demographic data and residential and commercial development trends. The County's population is expected to increase by 50,000 residents between 2005 and 2030, to reach a total 250,000 residents. In 2005 the largest segment of Arlington County's population was between the ages of 25-44, while 40% of residents were minority group members. In 2000 the largest group of Arlington County workers resided in Fairfax County (29%), the second largest resided in Arlington County (21%). The County's daytime population has increased significantly, a trend that is expected to continue. Almost 17,000 residential units were approved or under construction and 3.5 million square feet of office space built between 2000 and 2005. Arlington is 75% built out. The presentation also forecasted future population and employment numbers and commuter work sites. Areas adjacent to Metro stations are expected to see the greatest amount of population and employment growth between 2005 and 2030. Rosslyn, Ballston and Court House are expected to see the highest population growth while Rosslyn and Crystal City are expected to see the most employment growth.			
Tie into TDM Plan			

This presentation provides a comprehensive overview of the demographic and development trends that affect transportation demand
Agency Benchmarks and/or Performance Measures
In 2005 more than half of Arlington workers drove to work, while nearly a quarter used public transportation. However, Metro ridership increased from about 60,000 in 1990 to 90,000 in 2003, and Arlington was ranked seventh out of nine major cities in the % age of residents using public transportation (23 %). In 2005 most Arlington residents rented housing.

Table A- 15 ACCS Making an Impact Presentation

Title	Date	Lead Agency	Status
ACCS Making an Impact	**August 2008**	**ACCS**	
Overview			
The ACCS Making an Impact presentation provides an overview of ACCS, how the agency contributes to Arlington County's high quality of life and how the agency will adapt to Arlington County's changing character and its current impact on the County. The contribution of transportation system satisfaction to overall quality of life satisfaction was modeled. This analysis revealed that the ease of mobility is "unequivocally related" to resident Quality of Life ratings. Similarly, survey results of business leaders found that 88 % considered Arlington a good place to locate a business. Access to transit/transportation was the factor that contributed the most to business leaders' ratings of the County as a great business location. ACCS seeks to maintain Arlington County's high quality of life while responding to changes in the County's demographic composition, substantial increase in residential and commercial development, shifts in commuting patterns to and from Arlington, and increasing demand on the transportation system. The agency's approach to TDM includes accountability and "diagnostic insights" in their ability to produce the required TDM outcomes.			
Policies/Goals/Objectives Developed			
Recommendations			
Tie into TDM Plan			
Presents comprehensive case for the importance of TDM measures in the evolving nature of Arlington County as well as TDM program performance to date			
Agency Benchmarks and/or Performance Measures			
Statistics relevant to the impact of Arlington's current TDM measures presented include: Overall impact: • 67 % of Arlington residents said they knew of one or more Arlington commute organizations. • One in five residents (21 %) had used an ACCS travel service in the past last year. • Four in 10 Residents Who Sought Information/Services Took Action to Change Travel. • Only 55 % of weekly commute trips made by Arlington residents were drive- alone, compared to 71 % of all work trips made in the region. • 99 % said the information/service encouraged this action, 47 % said they were "not likely" to have taken the action without the information/service. ATP Residential Program: • 24 % of residents who lived in a condominium, townhouse, or apartment had access to transportation information at home either from a concierge (19 %) or a self-service take-one display (13 %).			

- 74 % of property managers would not have implemented services without assistance.

ATP Employer Program:

- In 2004, 73 % of employed Arlington workers said their employer offers commute assistance services/benefits, compared to 53 % of all employed residents region-wide.
- 39 % of employers would not have implemented services without assistance.

Commuter Store:

- 32% made work changes in travel mode and 32% made non-work changes since beginning use of The Commuter Store.

CommuterPage.com:

- 55 % made work changes in travel mode since they started using CommuterPage.com, 70% said that CommuterPage.com was instrumental in making that change.
- 43 % made non-work changes since beginning use of CommuterPage.com, 52% said that CommuterPage.com was instrumental in making that change.

CommuterDirect.com.com:

- 31 % made work changes in modes since they started using CommuterDirect.com.com, 22%of those said that CommuterDirect.com was instrumental in making that change.
- 25 % made non-work changes since beginning use of CommuterDirect.com.com, 35%of those said that CommuterDirect.com was instrumental in making that change.

BikeArlington & WALKArlington:

- 33 % made changes in biking behavior since they started using BikeArlington services.
- 37 % made changes in walking behavior since they started using WALKArlington services.

Table A- 16 MWCOG State of the Commute 2007

Title	Date	Lead Agency	Status
MWCOG State of the Commute- Metro Washington Region 2007	**June 2008**	**MWCOG**	**Published**
Overview			
The 2007 SOC survey documents trends in commuting behavior and mode shares, along with attitudes about transportation services and transit in the region. The results are also used to estimate impacts of TERMS (i.e. telework, information kiosks, rideshare, mass marketing). This report summarizes the findings and offers conclusions about regional commute travel, as well as examines shifts and trends in commute behavior and awareness/attitudes. The report specifically includes results on awareness and attitudes toward transportation options, commute assistance and advertising, commuter assistance services provided by employers, telecommuting,			

regional GRH program, new regional commute program concepts, InfoExpress kiosks, and commute patterns in general.

Agency Benchmarks and/or Performance Measures

Availability and Attitude Toward Transit

1. Approximately 50% of respondents have both bus and rail service near home and work, most of which is provided by Metro.
2. Fifty two percent commute less than a half a mile to bus service, while 66% commute between two to six miles for train service.
3. Of the 36% Arlingtonians answering the survey that have access to HOV service, 22% utilize the service.
4. Respondents with HOV access tend to use more alternative modes of transportation than those without HOV access.
5. Top response for not using bus: takes too long (31%).
6. Top response for not using rail: no service in home area (27%).
7. Top response for not ridesharing: do not know anyone to rideshare with (48%).

Awareness of Commute Ads

1. Most recalled message regarding commute service: use bus/train (18%-increased 9% from 2004).
2. Top advertising sources: radio, tv, newspaper, sign on transit vehicles/stops/stations; number one advertiser recalled: METRO/WMATA.
3. Message most likely to boost alternative mode use: it helps the environment (32%).
4. While many recalled ads, 84% took no action after hearing/seeing them.
5. Thirty percent are aware of phone number/website for commuter assistance, but cannot name it; 21% are aware and can name it.
6. Respondents are most aware of GRH (23%, drop from 40% in 2004), rideshare (24%, drop from 28% 2004), and help finding car/vanpool partners (22%, up from 16% 2004).
7. Number one Commuter Connections referral: television (43%, down from 56% in 2004).
8. Most sought out service on Commuter Connections: transit routes/schedules (33%).
9. Thirty-seven percent are aware of ACCS Commuter Store, 7% contacted it.
10. Most sought out service on local commute assistance: transit schedules.

Commuter Assistance Services from Employers

1. Most common service: Metrochek/subsidies (33%, up 2% from 2004).
2. Metrocheck most offered by federal employers (76%, 37% by nonprofits).
3. Free onsite parking provided most by state/local government employers (83%, 71% by private).
4. Most employers offer free onsite parking (2/3).
5. Larger employers were more likely to issue Metrocheks/subsidies; smaller employers were more likely to offer free parking.
6. Employers located in Core were more likely to provide subsidies (65%); inner and outer ring more likely to provide free parking (86% and 92% respectively).
7. When offered subsidies, 40% respondents used them, when offered commute information, 46% used it.

8. Even with incentives, 62% still choose to drive alone as primary mode (versus 78% who drive alone without incentives offered).
9. If free parking is offered, respondents tend to drive alone (83% versus 43% when no free parking is offered).

Telecommuting

1. Less than 19% currently telecommute.
2. Fifty-two percent say job does not allow telecommuting; 24% say they are interested (up from 16% in 2004).
3. Top reason to telecommute: new option that became available (22%).
4. Private/nonprofit workers currently telecommute most (21% for each).
5. Fifty-five percent said they became aware of telecommuting through employer.
6. Most telecommuting occurs through informal arrangements (53%).
7. Most telecommute less than two days a week.
8. Most telecommute from home (95%).
9. Average distance from home to non-home telecommute locations: 7.5 miles.

GRH

1. In general GRH awareness decreased from 2004.
2. Most aware commuting group = Commuter train users (56%).

Ridematching

1. Top reason for lack of ridematching: lack of interest (53%); cannot due to personal circumstances (38%).
2. Gift cards tend <u>not</u> to sway willingness to try carpool/vanpool (45-48% say still will not do it).

InfoExpress Kiosks

1. Most used kiosks: Union Station (17%).
2. Most pulled information: routes/schedules (51%) and maps (19%).

Commute Patterns

1. Most arrive to work between 7:00 am and 9:59 am (76%).
2. Seventy one percent of trips made by driving alone.
3. Mean distance is 16.3 miles.
4. Mean travel time is 35 minutes.
5. Those using alternative modes have so for over 80 months; 62% indicated they made a mode shift from 2004.
6. Thirty five percent walk the last mile between transit stop and home; 51% indicated that distance to be less than one mile.
7. Those that make a shift used it 1-6 months in the past year (42%).
8. Most used transit: train (45%).
9. Most common reason to make the shift: save money (18%, up 10% from 2004).
10. Most common reason for not continuing to use alternative mode: too inconvenient 18%.
11. Thirty four percent changed home/work location to make commute easier.

Table A- 17 MWCOG State of the Commute 2007 - Arlington County Data Presentation

Title	Date	Lead Agency	Status
2007 Regional SOC - Arlington County Resident and Employee Data	**July 2007**	**MWCOG/SIR**	**Draft**
Overview			
This study includes the results of the MWCOG Regional State of the Commute survey for Arlington County residents and employees. Its purpose is to examine commute patterns, telecommuting experiences, attitudes about commute options, influence of commute ads and awareness of commute services. The analysis does a comparison between the 2001, 2004, and 2007 SOC data results, compares Arlington to the region, and commuters who work elsewhere to those who work in the County. Some analysis and figures applied to only one group (i.e. either Arlington employees or Arlington residents) while others compared both groups to one another, in addition to regional statistics.			
Tie into TDM Plan			
Data for use in support of TDM measures • Use mode split data to determine benchmarks for next year/term. • Use commute data to determine how open employees are to change. • Use data as backup for increasing TDM tools and alternative commuting advertising/promotion. • Use data on employer-based TDM to increase strategies used by employers and effective use by employees.			
Agency Benchmarks and/or Performance Measures			
Residents • Fifty five percent of residents drive alone versus 71% regionally. • Train use is two times that of region (26% versus 13%) by residents. • Residents make less drive alone trips than region (63% versus 71%); dropped 10% from 2001. • Twenty eight percent of residents live and work in Arlington; 43% work in Washington, D.C. • • Residents still have 30 minute commute times (35 minute region) despite traveling fewer than 10 miles. • Sixty eight percent of residents travel less than 10 miles; 13% travel 20 or more miles. • Residents are more likely to use alternative modes than both employees and region; 61% will walk versus 35% in region. • Residents (22%) telework more than region by 3%. • Residents less likely to report more difficult commute than last year; 66% said their commute stayed the same. • Most recalled message by residents is to use bus/train (up 12% from 2004). • Fity percent of residents said they could park for free. • If employer offers subsidies, trips using transit/ridesharing more than double for residents; 28% less drive alones as well.			

Employees

- Employees exceed the region in train use by 6% (19% versus 13%).
- Stagnant change in commute alternative use by employees (stayed same).
- Thirty two percent of employees live in Fairfax County, 23% in Arlington.
- Arlington employees more apt to use train (10% versus 7% region).
- Forty one percent of employees travel less than 10 miles; 35% of employees travel 20 or more miles.
- Arlington employees have 38 minute commute time (longer than region 35 minutes).
- Employees more likely to drive alone than region (33% versus 28%).
- Ninety two percent of residents live within one mile of bus stop; 42% within one mile of train.
- Employees most likely to use HOV (17% versus 8% Residents/Region).
- Arlington employees most likely to consider rideshare after ads (23% versus 18% residents/19% region); up 6% from 2004.
- Arlington employees were most likely to have employers that offered commute services (72% versus 64% residents and 54% region).
- There is a twenty five percent less chance of drive alones if employers offer TDM strategies to employees.

Both Residents & Employees

- For both residents and employees: Train use up by 2% in six years; other modes lost market share by 1%.
- Both employees and residents have shorter trip lengths with longer trip times.
- About 30% would telework if they could (for both residents and region).
- Ninety percent of both employees and residents have access to bus/rail.
- Both employees and residents have highest level of access to transit versus region.
- Arlington residents and employees are more likely to use new alternatives than residents and employees of the region as a whole: 14% for the region, 20% for Arlington residents and 18% for Arlington employees.Arlington commuters use commute information more than region (2 times that of region).
- Over 30% employees and residents knew of commuter stores; only 8% used them.
- Most Arlington commuters sought transit schedule/route information and general commute; residents more than employees.
- Arlington employees (and residents) had more subsidy opportunities than region (72% employees/64% resident versus 54% region).

Table A- 18 MWCOG State of the Commute 2004 – Arlington County Data Report

Title	Date	Lead Agency	Status
2004 MWCOG State of the Commute- Arlington County	**2004**	**MWCOG**	**Published**

Overview

The 2004 SOC survey analyzed data collected in two regional commuter surveys undertaken in the Washington, D.C. Metro region (one in 2001, the other in 2004). The study analyzed data for respondents living in Arlington County and those working in Arlington County. It documents commuting behavior, examines attitudes and awareness of transportation services, documents reasons for choosing types of transportation, identifies sources of information travel options and use of assistance services, and determines availability of services at worksites.

Agency Benchmarks and/or Performance Measures

Residents

1. Forty percent of Arlington residents worked in Washington, D.C.; 33% worked in Arlington or in Virginia (21%).
2. Fifty six percent of residents drive alone versus 71% regionally; 25% of residents travel by train (versus 12% in region).
3. Seven percent of residents share trips by bus (versus 4% regionally).
4. Residents that work in Washington, D.C. were less likely to drive alone (37%) than those who work in Virginia (73%).
5. Residents travel shorter distances to work than region (9.9 miles versus 16.5 miles) and traveled shorter time (27 minutes versus 34 minutes in region).
6. Twenty five percent of resident commuters could and would telecommute.
7. Residents are less likely to know the locations of park and rides than region (21% versus 42%).

Employees

8. Employees in Arlington were less likely to work for private employers (37%) than residents (47%) or regional. workers (49%); they were most likely to work for Federal employers (37%) than residents (24%) or regional workers (22%).
9. Arlington employees drive alone less than region (60% versus 65%).
10. Sixteen percent of employees use train (versus 12% region-wide) and carpool (12% versus 6% region-wide).
11. Employees traveled farther to work than regional commuters and traveled longer.
12. Fifty percent of employees in Arlington made a mode shift from driving alone in the past 2 years.
13. Forty nine percent of employees and 69% of telecommuters heard about the program through their employer.
14. Employees were more likely than residents to use HOV if it was available.

Both Residents and Employees

15. Ninety eight percent of those who either live/work in Arlington use one type of transportation 3 days a week.

16. Twenty eight percent of residents and 31% of employees use alternative modes of transportation.
17. Between 12-13% Arlington residents, employees, and regional commuters telecommute.
18. Ninety percent of residents and 75% of employees reported transit service operated between their home and work areas.
19. Top reasons for not commuting by bus/train: no service at home/work area, takes too long, or need car for errands during the day.
20. Reasons for not carpooling: "don't know anyone," work schedule is irregular, need car during the day.
21. Fifty seven percent of residents and 64% employees could recall commute ads; 33% could name a specific message.
22. Twenty percent were more likely to consider rideshare/use public transit after hearing/seeing message; only 10% would take action.
23. Forty percent of residents and 58% of employees could recall a transportation information number or website.
24. Sixty percent of respondents refer to internet for transportation information.
25. Sixty four percent of residents and 73% of employees say employers offered commute assistance (versus 54% regionally).
26. Those who work for federal agencies or large employers were most likely to have incentives/support services.
27. Forty six percent of residents and 59% of employees get offered Metrochek/subsidies.
28. Those who live or work in Arlington are less likely to have free parking at work.
29. Rates of driving alone were lower if no free parking was offered.

Table A- 19 Virginia State of the Commute 2007 – Arlington Data

Title	Date	Lead Agency	Status
Virginia TDM Assessment Spreadsheet	**Feb 27, 2008**	**DRPT**	
Overview			
This study includes the State of the Commute survey results for employees in Northern Virginia and surrounding counties. It includes mode split data, employment characteristics, vehicle ownership, road congestion, commute length and difficulty, transit use and availability, HOV use and availability, Park n Ride use and availability, resource awareness/use, ridematching service use, employer-based TDM services, telework use, parking costs, population growth, infrastructure changes, past use of ridesharing, commute attitudes, likelihood of teleworking, and Northern Virginia census data from 2006.			
Tie into TDM Plan			
Data for use in support of TDM measures • Use mode split data to determine benchmarks for next year/term. • Determine shifts in land use/industries per location to understand growth and potential transportation impacts. • Use commute data to determine how open employees are to change. • Use data as backup for increasing TDM tools and alternative commuting.			

Agency Benchmarks and/or Performance Measures

Arlington

- Almost 25% of Arlington employees commute to work in professional jobs/management/administration (12% regionally).
- Ninety two percent own a vehicle in Virginia; 87% in Arlington.
- Ninety seven percent of Arlington employees reporting that they commute outside of Arlington commute to Washington, D.C. for work.
- Sixty four percent of Arlington employees take a bus and train to work; 23% just bus, 78% live within half a mile to transit (in Arlington).
- Twenty two percent of Arlington employees use HOV to get to work; 32% of Arlington respondents indicated HOV was available.
- Arlingtonians rarely utilize Park N Rides.
- Roughly 30% of Arlington employees use WMATA website; 50% use commuter connections.
- GRH well utilized (66% of Arlington employees receive information on GRH).
- A third of Arlington employees rideshare after ridematching services are offered.
- Almost 50% of Arlington employees surveyed receive ridematch lists.
- Sixty five percent of Arlington employees offered employer-based TDM; between 35%-45% use them.
- Low telework use (9% of Arlington employees telework one or more days).
- One percent of Arlingtonians are dissatisfied with commute.
- There is a projected 12% population increase in Arlington.
- HOT Lanes in Arlington will be major improvement in infrastructure.

Region (Virginia)

- Twelve percent of employees commute to work in professional jobs/management/administration.
- Ninety two percent own a vehicle.
- Thirty three percent of Virginians overall live and work in same area.
- Thirty percent of Virginians utilize HOV to get to work; 21% indicated HOV was available.
- Less than 15% of Virginians uses Park n Rides; Less than 30% know where they are.
- High instance of free onsite parking (71%) in Northern Virginia.
- There is a projected 177% population increase in Loudoun.
- Northern Virginia most inclined to not use SOV (22%); overall Virginia 8%; Top mode uses: bus and rail.
- Over 75% of Virginia respondents surveyed want to telecommute.
- Fourteen percent were dissatisfied with their commute.

Table A- 20 MWCOG 2009 Constrained Long Range Plan – Congestion Management Portion

Title	Date	Lead Agency	Status
MWCOG 2009 Constrained Long Range Plan (CLRP)	**November 2008**	**MWCOG**	**Adopted**
Overview of TDM Elements Included			
The Congestion Management Process (CMP) is a systematic process in Transportation Management Areas (TMAs) that provides for safe and effective integrated management and operation of the multimodal transportation system. The process is based on a cooperatively developed metropolitan-wide strategy of new and existing transportation facilities. There are a number of components of the CMP portion of the CLRP. The one that is directly related to TDM is "Identification and evaluation of anticipated performance and expected benefits of Congestion Management strategies, including demand management, traffic operational improvements, public transportation improvements, Intelligent Transportation Systems (ITS) technologies, and additional system capacity, (where necessary)." The demand management strategies that are listed in the CMP are: • Carpooling • Vanpooling • Telecommuting • Transit • Guaranteed Ride Home • Bicycle to work • Employer Outreach/Mass Marketing Including a CMP in the development of the CLRP is a federal requirement set forth in SAFETEA-LU. The demand management strategies that are part of the CMP form a large part of the CMP. MWCOG includes the programs that it runs through its Commuter Connections program in the CLRP, but all other TDM programs are submitted by the individual jurisdictions, including Arlington. Specific projects are submitted as part of the Transportation Improvement Program (TIP), first six years of the CLRP. Specific inputs are discussed further in the table below about the TIP.			

Table A- 21 MWCOG FY2009-2014 Transportation Improvement Program (TIP)

Title	Date	Lead Agency	Status
MWCOG FY2009-2014 Transportation Improvement Program (TIP)	**November 2008**	**MWCOG**	**Adopted**
Overview of TDM Elements Included			
According to the TIP documentation, Virginia's project inputs are based on the following planning documents: VTrans2025, TransAction 2030, and the VDOT 2025 State Highway Plan. There are no state inputs for TDM; those are provided by the counties and municipalities. There are numerous transit and pedestrian facility projects in the TIP, which can be construed as TDM; however, those are not listed here. The following items related to TDM in Arlington County are listed in the TIP: Arlington Metro Station Bicycle Parking ($0 – total program amount is listed as a statewide program) Arlington County Commuter Assistance Program ($0)			

Table A- 22 Transportation Emission Reduction Measures (TERMs) for FY2009-2014 TIP

Title	Date	Lead Agency	Status
Air Quality Conformity Determination of the 2008 Constrained Long Range Plan and the FY2009-2014 Transportation Improvement Program for the Washington Metropolitan Region: TERM Tracking Sheet	**November 2008**	**MWCOG**	**Adopted**
Overview of TDM Elements Included			
Arlington is part of the Metropolitan Washington non-attainment area, meaning that it does not meet air quality goals for particular pollutants, including ozone precursors and particulate matter. Therefore, the region has to forecast whether its planned transportation system will help the region meet the air quality goals. In order to help meet the goals, member jurisdictions, including Arlington, submit projects that help improve air quality. The projects are often TDM related. In the air quality conformity determination for the FY2009-2014 TIP, there are several TDM related items listed and counted toward regional emission reduction goals. VDOT Programs: - Arlington County Metrochek program (submitted by VDOT) - Vanpool Incentive Program (VDOT)			

- Interactive Rideshare and Kiosk Initiative
- Mobile Commuter Stores
- Telework Incentive Program (Telework VA)
- Employer Shuttle Services
- Van Start/Van Save
- Commuter Choice

Regional Programs
- COG Regional Ridesharing Support
- Integrated Ridesharing
- Telecommuting Support
- Employer Outreach/Guaranteed Ride Home
- Employer Outreach for Bicycles

Table A- 23 MWCOG Regional Mobility and Accessibility Study

Title	Date	Lead Agency	Status
MWCOG Regional Mobility and Accessibility Scenario Study	**October 2006**	**MWCOG**	**Adopted but ongoing work**
Overview of TDM Elements Included			
The MWCOG Regional Mobility and Accessibility Study looks at a number of different land use and transportation scenarios to try to determine how transportation would be impacted if the Washington region grew differently than is currently planned. In this study, land use scenarios were defined and then transportation facilities were identified to fit with each land use scenario. The various scenarios were then analyzed to determine how they performed for a variety of performance measures. The study looks at a variety of transportation improvements to go along with the land use changes, but TDM is not included in the analysis.			

Table A- 24 MWCOG Regional On-Board Bus Survey

Title	Date	Lead Agency	Status
MWCOG/WMATA Regional On-Board Bus Survey	**Spring 2008**	**MWCOG/WMATA**	**Data collection complete, analysis ongoing**
Overview of TDM Elements Included			
MWCOG helped WMATA administer a system-wide on-board bus survey where surveys were distributed on all Metrobuses, as well as the local providers, including Arlington's ART system. The questions focused on origin-destination information, bus transfers, and demographics. There were no questions asked about TDM programs.			

Table A- 25 2003 Arlington County Pike Ride Transit Service Study

Title	Date	Lead Agency	Status
Columbia Pike Transit Alternatives Analysis	**July 2005**	**Pike Transit Initiative (WMATA, Arlington County, Fairfax County)**	**Adopted**
Overview of TDM Elements Included			
The purpose of the Columbia Pike Transit Alternatives Analysis was to evaluate potential alternative transit investments to arrive at a recommendation for a preferred alternative for the Columbia Pike Corridor. Plans to improve pedestrian and bicycle infrastructure were mentioned: • Arlington County's Columbia Pike Street Space Planning Task Force made specific recommendations for improving sidewalks and other pedestrian facilities along Columbia Pike. These included: streetscape improvements including widening sidewalks, some of which are already underway; minimizing and improving pedestrian street crossings by constructing sidewalk nubs and raised pedestrian islands/medians in the middle of the street; adding pedestrian activated signal crossings with increased cross times and/or countdowns; improving safety by adding signs that clearly delineate the pedestrian crosswalks and reinforce where and when a motorist must yield to a pedestrian. • Both the Columbia Pike Initiative and the Street Space Planning Task Force recommend parallel bikeways on both the north and south sides of Columbia Pike.			

A- 26 Potomac Yard Transit Study

Title	Date	Lead Agency	Status
Crystal City/Potomac Yard Corridor Interim Transit Improvement Project	**December 2005**	**Arlington County, City of Alexandria**	**Draft Technical Memorandum**
Overview			
In response to the rapid growth in land use development and traffic, this document presents a plan and timeline for implementing high quality, high capacity, frequent bus service in the five-mile corridor between the Pentagon and Pentagon City in Arlington and Braddock Road Metrorail Station in Alexandria. This bus service is an interim service that will serve the corridor until a higher capacity service can be put in place.			

Table A- 27 I-395 HOT Lanes

Title	Date	Lead Agency	Status
I-95/I-395 Transit/TDM Study	**February 29, 2008**	**Virginia Department of Rail and Public Transportation**	**Final Report**

Overview

The purpose of the I-95/I-395 Transit/Transportation Demand Management (TDM) Study was to determine the most effective investments that could be made in transit and TDM within the I-95/I- 395 Corridor using funding proposed to be available through the I-95/I-395 High-Occupancy Vehicle (HOV)/Bus/High-Occupancy Toll (HOT) Lanes project. A variety of TDM programs and services currently operate in the study corridor, including over 500 vanpools, 21 park-and-ride lots, 19 slug locations, and five Rideshare/Employer Outreach Programs. One of the objectives that guided this study's definition and analysis of the transit/TDM alternatives was to preserve transit and HOV ridership while implementing the HOT lanes by providing improvements that help maintain current market share for transit, carpools, and vanpools. The report suggested over 60 transit and TDM alternatives for testing. The alternatives for all transit/TDM measures were combined into three tiers of investment: low ($250 million); medium ($500 million); and high (fiscally unconstrained). The total net summary cost (in 2010 dollars) for all transit and TDM improvements for the recommended scenario is $235,499,199, of which the TDM program elements included account for $20,000,000. The TDM strategies that were proposed in each of the investment tiers and the final recommendation are listed below.

TDM Strategy	Low Alternative	Medium Alternative	High Alternative	Recommended
Carpool Incentives	✓	✓	✓	✓
Electronic Toll Transponders	✓	✓	✓	
Ridershare Program Operational Support	✓	✓	✓	✓
TDM Programs Marketing	✓	✓	✓	✓
Vanpool Driver Incentives	✓	✓	✓	✓
Vanpool Insurance	✓	✓	✓	✓
Vanpool Tracking	✓	✓	✓	
VanStart/VanSave (financial assistance to vanpools when a seat is vacant)	✓	✓	✓	✓
Capital Cost of Contracting for Vanpools		✓	✓	
Rideshare Program Operational Support		✓	✓	✓
Telework Program Assistance		✓	✓	✓
Capital Assistance for Vanpools			✓	✓
Enhanced Guaranteed Ride Home Program			✓	✓
HOVER (a facilitated "park-and-ride-share" system) Pilot			✓	

Program

Table A- 28 2008 STAR User Satisfaction Survey

Title	Date	Lead Agency	Status
2008 STAR User Satisfaction Survey	**June 2008**	**ACCS**	**Complete**

Overview

STAR is an acronym for Specialized Transit for Arlington Residents. The service provides transportation for Arlington residents who have difficulty using public transit due to the effects of age or disability. Basic STAR services are intended to provide a comparable level of transportation as provided by ART, Metrobus, and Metrorail. All rides are arranged in advance through the STAR Call Center. This survey was intended to assess the current performance of the STAR program. The two-page paper survey was mailed to the entire database of current STAR clients (1,086 people) and received 208 complete responses. The purpose of the survey was to assess overall satisfaction of STAR riders; assess satisfaction with the call center; determine the frequency of use and reasons for using STAR; and determine the use of other transportation modes by STAR users.

The survey results were overall very positive.

- Overall ratings of the STAR Call Center for speed, politeness, and accuracy were all very positive, with about 90% of respondents saying that the call center was good or excellent.
- Good or Excellent ratings for the service itself also hovered around 90%, with one aspect, “assistance into the vehicle”, a little lower at 81%.
- Of the 208 survey responses, 120 (58%) indicated that they had not used fixed route transit, 67 (32%) had, and 21 (10%) didn’t answer that question.
- 34 of the 67 who had used transit service want to learn more about that type of service. Of the 120 non-transit users, 44 (37%) are interested in learning more about transit service.

Agency Benchmarks and/or Performance Measures

- Good or Excellent ratings for STAR Call Center and service: 90%
- 58% of STAR users do not use fixed route transit. 37% of those are interested in using fixed route transit.

Table A- 29 Sample Sector Plan: Clarendon

Title	Date	Lead Agency	Status
Clarendon Sector Plan Update	**2006**	**Community Planning, Housing, and Development**	**Adopted**

Overview

This is a long-range planning document for the Clarendon neighborhood. It addresses in detail land use, design guidelines, transportation, and parking. Both capital improvements and County policies are described in the document.

Goals and Objectives/Policies Developed

The goal of the plan is to guide private development and public investment in the area over the next 15-20 years.
Some sub-goals:

- Encourage Clarendon residents, employees and visitors to travel more frequently by public transit, bicycle, carpool, or by foot, and to drive private vehicles less often.
- Provide a network of bicycle facilities to enable safe and convenient bicycling to and through Clarendon.
- Provide abundant, well-designed and convenient bicycle parking within Clarendon's commercial areas.
- Enhance the convenience and efficiency of bus service in Clarendon. Improve the comfort and convenience for Metrorail patrons.
- Continue efforts to reduce traffic congestion, reduce the demand for parking, provide for maximum use of existing public transit and high-occupancy vehicle (HOV) infrastructure, improve environmental quality and improve mobility.
- Emphasize strategic locations of pooled parking resources enabling visitors to Clarendon to park once and walk to multiple destinations.
- Price on- and off-street public parking to encourage efficient use, reflect the public cost of providing parking, and minimize **incentives** to drive personal vehicles.

Recommendations

Transportation-related improvements are summarized below, with particular attention to those influencing TDM:

- Reconfigure most streets and intersections to narrow travel lanes, shorten pedestrian crosswalks, widen sidewalks and gain additional on-street parking.
- Modify Highland Street from four travel lanes and one parking lane to three travel lanes, two bike lanes, and one parking lane in order to make it a "street for all users."
- Add an elevator to Metro station.
- Construct additional bikeways and provide quality bicycle parking in commercial areas.
- Improve intersection operations and pedestrian safety through signal timing optimization.
- Construct bus nubs (sidewalk bump outs), with waiting areas and information signs; install one bus shelter.
- Construct canopy over Metro station escalators, perform various enhancements to area adjacent to station entrance, including improved

crosswalks, ADA curb ramps, and a designated kiss-and-ride zone.

- As redevelopment proceeds, augment the existing bus service to and through Clarendon.
- Continue to work with the management of new Clarendon developments to implement the TDM related site plan conditions and policies in effect and provide funding assistance for the County's TDM program.
- Continue to work with developers to review site plan on a case-by-case basis to mitigate site impacts per the County TDM policy. Implement planned improvements across Arlington for transit services, commuter services, and multi-modal transportation improvements.
- Encourage active membership of residential properties, employers, and institutional properties with Arlington County Commuter Services programs such as Arlington Transportation Properties.
- Enforce and monitor properties with TDM related site plan conditions. The County should document performance of properties with TDM site plan conditions to inform future site plan development review.
- Continue working with developers to effectively locate and sign any parking areas that can be accessed by the public.
- Continue to review the supply and demand for parking in Clarendon and adjust pricing of County-provided public parking.

Tie into TDM Plan

Many capital improvements outlined in the plan will support alternative transportation modes. In addition, policies supporting TDM are part of the plan.

Table A- 30 Coordination Process among ATP, ACCS and AED

Title	Date	Lead Agency	Status
Review of Process for Coordination Between ATP, ACCS and AEP	**N/A – Description of Process**	**ACCS**	**Ongoing**

Overview

There is a TDM Planner within ACCS whose job it is to develop TDM plans for new development. The TDM Planner keeps tabs on proposed projects as they go through the development pipeline and the Arlington Economic Development Office (AED) process. The planner then notifies ATP of upcoming Certificates of Occupancy for ATP's planning purposes. The planner provides ATP with projections of numbers of kiosks, apartments, units, and square footage of office buildings to project ATP workload (kiosks and packets). As the project nears completion, the TDM planner provides ATP with the Pre-Certificate of Occupancy checklist. Examples of items on the checklist include:

- Establish relationship with ATP.
- Pay for one kiosk.
- Parking management plan.

- Plan to administer transit benefit to tenants and employees.
- Inform ATP of new tenants so ATP can work with their HR departments.
- Work with ATP to develop tenant information packets and distribute them to tenants.
- Pay contribution to ACCS.
- Website link to commuterpage.com on developer and property manager's web pages under "transportation options".
- Include nearest Metro station or bus route on advertisement for the property.
- Comply with bike storage facilities site plan requirements.
- Develop carpool and vanpool subsidies and plan to encourage use.

Once the project is nearing completion, ATP provides kiosk service, map for kiosks, packet for residents and employees, SmarTrip cards, sets up benefit systems, gives advice as to how to best implement TDM measures, relocation services for commercial tenants. ATP also provides information on new tenants as reports come in for the existing buildings.

In the future, there will be web based reporting to notify ATP of new commercial tenants monthly (automatically) as reports are completed to facilitate sales of benefits to tenant employees.

Goals and Objectives/Policies Developed

Policies:

- Ongoing communication between AED, ACCS and ATP regarding new development projects, including updates on timing for Certificate of Occupancy.
- Development of pre-Certificate of Occupancy checklist by ACCS is provided to ATP for implementation.

Tie into TDM Plan

Policies and procedures for how AED, ACCS and ATP work together is a key part of the TDM plan under development.

Table A- 31 ATP Role in Relocation Assistance

Title	Date	Lead Agency	Status
Arlington Transportation Partners Role in Economic Development: Relocation Assistance	**Process Description**	**ACCS**	

Overview

Every year there are several companies that either leave or come to Arlington County. As an employer services oriented organization, Arlington Transportation Partners (ATP) strives to aid these employers with any transportation demand management (TDM) related issues. Because of ATP's success Arlington Economic Development will always ask for assistance when convincing an employer that Arlington County is the place to go.

- In 2006 ATP assisted Economic Development with 17 relocations in which ATP's services were significant benefits to luring the

companies to Arlington, and in five of those cases, ATP's services were the deciding factor that caused them to move to the County. • As of January 2007 – 33 new leases have been signed for occupancy in 2008 bringing an additional 6,800 employees to Arlington. • In FY08 ATP assisted six corporate relocations representing 3,800 employees.
Tie into TDM Plan
For companies considering relocation to Arlington, TDM Planning and assistance is seen as a benefit.

Table A- 32 1990 TDM Policy Statement and Matrix/ Administrative Regulation 4.1 Governing the Submittal of Site Plans

Title	Date	Lead Agency	Status
1990 TDM Policy Statement and Matrix/ Administrative Regulation 4.1 Governing the Submittal of Site Plans	**Last revised March 2007**	**Department of Community Planning, Housing and Development**	**Approved**
Overview			
These two documents lay out the general requirements of developers submitting site plans and what will generally be expected of them in terms of a TDM program. The policy includes a matrix that describes which aspects of a TDM Plan the developer will be asked to implement, based on whether or not the development is consistent with the General Land Use Policy, whether a traffic problem in anticipated, and the gross square footage floor area of the project. The Administrative Regulation 4.1 also includes a check list to assist developers, and they are encouraged to contact ACCS staff to work through these issues prior to submitting the site plan. The process flow chart shows site plans being submitted to CPHD, and circulated to other departments for comment. Overall, TDM seems to be a very robust part of the process; it is included in great detail in the first documents developers would see, and it has real "teeth" in that a TDM plan must be submitted and approved before a Certificate of Occupancy will be issued.			

Goals and Objectives/Policies Developed

The major components of carrying out a TDM program are outlined in the policy statement as 1) ridesharing promotion, 2) parking management, 3) transit promotion, 4) on-site construction measures, 5) mutually agreed off-site provisions or contribution, 6) lease agreements, and 7) monitoring and compliance. It then further outlines the following goals:

- Maintain peak hour level of service at major intersections at or preferably above Level of Service.
- Limit SOV trips generated by development.
- Reduce vehicle-generated air pollution.
- Maximize transportation alternatives while minimizing single occupancy travel.
- Utilize transportation facilities efficiently.
- Encourage efficient, cost effective modes of transportation that focus on moving people, not vehicles.
- Improve transit information and dissemination so people will be able to make the most efficient and friendly use of the system.
- Utilize public transportation effectively and efficiently, through improved system information, frequencies, routing, connections, transfers; innovative technologies are encouraged.
- Configure mass transportation to provide access to, through, and around employment centers.
- Encourage innovative technologies that move people between home and work the most efficient and effective way.
- Maximize convenience of intermodal transfers between the commuter rail system and feeder/distributor systems.
- Encourage group riding and shared parking arrangements through parking management plans.
- Minimize or eliminate barriers to group riding.
- Review transportation management plans during the site development process.

Tie into TDM Plan

Key regulatory document outlining what will be expected of the developers in order to encourage alternative travel modes

Table A- 33 Site Plan Conditions

Title	Date	Lead Agency	Status
Site Plan Conditions	**1990 TDM Policy**		
Overview			
The County has a list of site plan conditions related to TDM that are required to be approved for the site plan to move forward. It also has developed a process for adopting a TDM plan at each site as part of the site plan process. The TDM process is defined at four points during the site plan process: at site plan approval; prior to completion and occupancy of the premises; prior to release of first certificate of occupancy; and at the annual review of the certificate of occupancy.			
Goals and Objectives/Policies Developed			
Site Plan Components Related to TDM: • Program Structure, Participation and Funding ○ Maintain an active membership in Arlington Transportation Partners (ATP). ○ Designate and train the property transportation coordinator (PTC). ○ Facilitate development of employee transportation coordinator (ETC). ○ Provide Annual Contribution to the County for ACCS programs. • Facilities and Improvements ○ Provide information display (transportation kiosk). ○ Provide for bus stops improvement. ○ Maintain existing bus stops during construction. ○ Maintain an on-site business center (residential use only). ○ Provide bicycle facilities to include bike parking facilities, guest parking and showers. • Coordinated Parking Management ○ Prepare a comprehensive parking management plan. ○ Provide a comprehensive sign plan for the property. ○ Design for paratransit access at main entrance to building. ○ Provide reserved spaces for carpoolers and vanpoolers (commercial use only) ○ Establish market- rate pricing for SOV parking (commercial use only). ○ Provide registered vanpools with free parking (commercial use only). ○ Provide carpools with half off the rate for SOV parking (commercial use only). ○ Depict area parking plan for the site and adjacent street frontage. ○ Prohibit on-street loading during peak periods. • Promotions, Services, Policies ○ Provide a sustainable commute benefit program.			

- Provide transit benefit for a six - month period (commercial use only).
- Provide SmarTrip cards.
- Provide website hotlinks to CommuterPage.com.
- Distribute transit and ridesharing information:
  - Participating in ATP staff programs.
  - Provide new-resident or tenant commuter information package.
  - Distribute transit and ridesharing information periodically.
  - Participate in Ozone Action Days and similar activities.
  - Reference adjacent Metrorail stations and transit facilities in promotional materials.
- Encourage flexible work strategies to/from property.
- Encourage telecommuting (commercial use only).

- Performance and Monitoring
  - Implement TDM plan.
  - Submit an annual letter of performance to the County Manager.
  - Conduct a transportation performance study 2 years after occupancy.

Tie into TDM Plan

- Supports the County's TDM program; puts in place enforceable provisions to be made by the private sector

Table A- 34 Site Plan Process

		WHEN			
		At Site Plan Approval: Approval of TDM Conditions	**Approved Site Plans Prior to completion and occupancy prepare for implementation of TDM Conditions**	**Prior to release of First Certificate of Occupancy (C of O): Approval of TDM Plan and Report**	**Annual Review of Existing and Completed Site Plan Properties Implementation and Monitoring**
WHO	Site Plan Property	Requires approval of proposed site plan development and site plan conditions	Prepare for completion of construction phases and release of the first certificate of occupancy	Developer must prove to County that it is fulfilling all site plan conditions by completing the following: 1. Developer submits TDM report 2. Pay ACCS contribution 3. Completes physical facilities	Developer must prove to County that it is fulfilling all site plan conditions by completing the following: 1. Developer re-submits TDM report 2. Pay ACCS contribution
	Arlington DOT	1. Review plans 2. Review TIA 3. Negotiate TMP 4. Provide expert staff recommendation for process *if approved..* 4. Add property to IEP as 'approved' 5. Prepare file with correct site plan condition language	Meeting approximately 6 months prior to issuance of C of O for following: a. Review TMP details b. Implement physical facilities c. Invoice for payments d. Provide developer TDM report	1. Accept first developer TDM report 2. Send ACCS payment 3. Prepare on-site visit 4. Add data to Database 5. Update property status on IEP	1. Invoice 2. Update TDM report 3. Update database 4. Provide feedback to new site plans
	ATP		Set-up initial meeting with ATP: -provide details for Transit Benefit -provide details for SmarTrip card	- Finalize details of assistance of ATP	- Provide service as requested - Communicate X times per year

Table A- 35 Sample Site Plan

Title	Date	Lead Agency	Status
Monument View Site Plan	**June 24, 2008**	**CPHD**	**Approved by County Board**
Overview			
This site plan outlines what will be required of the development of a parcel of land north of Crystal City. The property is to be developed as mix of commercial, retail, and residential. A wide range of TDM-supportive requirements are included in the site plan, and this summary highlights those. It is also noted that some of the usual TDM requirements (such as financial contributions to the ACCS program) have been reduced due to the negotiated land swap between the County and the developer.			
Recommendations			

Requirements of the developer include:
• Provision of off-street parking for construction workers. Developer may provide Metro subsidies or a van in lieu of parking. A plan to encourage use of alternate transportation modes must be submitted and implemented.
• At least 1% of new parking must be accessible to vans.
• Free, secure, convenient bicycle parking must be provided throughout the development, along with storage lockers and showers.
• The developer must "develop and implement a Transportation Management Plan (TMP) in order to achieve the desired results of the Arlington County TDM plan" before a Certificate of Occupancy will be issued. As part of the plan, the developer must:
  ○ Maintain a partnership with ATP.
  ○ Designate a Property Transportation Coordinator to provide rideshare and transit information.
  ○ Contribute a designated amount monetarily to ACCS for 10 years.
  ○ Provide information displays in each building, to be approved by ACCS.
  ○ Maintain or relocate bus stops during construction.
  ○ Maintain an on-site business center to be available for residents who choose to work from home.
  ○ Set aside up to six on-street parking spaces for car-sharing.
  ○ Provide reserved, subsidized parking for carpools and vanpools.
  ○ Provide a one-time free transit fare subsidy to new residents and employees to the building for a five-year period.
  ○ Distribute new resident/new employee information packets to be provided by Arlington County.
  ○ Conduct a transportation monitoring study at two and five years after issuance of the Certificate of Occupancy and report the findings to the County.
  ○ Submit an annual summary of all TDM-related activities to the County Manager.			

Tie into TDM Plan
• Supports the County's TDM program; puts in place enforceable provisions to be made by the private sector

Table A- 36 Arlington County Commercial Building Research Topline Report

Title	Date	Lead Agency	Status
Arlington County Commercial Building Research Topline Report	**December 2, 2009**	**ACCS**	
Overview			
This report summarizes the results of a survey of property managers, employees, and employers in 19 office buildings throughout Arlington County. The report separates findings by distance to Metrorail, neighborhood, level of "urban-ness", availability of commute services, availability of parking, and the price of the parking provided. After a regression analysis, the key findings are: • "Urban-ness" is not a significant variable for transit usage, although distance to a Metrorail station is. • Drive-alone rate was lower for employees who used Transportation Management District (TMD) service, and declined in proportion to the level of TDM service used (e.g.., financial versus information). • Availability of financial incentives for transit increased transit share, but use to service to tart mode was even more important. • Increased parking fees reduced drive-alone share and increased transit/bike/walk shares. • Availability of targeted incentives was a better predictor of alternative mode use than as overall TDM level.			
Tie into TDM Plan			
Helps to pinpoint which types of TDM measures are most effective			
Agency Benchmarks and/or Performance Measures			
• % drive alone, % transit, % walk/bike. • % recognize ATE/ART/CommuterStore. • % have used ATP services. • Satisfaction with current commute. • Distance of office from Metrorail station. • Commute services offered by employer. • If commute assistance received and from whom. • Perceived benefits to employers of offering commute services. • Perceived benefits to employees of commute services. • Parking availability and fees. • Commute distance.			

- Satisfaction with ATP.
- Frequency of non-work trips from work, and mode used.

SWOT

Strengths:

- The County has a full "tool-box" of measures to draw upon in order to encourage TDM, and it appears that many of these are effective.

Opportunities:

- The study highlights that, while financial incentives are more effective than merely providing information, actually persuading someone to try the alternative mode is even more effective. It appears that directing resources toward getting people to make that first trial trip would be particularly effective.
- Because targeted incentives were a better predictor of the targeted alternative mode than of TDM use overall, the County might work more on identifying travelers' most likely non-auto mode, and tailor incentives accordingly.

Table A- 37 TDM Role in Parking Management Plans

Title	Date	Lead Agency	Status
TDM's Role in Parking Management Plans (PMP)	**Process Description**	**ACCS**	

Overview

The process describes how TDM planners are involved in the development of Parking Management Plans. The following steps describe how ACCS is involved:

- Pre-Site Plan Review application: Department of Community Planning, Housing and Development informs ACCS about projects on the radar for upcoming site plans
- During Site Plan Review: Review proposed concept and plans and begin drafting TDM requirements based on County policies
  - Standard parking-related requirements include:
    - Requiring parking be charged at market-rates.
    - 10% of spaces must be "van-accessible" for vanpooling – 86" of clearance.
- ACCS's TDM conditions are compiled into the Site Plan for this report as Condition 51 under the SPR guidelines.
- Commission Hearings:
  - Initial TDM requirements are frequently changed at this stage to respond to changes in the development plan.
  - Tries to submit TDM conditions that are "strong enough" get through these proceedings.
- County Board Hearing: Final TDM conditions are submitted for review by County Board.
- Pre-Permit Meeting: County staff, construction team, and the developer all meet. ACC's role is to remind of, clarify, and

emphasize the importance of meeting all the TDM conditions and identifies and emphasize specific County priorities.

- During Building Plan Review:
  - Review submitted building plans received from CPHD.
  - Focus is on bicycle facilities – interior and exterior.
  - Van access clearance.
- During Construction Review:
  - Pre-Construction Meeting:
    - Reiterate what the County is looking for and importance of following through on Conditions commitments.
    - This is important because there often have been construction personnel changes since the Pre-Permit Meeting.
  - Inspections:
    - Will inspect bike parking and van access. Department of Zoning does a good job catching parking-related issues.
    - Will work with CPHD planners and construction managers throughout.
    - Stays "on top of it, all the time" to ensure TDM and specifically bike conditions are not compromised.
  - Certificate of Occupancy:
    - ACCS has final DES sign-off authority on the PMP, which must be approved before the first CO. Again, the focus is primarily on Vanpool accessibility and bike parking.
    - The PMP is typically not prepared until two weeks before the application for Certificate of Occupancy.
    - ACCS delivers signed PMP to the Zoning Administrator.
- Post-Certificate of Occupancy:
  - ACCS receives annual TDM reports from each Site Plan property. These reports provide updates on how each is fulfilling their on-going TDM condition, including parking conditions.
  - More recent Site Plans also carry scheduled requirements for the submission of data on various trip generation characteristics. The County is just now starting to receive these.
  - The County has hired additional staff for post-CO evaluations of how each project is performing in its TDM conditions. This is seen as an educational as much as an enforcement effort as the County staff will be prepared to assist building managers in both understanding and complying with their on-going TDM commitments.

Recommendations

The most important improvement that should be made is simply having another person to review the PMP that will cover all its components. Currently the PMP is reviewed by the Zoning Department and one ACCS staff person. Each has a narrow focus, based on their responsibilities – Zoning focuses on the meeting of zoning requirements and ACCS focuses on vanpool access and bike parking. The PMP needs an additional reviewer with a comprehensive focus. At a minimum, the Parking Manager should also have sign-off authority on the PMP.

Tie into TDM Plan

Management of parking supply can have a direct impact on the success of other TDM programs.

APPENDIX B: PERFORMANCE MEASURE DEVELOPMENT

Appendix B presents ideas for performance measures that were developed by ACCS managers, staff and consultants in order to be able to measure against the goals and objectives identified.

Goal 1: Influence Growth in the Use of Transportation Options

1. Mode Split Data
    a. Gather survey data on mode choices (i.e. SOV/non-SOV)
2. PTOP surveys to measure changes in employee behavior
3. Measure motivators to usage/non-usage
    a. Access success
    b. Identify barriers to use
    c. Behavior changes
    d. Service changes
4. Growth of Policies on Development
    a. TDM Site Plan requirements
    b. County-TDM Policies
    c. Regional TDM Policies
5. Service Performance
    a. Metro Growth in transit corridors
    b. Local Growth in transit corridors
    c. Service gaps/decreases in routes/services

Goal 2: Provide Quality TDM Service to Arlington Residents, Employees, Businesses and Visitors

1. Satisfaction Surveys
    a. Are they satisfied (why or why not), how often used, non-work travel, refer to someone else
2. Program Effectiveness
    a. Commuterpage Use
        i. Gather information on what types of information users are looking for
    b. Survey users to understand what program strategies are most effective in reaching them

Goal 3: Encourage a Culture in Arlington in which there is Increased Awareness and Appreciation of Transportation Options and their Benefits.

1. Transportation Related Program Growth
    a. Neighborhood programs
    b. Zipcar
2. Funding across various agencies
3. Bike/Ped Traffic Counts
    a. Increases/Decreases of Designated Bike Lanes/Paths
    b. Headcounts of cyclists/pedestrians on paths
4. Agencies and department incorporation of transit message
5. Satisfaction surveys
6. Growth in TOD
    a. Real estate value adjacent to transit infrastructure
7. Event/visitor attendance survey

Goal 4: Increase Transportation System Sustainability through TDM.

1. Increased Use of Transit Options
    a. SmartBenefits and/or ridecheck sales
    b. SmarTrip monthly vs. one-time ride ticket sales
2. Requirements for sites to offer services: measure by requiring accountability
3. GHG/VMT
4. Overall County integration of Funding towards Transportation and Sustainability
5. Track cost-effectiveness of options: ROI

APPENDIX C: PROGRAM AND SERVICE ENHANCEMENT IDEAS AND RATINGS

Appendix C contains the contents of program and service enhancement brainstorming worksheets filled out by ACCS managers, staff and consultants at a TDM Plan All-Day Meeting that was held on February 19, 2009. Participants in this meeting were broken into several groups and tasked with discussing ideas for improving current ACCS programs and services and proposing new programs that further ACCS mission. The program and service enhancement idea worksheets are grouped by into categories by enhancement type. The category "no votes" were ideas that were proposed in the initial group brainstorming session, but that were subsequently not supported in the process used to rate these ideas. The ideas generated during the brainstorming session were then used to develop the ideas for new programs that are included in the mid range TDM plan presented in Chapter 6 of the plan.

Branding **1**

ACCS Branding 1

New/Expanded Markets **2**

Visitor Pass 2
Senior Services Awareness 3
Outreach to Non-traditional Audiences 4
Target non-work trips for TDM 5

Outreach/Advertising Approaches **6**

Social Media Manager 7
Ciclovias 8
Celebrate Regular Users 9
Use wellness angle to promote TDM. 10
Expansion of PTOPS Budget for Commuter Stores and Online 11
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Marketing Campaign for Stores and Commuter Information Center 13

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Brochure Service Enhancement 24
Reconsider Giveaway Products 25
New Hire Sheets for Employer Benefits 26

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Bike sharing 30
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Limit Non-Arlington-Specific Information on Website 42
Regional Congestion Charging 43

Branding

Program or Service Enhancement: **Group 1**	ACCS Branding Get ACCS a recognizable name in the community.	**Enhancement to Existing Program or New:** New on a big level.
Goal(s)/Objectives to be Addressed:	Make ACCS a cool thing. Elevate ACCS TDM to a higher level with branding.	
General Timeframe:	ASAP.	
Funding, Personnel, Equipment Needs:		
Policy, Planning, Funding Issues:		

New/Expanded Markets

Program or Service Enhancement: **Group 2**	Visitor Pass	**Enhancement to Existing Program or New:** New
Goal(s)/Objectives to be Addressed:	Pass provided to visitors ($10) (City Pass) transportation, entertainment discounts, free bikes. (Basic V.S. program).	
General Timeframe:	Now- Till it happens	
Funding, Personnel, Equipment Needs:	Start up costs, new personnel	
Policy, Planning, Funding Issues:	Work with partners, AED retailers, business promotion	

Program or Service Enhancement: **Group 2**	Senior Services Awareness	**Enhancement to Existing Program or New:** New
Goal(s)/Objectives to be Addressed:	Help improve transit (mobility) options to seniors (shopping centers, malls, supermarket).	
General Timeframe:	TBD (dependent upon funding).	
Funding, Personnel, Equipment Needs:	Look into effectiveness of existing programs, other conditions to be determined based on ideas.	
Policy, Planning, Funding Issues:	TBD.	

Program or Service Enhancement: **Group 4**	Outreach to Non-traditional Audiences	**Enhancement to Existing Program or New:** Enhancement
Goal(s)/Objectives to be Addressed:	Addressing infiltration aspect: will be more likely to be adopted if given info by someone in group. Ex: military, seniors, ESL, etc. – customizing the general info and packaging it for them. ID trusted sources in group to contact and finding out what they need.	
General Timeframe:	Ongoing – do we pick a group and focus on a different group/yr.?	
Funding, Personnel, Equipment Needs:	Personnel: Someone from each group as liaison, someone employed by the county to coordinate getting info to them. Funding: Funding/plan for sustainability (or approx. $1 trillion). Equipment: Printed materials (customized) Displays for common areas and community centers, widgets and info on our web pages.	
Policy, Planning, Funding Issues:	Figuring out who we need to reach and what they feel their needs are. Being sure we don't spend taxpayers $ for a specific, grab the low-hanging fruit and use data from our surveys first.	

Program or Service Enhancement:	Target non-work trips for TDM	**Enhancement to Existing Program or New:** New
Goal(s)/Objectives to be Addressed:		
General Timeframe:		
Funding, Personnel, Equipment Needs:		
Policy, Planning, Funding Issues:		

Outreach/Advertising Approaches

Program or Service Enhancement:	Telework Adoption Program	**Enhancement to Existing Program or New:**
Goal(s)/Objectives to be Addressed:		
General Timeframe:		
Funding, Personnel, Equipment Needs:		
Policy, Planning, Funding Issues:		

Program or Service Enhancement: **Group 1**	Social Media Manager	**Enhancement to Existing Program or New:**
Goal(s)/Objectives to be Addressed:	Have a dedicated person on staff to champion ACCS in the new "open media" market. (Facebook, Twitter…)	
General Timeframe:		
Funding, Personnel, Equipment Needs:		
Policy, Planning, Funding Issues:		

Program or Service Enhancement: **Group 4**	Ciclovias	**Enhancement to Existing Program or New:** New
Goal(s)/Objectives to be Addressed:	– Health – Culture – Quality of Life – Getting County fully involved – Full use of roads by all – Community sense among residents and businesses	
General Timeframe:	World Carfree Day Weekly, ideally, start with once a month in the summer – precursor to car free streets on a permanent basis.	
Funding, Personnel, Equipment Needs:	– Police presence to shut roads – Aerobics instructors/program leaders for the day's activities – Stages, activity equipment	
Policy, Planning, Funding Issues:	– Need Board support to go against naysayers – Get aide support (board member's assistants) – County Manager's office – Allow restaurants to put tables in the streets to get them on board with support	

Program or Service Enhancement: **Group 4**	Celebrate Regular Users.	**Enhancement to Existing Program or New:** New
Goal(s)/Objectives to be Addressed:	Maybe something like Think Arlington (AED Campaign) – Thanks Arlington – faces with testimonials – or competitions between companies to see which has more employees using transit	
General Timeframe:		
Funding, Personnel, Equipment Needs:	– Ad space – Organizer/coordinator – Sponsors to reward them with something – community event of some type as reward for neighborhoods successful energy savings, for example	
Policy, Planning, Funding Issues:	– Coordinate w/AIRE – Coordinate w/ Virginia Power (ex.) (gives them and us good press)	

Program or Service Enhancement: **Group 2**	Use wellness angle to promote TDM.	**Enhancement to Existing Program or New:** New
Goal(s)/Objectives to be Addressed:	Tie in all wellness with TDM. Help to measure more benefits through research.	
General Timeframe:	A few years.	
Funding, Personnel, Equipment Needs:	New campaign, start-up funding. Ongoing (progress can be tracked).	
Policy, Planning, Funding Issues:	Sponsorship, partnering.	

Program or Service Enhancement:	Expansion of PTOPS Budget for Commuter Stores and Online	**Enhancement to Existing Program or New:** New
Goal(s)/Objectives to be Addressed:		
General Timeframe:		
Funding, Personnel, Equipment Needs:		
Policy, Planning, Funding Issues:		

Program or Service Enhancement: **Group 2**	Build TDM into Major Event Planning	**Enhancement to Existing Program or New:** New
Goal(s)/Objectives to be Addressed:	TDM into big event planning. Get into all events.	
General Timeframe:	Now.	
Funding, Personnel, Equipment Needs:	Web costs, staff time, leverage permitting process.	
Policy, Planning, Funding Issues:	Get sponsors. Packages for conference participants.	

Program or Service Enhancement: **Group 3**	Marketing Campaign for Stores and Commuter Information Center	**Enhancement to Existing Program or New:**
Goal(s)/Objectives to be Addressed:		
General Timeframe:		
Funding, Personnel, Equipment Needs:		
Policy, Planning, Funding Issues:		

Commuter Stores

Program or Service Enhancement: **Group 3**	Additional Mobile Commuter Store	**Enhancement to Existing Program or New:**
Goal(s)/Objectives to be Addressed:	Serve more people; Education in marketing with additional schedule stores; new employees w/ multiple tasks for 2011. Educate the schools; senior centers. With more to come FY 2013-2014.	
General Timeframe:		
Funding, Personnel, Equipment Needs:		
Policy, Planning, Funding Issues:		

Program or Service Enhancement: **Group 3**	Add Commuter Stores at Pentagon and Court House	**Enhancement to Existing Program or New:**
Goal(s)/Objectives to be Addressed:		
General Timeframe:		
Funding, Personnel, Equipment Needs:		
Policy, Planning, Funding Issues:		

Program or Service Enhancement: **Group 3**	Visitor Information Centers at all Commuter Stores	**Enhancement to Existing Program or New:**
Goal(s)/Objectives to be Addressed:	Selling tour services or media fare. Commuter Express Kiosks.	
General Timeframe:		
Funding, Personnel, Equipment Needs:		
Policy, Planning, Funding Issues:		

Program or Service Enhancement: **Group 3**	Expand AM Hours in Commuter Stores	**Enhancement to Existing Program or New:**
Goal(s)/Objectives to be Addressed:		
General Timeframe:		
Funding, Personnel, Equipment Needs:		
Policy, Planning, Funding Issues:		

Program or Service Enhancement: **Group 3**	Reconfigure Stores	**Enhancement to Existing Program or New:**
Goal(s)/Objectives to be Addressed:		
General Timeframe:		
Funding, Personnel, Equipment Needs:		
Policy, Planning, Funding Issues:		

Program or Service Enhancement:	Expansion of Kiosk Program.	**Enhancement to Existing Program or New:** New
Goal(s)/Objectives to be Addressed:	Expand point-of –information opportunities "Commuter Store Express" – multiple ticket sales machines or kiosks in multiple locations (grocery stores, visitor centers, etc.)	
General Timeframe:		
Funding, Personnel, Equipment Needs:		
Policy, Planning, Funding Issues:		

Program or Service Enhancement: **Group 3**	Expand Crystal City Store and Kiosk	**Enhancement to Existing Program or New:**
Goal(s)/Objectives to be Addressed:		
General Timeframe:		
Funding, Personnel, Equipment Needs:		
Policy, Planning, Funding Issues:		

Program or Service Enhancement: **Group 2**	Transition to Only Mobile Commuter Stores	**Enhancement to Existing Program or New:** Enhancement
Goal(s)/Objectives to be Addressed:	Get rid of static Commuter Stores, add more mobile Commuter Stores (service, more people, less time).	
General Timeframe:	2 years or 3	
Funding, Personnel, Equipment Needs:	Look into cost to run store, expanding mobile (new vehicles), relatively low funding – money that would have been used on stores of vehicles	
Policy, Planning, Funding Issues:	Research, timing, proximity between closing of one store and opening of another mobile.	

Minor Outreach Modifications

Program or Service Enhancement:	Metrobus Stop Information	**Enhancement to Existing Program or New:** New
Goal(s)/Objectives to be Addressed:	Expansion of info to Metrobus stops that don't have it – maps and schedules	
General Timeframe:		
Funding, Personnel, Equipment Needs:		
Policy, Planning, Funding Issues:		

Program or Service Enhancement: **Group 2**	New Building Tenant Information	**Enhancement to Existing Program or New:** Enhancement
Goal(s)/Objectives to be Addressed:	Binder for tenants, not packets. New resident sheet (quick glance).	
General Timeframe:	6 months	
Funding, Personnel, Equipment Needs:	Existing, lower printing/brochure costs	
Policy, Planning, Funding Issues:	None	

Program or Service Enhancement: **Group 2**	Brochure Service Enhancement	**Enhancement to Existing Program or New:** Enhancement
Goal(s)/Objectives to be Addressed:	Revamp brochure service functionality	
General Timeframe:	Now, immediately	
Funding, Personnel, Equipment Needs:	Funding ($20,000), personnel (time = existing)	
Policy, Planning, Funding Issues:	None	

Program or Service Enhancement: **Group 4**	Reconsider Giveaway Products	**Enhancement to Existing Program or New:** Enhancement
Goal(s)/Objectives to be Addressed:	– Don't be a part of the problem by not practicing what we preach – Buy from County-owned businesses (food, tchotkes). – No stupid plastic tchotkes – only useful stuff	
General Timeframe:	Ongoing	
Funding, Personnel, Equipment Needs:	– Coordinator for sustainability – Knowledge base of what businesses provide what services	
Policy, Planning, Funding Issues:	Tie to Favola's initiative as board chairman, if possible	

Program or Service Enhancement: **Group 2**	New Hire Sheets for Employer Benefits	**Enhancement to Existing Program or New:** New
Goal(s)/Objectives to be Addressed:	Create a quick glance sheet that outline individuals employers benefit programs (promote use).	
General Timeframe:	3 months	
Funding, Personnel, Equipment Needs:	The printing, staff time	
Policy, Planning, Funding Issues:	None	

Program Cuts

Program or Service Enhancement:	Cut community bike ride	**Enhancement to Existing Program or New:** Enhancement
Goal(s)/Objectives to be Addressed:	Save $ that's spent on specific group of residents	
General Timeframe:		
Funding, Personnel, Equipment Needs:		
Policy, Planning, Funding Issues:	Not great publicity, but can replace w/ Bike DC or a ciclovia	

Provision of Transportation

Program or Service Enhancement: **Group 1**	Bike Sharing Enhancement	**Enhancement to Existing Program or New:** Enhancement
Goal(s)/Objectives to be Addressed:	1,000s of bikes available for bike sharing on a grand scale.	
General Timeframe:		
Funding, Personnel, Equipment Needs:		
Policy, Planning, Funding Issues:		

Program or Service Enhancement: **Group 1**	Long-Haul Commuter Buses	**Enhancement to Existing Program or New:** New
Goal(s)/Objectives to be Addressed:	Use Long-Haul commuter buses to bring in people from mid-distance suburbs.	
General Timeframe:		
Funding, Personnel, Equipment Needs:		
Policy, Planning, Funding Issues:		

Program or Service Enhancement: **Group 4**	Bike sharing	**Enhancement to Existing Program or New:** New
Goal(s)/Objectives to be Addressed:	– Increase bike and transit trips – Decrease congestion – Improve public health – Improve mobility – Offer greener transit	
General Timeframe:	Fall 2009 or Spring 2010 Launch	
Funding, Personnel, Equipment Needs:	$6 Million for 1,400 bikes for 2 years. Pike in the sky – GPS on each bike and cameras to each bike and or station to see who took it last.	
Policy, Planning, Funding Issues:	Liability needs, funding needs.	

Program or Service Enhancement: **Group 2**	Employee Shuttles	**Enhancement to Existing Program or New:** New
Goal(s)/Objectives to be Addressed:	Get employees from outside Arlington (transit area) into Arlington.	
General Timeframe:	TBD, ongoing.	
Funding, Personnel, Equipment Needs:	Would be funded by individual employers, per employee cost (tax fee or direct), sustainable funding.	
Policy, Planning, Funding Issues:	Local government, area, partnership, insurance	

Ridematching/Ridesharing

Program or Service Enhancement: **Group 1**	Neighborhood Transportation Coordinator "Commuting with a Change."	**Enhancement to Existing Program or New:**
Goal(s)/Objectives to be Addressed:	Identify a person/group within an urban village to help ride match with that group. Earned credits for community to improve community. – Parks, Trees – Babysitting, Dog walking – Beautification	
General Timeframe:	ASAP	
Funding, Personnel, Equipment Needs:	– Website to track usage and to make requests. – Individuals to oversee program reporting through the county. Ambassador is a private person that reports through the County.	
Policy, Planning, Funding Issues:	Similar to Stockholm and Oslo, Norway. They already have a "credits program."	

Program or Service Enhancement: **Group 1**	Park and Ride Lot Information on Website	**Enhancement to Existing Program or New:**
Goal(s)/Objectives to be Addressed:	Make it easy for users to identify park and ride lots	
General Timeframe:		
Funding, Personnel, Equipment Needs:	Package w/mega projects and VA 511 system	
Policy, Planning, Funding Issues:		

Program or Service Enhancement:	Assist Existing Groups with Ride matching	**Enhancement to Existing Program or New:** New
Goal(s)/Objectives to be Addressed:		
General Timeframe:		
Funding, Personnel, Equipment Needs:		
Policy, Planning, Funding Issues:		

Program or Service Enhancement: **Group 2**	Promote Ridesharing to Hotel Employees	**Enhancement to Existing Program or New:** Enhancement
Goal(s)/Objectives to be Addressed:	Promote ridesharing to hotel employees (carpool, vanpool).	
General Timeframe:	Future (TBD)	
Funding, Personnel, Equipment Needs:	TBD	
Policy, Planning, Funding Issues:	TBD	

Internal

Program or Service Enhancement: **Group 1**	Enhance Relationships with Elected Officials	**Enhancement to Existing Program or New:** Enhancement
Goal(s)/Objectives to be Addressed:	Dedicated funding. Create fans at all levels of government. More support, involvement and funding from elected officials.	
General Timeframe:	Start ASAP.	
Funding, Personnel, Equipment Needs:	Hire a dedicated "outreach specialist" (not "PR person") to help "self-promote."	
Policy, Planning, Funding Issues:	Measure ROI for the program and compare it to other competing entities.	

Program or Service Enhancement: **Group 2**	Site Plan Process Efficiency Improvements	**Enhancement to Existing Program or New:** Enhancement
Goal(s)/Objectives to be Addressed:	Streamline process, improve efficiency	
General Timeframe:	1 year	
Funding, Personnel, Equipment Needs:	Analysis of existing site plan process (ATP), equipment and materials need to be in stock, create guidelines and timeline, incorporate new tracking website.	
Policy, Planning, Funding Issues:	None (internal).	

Program or Service Enhancement: **Group 4**	Convene Colleagues for Idea Sharing Convening practitioners of different programs that encourage car free lifestyle, maybe tag onto existing convention	**Enhancement to Existing Program or New:** New
Goal(s)/Objectives to be Addressed:	– Gives Arlington good press, get us info from info – Learning and sharing – Best practices	
General Timeframe:	Couple years, maybe whenever a similarly minded org has a conference	
Funding, Personnel, Equipment Needs:	– Coordinator – Information Different levels of funding depending on how we want to meet (in person conference v. Skype).	
Policy, Planning, Funding Issues:	Getting County Board Support	

Program or Service Enhancement:	Include TDM in Emergency Plans	**Enhancement to Existing Program or New:** New
Goal(s)/Objectives to be Addressed:		
General Timeframe:		
Funding, Personnel, Equipment Needs:		
Policy, Planning, Funding Issues:		

No Votes

Program or Service Enhancement: **Group 4**	Combined Bike/Pedestrian Coordination	**Enhancement to Existing Program or New:** Enhancement
Goal(s)/Objectives to be Addressed:	Streamlined services	
General Timeframe:	Eventually – as program is further expanded, join together	
Funding, Personnel, Equipment Needs:	New coordinator, leader. Integrated published materials.	
Policy, Planning, Funding Issues:		

Program or Service Enhancement: **Group 1**	Route deviation "smart shuttle" door-to-door bus service	**Enhancement to Existing Program or New:** New
Goal(s)/Objectives to be Addressed:	Provide a higher level of bus service to allow deviations from existing route to be more of a door-to-door service.	
General Timeframe:	24 months	
Funding, Personnel, Equipment Needs:		
Policy, Planning, Funding Issues:		

Program or Service Enhancement: **Group 4**	Limit Non-Arlington-Specific Information on Website	**Enhancement to Existing Program or New:** Enhancements
Goal(s)/Objectives to be Addressed:	Link to the info that's not related directly to us, stop reinventing the wheel (they can do it better than we can anyway)	
General Timeframe:	Ongoing	
Funding, Personnel, Equipment Needs:	Minor work by program coordinators to find what is editable, then pass to webmaster	
Policy, Planning, Funding Issues:	NA(?)	

Program or Service Enhancement:	Regional Congestion Charging	**Enhancement to Existing Program or New:** New
Goal(s)/Objectives to be Addressed:	Regional Congestion Charge for DC and share with region to put toward transportation options	
General Timeframe:		
Funding, Personnel, Equipment Needs:		
Policy, Planning, Funding Issues:		

Program and Service Enhancement Ratings

Following the exercise to identify potential program or service enhancements, ACCS staff were asked to select their top 10 programs, rating them in order of priority, with 1 being the most important, and 10 being the least important. The following table displays the results of this rating exercise, presenting both the total number of votes a potential enhancement received, as well as its weighted priority score.

Rather than simply relying on the TDM Element of the MTP for a list of potential program enhancements, development of this six-year TDM Plan included a brainstorming session held with ACCS managers, staff and consultants to put together an initial "wish list" of new programs or program enhancements to be implemented over the six-year life of the TDM plan. The attendees were divided by branch and asked to develop ideas for new programs or enhancements to existing programs. The participants were tasked with deliberating about the type of organization they envisioned ACCS to be and to brainstorm any possible improvements to the program.

The table below shows the 43 different ideas that were developed during the discussion among the ACCS staff and how the ideas were rated by attendees. Each ACCS manager and employee was given the opportunity to choose 10 new programs or program enhancements that they felt would have the greatest impact on helping to meet the organization's goals and objectives. They then ranked their choices in order of importance, and developed a weighted score for each program. The original program sheet descriptions that were filled out by the workshop participants are shown above.

Finally, each of the suggestions was compared to the policies and strategies previously identified by the County as part of the TDM Element of the Master Transportation Plan. Overall, most of the strategies and programs suggested by ACCS staff fit into the TDM Element framework. ACCS managers then took the strategies from the MTP, the enhancement ideas developed during the brainstorming session, and the plans to improve upon existing programs, and developed the list of programs outlined in Chapter 6, the mid-range plan.

Program or Service Enhancement	Description	Votes in Favor of Program/Enhancement (Total #)	Weighted Score	MP TDM Element Policy #
Branding				
ACCS Branding	Create general awareness of ACCS as an umbrella TDM agency that serves multiple functions; brand ACCS as to suit current market trends and strike a wide-range of appeal.	20	140	
New/Expanded Markets				
Visitor Pass	Create a Visitor Pass that would allow access to transportation, free bicycles, entertainment discounts, etc. for a fee of about $10.00	12	70	5a
Senior Services Awareness	Help improve awareness of mobility options for seniors	11	66	5a
Outreach to Non-traditional Audiences	Reach out to non-traditional groups (military, non-English speakers, etc.). Identify members of each group to act as liaison and distribute information	11	61	5a

Program or Service Enhancement	Description	Votes in Favor of Program/Enhancement (Total #)	Weighted Score	MP TDM Element Policy #
	within the group.			
Target Non-work Trips for TDM	Focus on encouraging people to use non-auto methods of travel for non-work trips.	2	4	5a
Outreach/Advertising Approaches				
Telework Adoption Program	Include Telework in advertising, help employers to adopt it, aim for culture change.	10	72	2c
Social Media Manager	Have a dedicated person on staff to champion ACCS in the new "open media" and social-networking oriented market (e.g., Facebook, Twitter).	11	51	5a
Ciclovias	County-sponsored event in which streets are closed to auto traffic and instead used for cycling, aerobics classes, restaurant tables, stages, etc. Meant to raise awareness that "the streets are for everyone."	7	44	5a

Program or Service Enhancement	Description	Votes in Favor of Program/Enhancement (Total #)	Weighted Score	MP TDM Element Policy #
Celebrate Regular Users	Celebrate regular users through testimonial ads, highlighting retail partners, competitions between companies to see which has more employees using transit, etc.	7	40	
Use Wellness Angle to Promote TDM	New campaign highlighting wellness benefits of non-auto travel. Would require research into measurable benefits.	9	39	
Expansion of PTOPS Budget for Commuter Stores and Online	Expand PTOPs delivery and scope at Commuter Stores and online.	7	35	
Build TDM into Major Event Planning	All major County events should have a TDM plan supporting them.	8	34	5a
Marketing Campaign for Stores and Commuter Information Center	Conduct an advertising and marketing campaign.	3	15	
Commuter Stores				
Additional Mobile Commuter Stores	Increase number of mobile stores on buses in order to increase and broaden markets served, with an	9	60	5a

Program or Service Enhancement	Description	Votes in Favor of Program/Enhancement (Total #)	Weighted Score	MP TDM Element Policy #
	emphasis on serving schools and senior centers.			
Add Commuter Stores at Pentagon and Court House	Addition of two stationary Commuter Stores.	6	38	5a
Visitor Information Centers at all Commuter Stores	Expand visitor information center program to all Commuter Stores.	6	34	5a
Expand AM Hours in Commuter Stores	Open Commuter Stores at 7:00 a.m. in order to accommodate rush hour travelers.	6	30	5a
Reconfigure Stores	Research new store configurations that would make consulting with customers easier.	3	16	5a
Expansion of Kiosk Program	Construct kiosks in residential and office buildings.	2	9	2b, 5a
Expand Crystal City Store and Kiosk	Expansion of Crystal City Commuter Store and kiosk at Crystal City Metrorail station.	1	6	5a
Transition to Only Mobile Commuter Stores	Eliminate static stores and add more mobile stores to replace them.	1	4	
Minor Outreach Modifications				

Program or Service Enhancement	Description	Votes in Favor of Program/Enhancement (Total #)	Weighted Score	MP TDM Element Policy #
Metrobus Stop Information	Add maps and schedules to all Metrobus stops that do not currently have them.	8	38	5a
New Building Tenant Information	Use binders instead of packets for new tenants in site plan buildings. Create a new resident sheet for quick review.	3	21	5a
Brochure Service Enhancement	Revamp brochure service functionality.	2	11	5a
Reconsider Giveaway Products	Giveaways should be useful, sustainable, and purchased from businesses in Arlington County.	3	9	
New Hire Sheets for Employer Benefits	Quick glance sheet for new employees that outlines the employer's benefits program and the transportation options to that location.	3	6	
Program Cuts				
Cut Community Bike Ride	Save funds currently spent on very specific group of residents.	1	6	

Program or Service Enhancement	Description	Votes in Favor of Program/Enhancement (Total #)	Weighted Score	MP TDM Element Policy #
Provision of Transportation				
Bike Sharing Enhancement	Provide thousands of bicycles for bike sharing County-wide	10	71	5a
Long-Haul Commuter Buses	Use existing buses to bring people in from mid-distance suburbs.	9	29	
Bike Sharing	Provide 1,400 bikes across County.	1	10	5a
Employee Shuttles	Use shuttles to carry employees from outside Arlington into the County.	1	3	
Ridematching/Ridesharing				
Neighborhood Transportation Coordinator	Identify a private person/group within an urban village to help ridematch in the group. Community can earn credits that they can use to "buy" community improvements/ infrastructure, such as a new playground.	10	60	6c

Program or Service Enhancement	Description	Votes in Favor of Program/Enhancement (Total #)	Weighted Score	MP TDM Element Policy #
Park and Ride Lot Information on Website	Post master list of park and ride lots on website.	5	31	6c
Assist Existing Groups with Ridematching	Help to improve existing carpool/vanpool programs.	5	21	6c
Promote Ridesharing to Hotel Employees	Promote carpooling/vanpooling to hotel employees within Arlington.	3	20	
Internal				
Enhance Relationships with Elected Officials	Encourage more support, involvement and funding from elected officials. Create fans at all levels of government. Seek dedicated funding source.	14	93	
Site Plan Process Efficiency Improvements	Improve efficiency of existing site plan process.	5	19	
Convene Colleagues for Idea Sharing	Convene practitioners of different programs that encourage car-free lifestyles to share and learn from one another.	4	8	
Include TDM in Emergency Plans	Include TDM in the County's emergency plans.	1	1	

Program or Service Enhancement	Description	Votes in Favor of Program/Enhancement (Total #)	Weighted Score	MP TDM Element Policy #
No Votes				
Combined Bike/Pedestrian Coordination	Designate one coordinator to facilitate integrated planning and published materials.	0	0	5a
Route deviation "smart shuttle" door-to-door service	Provide a higher level of bus service by allowing deviations from existing route.	0	0	
Limit Non-Arlington-Specific Information on Website	Use links to non-Arlington material rather than trying to keep it up-to-date on ACCS website.	0	0	
Regional Congestion Charging	Distribute proceeds from charges regionally to support other transportation projects.	0	0	6d

APPENDIX D: MID-RANGE PLAN BUDGET DETAIL

Appendix D contains the Mid Range Plan budget detail, which was prepared as a **sample** annual budget breakdown of the program and service enhancements proposed in the Mid Term Plan (years 2017-2025). Chapter 6 of the TDM plan contains a summary budget based on this detail.

Mid Range Plan Budget Detail

Program or Service Enhancement	Priority	Assumption/Calculation	Capital/ Operating	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Retail														
Continue Existing Retail Program	H	Grew FY 2009 Budget by 5%/year	O	$1,203	$1,263	$1,326	$1,393	$1,462	$1,535	$1,612	$1,693	$1,777	$1,866	$15,132
Visitor Information Centers at all Commuter Stores	H	$50k/store 2 stores each year	C	$100	$105									$205
Annual Operating Costs	H	Training; more in first year for new program	O	$20	$10	$11	$11	$12	$12	$13	$13	$14	$15	$130
Expand AM Hours in Commuter Stores	H	4 new employees @ $60k	O	$240	$252	$265	$278	$292	$306	$322	$338	$355	$372	$3,019
Transition from counter-oriented to consultative oriented	H	$100k/store; other store being renovated anyway	C		$100	$210								$310
Additional Sales Outlets outside Arlington (note: costs may be shared by multiple jurisdictions)	H		C		$300									$300
Annual Operating Cost	H		O		$150	$158	$165	$174	$182	$191	$201	$211	$222	$1,654
Build Pentagon City Commuter Store	M		C				$200							$200
Annual Operating Cost	H		O				$250	$263	$276	$289	$304	$319	$335	$2,036
Build Court House Commuter Store	L		C					$200						$200
Annual Operating Cost	L		O					$250	$263	$276	$289	$304	$319	$1,700
Rosslyn Commuter Store Relocation	M		C			$200								$200
Annual Operating Cost	M	Additional roving staff person	O			$70	$74	$77	$81	$85	$89	$94	$98	$668
Expansion of Kiosk Program Beyond Site Plan Buildings: Expand point-of – information opportunities "Commuter Store Express" – multiple information tvs or kiosks in multiple locations (grocery stores, visitor centers, etc.) that would provide information (brochures and tv) and possibility of ticket sales	H	Combination of units with LCD screen televisions at $10k/unit and basic information racks at $5k/unit	C	$100	$105	$150	$158	$165	$174					$852
Annual Operating Cost - Staff	H	$80k staff	O	$80	$84	$88	$93	$97	$102	$107	$113	$118	$124	$1,006
Annual Operating Cost - Upkeep	H	10%of running total capital costs per year upkeep	O	$10	$21	$36	$51	$68	$85	$75	$65	$50	$34	$494
Operations														
Continue Existing Operations Program	H	Grew FY 2009 Budget by 5%/year	O	$1,086	$1,140	$1,197	$1,257	$1,320	$1,386	$1,455	$1,528	$1,605	$1,685	$13,661
Move Distribution and Logistics to New Warehouse- buildout, move, vehicle access	M		C			$400								$400
Annual Operating Cost	M	$100k rent, $70k staff	O			$170	$179	$187	$197	$207	$217	$228	$239	$1,623
Annual Operating Cost to Maintain Map and Schedule info at Metrobus Stops (see Marketing for capital cost)	L		O					$80	$84	$88	$93	$97	$102	$544
Sales														
Continue Existing Sales Program	H	Grew FY 2009 Budget by 5%/year	O	$1,911	$2,007	$2,107	$2,212	$2,323	$2,439	$2,561	$2,689	$2,823	$2,965	$24,036
Increase the sales force (Telework VA, Carpool, Vanpool (Work with Radco, Prince William, Loudoun), GoLoco, Goose, NuRide, AIRE, Seniors , School-seniors and school in years 5 and 6)	H	$100k per person, 2 new in year 1, 1 each year after	O	$200	$310	$426	$547	$674	$808	$948	$1,096	$1,250	$1,413	$7,671
Collateral and materials to support new sales efforts	H	15% of cost of each new person	O	$30	$47	$64	$82	$101	$121	$142	$164	$188	$212	$1,151
Incentives to support new sales efforts	H	30% of cost of each new person	O	$60	$93	$128	$164	$202	$242	$284	$329	$375	$424	$2,301
PTOPS to support new sales efforts	H	30% of cost of each new person	O	$60	$93	$128	$164	$202	$242	$284	$329	$375	$424	$2,301
TDM Institute	H	$100 per staff person; $75 for curriculum dev and materials	O		$175	$184	$193	$203	$213	$223	$235	$246	$259	$1,930
Visitor Services Expansion	M	$100k staff, $250k programs	O			$350	$368	$386	$405	$425	$447	$469	$492	$3,342
Marketing														
Continue Existing Marketing Program	H	Grew FY 2009 Budget by 5%/year	O	$1,194	$1,254	$1,317	$1,383	$1,452	$1,524	$1,601	$1,681	$1,765	$1,853	$15,023
Increase the size of the marketing department with an emphasis on the social	H	$100k per person, 2 new in year 1, 1	O	$350	$368	$386	$405	$425	$447	$469	$492	$517	$543	$4,402

Program or Service Enhancement	Priority	Assumption/Calculation	Capital/ Operating	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
media: hire a social media manager/communications and PR assistant.		each year after												
Marketing Component associated with increased sales force	H	15% of cost of each new person	O				$100	$105	$110	$116	$122	$128	$134	$814
Marketing to Non-traditional Audiences (Millennials, Gen Y, Ethnic - Hispanic, Others)	H	30% of cost of each new person	O			$250	$263	$276	$289	$304	$319	$335	$352	$2,387
Long haul commuter marketing	H	30% of cost of each new person	O					$250	$263	$276	$289	$304	$319	$1,700
Map and Schedule Info at all 1,300 Bus Stops (coordination with Metro) (see Operations for operating cost)	H	$100 per staff person; $75 for curriculum dev and materials	O					$500						$500
Replace RCH at all ART Stops with enhanced infrastructure	M	$100k staff, $250k programs	O			$500								$500
Web														
Continue Existing Web Program	H	Grew FY 2009 Budget by 5%/year	O	$521	$547	$574	$603	$633	$665	$698	$733	$769	$808	$6,551
Web Technology Enhancements: PTOPs, Widgets and Gadgets, Social Sites, Event Promotion, Link to existing VA 511, Park and Ride lots best source for data	H		O		$100	$105	$110	$116	$122	$128	$134	$141	$148	$1,103
Admin														
Continue Existing Admin Program	H	Grew FY 2009 Budget by 5%/year	O	$419	$440	$462	$485	$509	$535	$562	$590	$619	$650	$5,272
Add site plan implementation and enforcement capability	L		O					$100	$105	$110	$116	$122	$128	$680
Research														
Continue Existing Research Program	H	Grew FY 2009 Budget by 5% year	O	$368	$386	$405	$425	$447	$469	$492	$517	$543	$570	$4,622
Bike/Walk														
Continue Existing Bike/Walk Program	H	Grew FY 2009 Budget by 5%/year	O	$358	$393	$433	$476	$523	$576	$633	$697	$766	$843	$5,698
WalkArlington: Expand Walk to School Day to Walk to School Every Day	L	Ties into Sales focus on schools	O					$100	$105	$110	$116	$122	$128	$680
Bike Arlington: Cyclovia and other bike events	H		O		$200	$210	$221	$232	$243	$255	$268	$281	$295	$2,205
BikeSharing	H		C	$1,000										$1,000
	H	For both BikeArlington and Bikeshare combined ($100k staff, $50k collateral,	O											
BikeArlington and BikeShare Annual Operating Costs		classes)		$150	$158	$165	$174	$182	$191	$201	$211	$222	$233	$1,887
Other/One Time	This funding has been there in the past, so keep it in mind. Grew FY 2009 Budget by 5%/year													
Past Grants	H		O	$570	$599	$629	$660	$693	$728	$764	$803	$843	$885	$7,174
	H	$300k per year for next 5 years-	O											
Mega Project TDM Support for VDOT		funding provided by VDOT		$300	$300	$300	$300	$300						$1,500
Total Baseline				$7,630	$8,029	$8,450	$8,894	$9,363	$9,857	$10,379	$10,930	$11,511	$12,125	$97,168
Total				$10,330	$10,998	$13,401	$13,441	$15,581	$15,525	$16,309	$17,317	$18,374	$19,488	$150,765