

Long-Range Transportation Demand Management (TDM) Plan

Fairfax County Transportation Services Group (FCTSG)

prepared for

Fairfax County Transportation Services Group

prepared by

Cambridge Systematics, Inc.

with

Center for Urban Transportation Research
LDA Consulting
Southeastern Institute of Research

January 2011
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Table of Contents

1.0 Purpose of the Plan.....	1-1
2.0 Overview of Fairfax County Transportation Services Group	2-1
2.1 TDM History	2-1
2.2 Governance and Organizational Structure	2-1
2.3 Service Area Profile	2-5
2.4 Current TDM Services and Programs.....	2-14
3.0 Future FCTSG Service Area Profile	3-1
3.1 Projected Demographics.....	3-1
3.2 Expected Areas of Growth	3-3
3.3 Projected Travel Patterns.....	3-5
3.4 External Trends.....	3-6
4.0 Fairfax County Transportation Services Group Strategic Plan.....	4-1
4.1 Strengths, Weaknesses, Opportunities, and Threats (SWOT).....	4-1
4.2 Fairfax County Transportation Services Group Mission and Vision.....	4-3
4.3 Goals, Objectives, and Strategies.....	4-8
4.4 Program Monitoring and Evaluation.....	4-17
5.0 Financial Plan	5-1
5.1 Current Budget and Financial Resources.....	5-1
5.2 Future Financial Resources	5-2

List of Tables

Table 2.1 FCTSG Staff Descriptions 2-3

Table 2.2 Park-and-Ride Locations in FCTSG Service Area..... 2-7

Table 2.3 Estimated Demographic Profile (1990-2010) 2-10

Table 2.4 Top 10 Employers in FCTSG’s Service Area 2-11

Table 2.5 Top 10 Areas Residents Commute To and Workers Commute From..... 2-14

Table 2.6 FCTSG Employer Services Outcomes..... 2-17

Table 3.1 Projected Demographic Changes (2010-2030) 3-2

Table 3.2 Projected Employment 3-2

Table 4.1 FCTSG Goals, Objectives, and Strategies 4-10

Table 4.2 Potential FCTSG Performance Measures 4-18

Table 5.1 FCTSG FY 2006-2010 Operating Revenue Sources 5-1

Table 5.2 FCTSG FY 2006-2010 Operating Budgets..... 5-2

Table 5.3 Unconstrained Short-Term Program Expenses..... 5-4

List of Figures

Figure 2.1 FCDOT Organizational Chart.....	2-2
Figure 2.2 Map of FCTSG Service Area	2-6
Figure 2.3 Park-and-Ride and HOV Lane Locations in Fairfax County	2-9
Figure 2.4 Population Growth Rate in Fairfax County and Virginia	2-10
Figure 2.5 Mode Split: Fairfax versus Statewide Average (2006).....	2-13
Figure 2.6 Commuting Patterns	2-14
Figure 2.7 Reasons for Use of Alternate Transportation Modes	2-15
Figure 3.1 Projected 2030 Commuting Patterns	3-6
Figure 3.2 Size and Age Profile of U.S. Generations.....	3-7
Figure 3.3 The Incidence of Telework – Workers.....	3-9

1.0 Purpose of the Plan

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

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

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

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

2.0 Overview of Fairfax County Transportation Services Group

2.1 TDM HISTORY

TDM has been a part of the transportation services offered in Fairfax County since 1984. The Fairfax County Transportation Services Group (FCTSG) Program provides a range of TDM services to residents and employees in Fairfax County and several independent cities and towns. Historically, the TDM services in the county were divided into two programs; RideSources, which was the carpooling/ridematching service, and Employer Services which dealt with employers in the county. A name change currently is underway to Transportation Services Group, which will incorporate both of these programs in addition to the variety of other transportation options and services that are provided by the staff.

2.2 GOVERNANCE AND ORGANIZATIONAL STRUCTURE

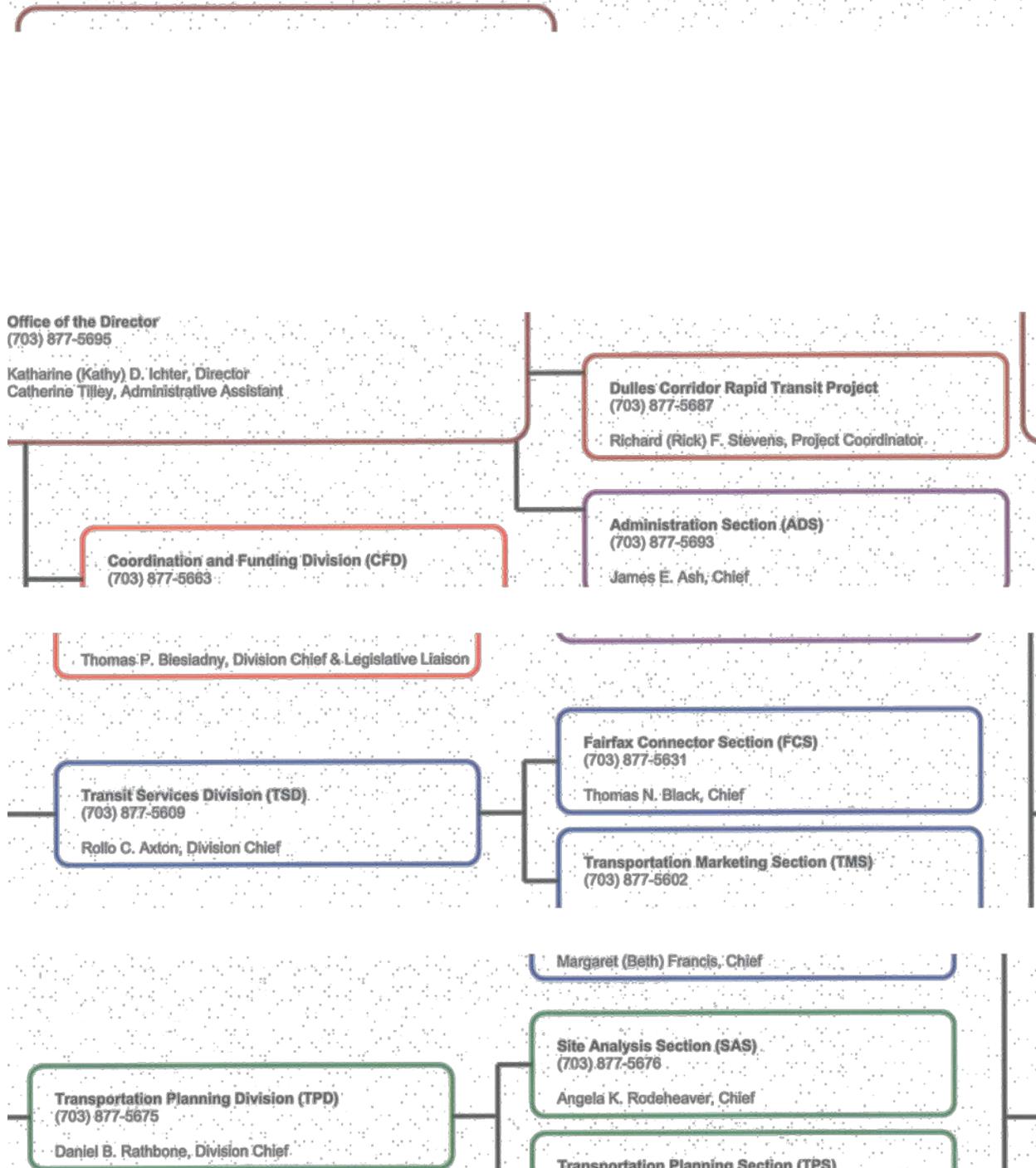
2.2.1 Governance

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

2.2.2 Organizational Structure

FCTSG is a part of the Fairfax County Department of Transportation, and as such all major decisions, publications, and program changes must go through the chain of command of the DOT. However, FCTSG does have the independence to pursue individual programs and initiatives with support from the Section Chief. A full organizational chart for FCDOT is shown in Figure 2.1; FCTSG falls under the Transportation Marketing section. In this location, TDM is viewed as a part of the transit services offered by the county. While TDM activities are in a separate section from traditional transit services provided by the Fairfax Connector, there is some overlap as some of the Transportation Marketing staff and resources are shared with Fairfax Connector marketing and activities.

Figure 2.1 FCDOT Organizational Chart



Source: FCTSG.

FCTSG employs 10 staff members; their titles and major responsibilities are shown below in Table 2.1. These staff members perform all employer outreach, operate the ridematching program, and perform all of the marketing for the Fairfax Connector transit service in addition to the other TDM functions.

Table 2.1 FCTSG Staff Descriptions

No.	Position	Job Description
1	Section Chief	Oversees Program
1	TDM Outreach Specialist III	Employer Outreach, TDM Coordination and Funding
1	TDM Outreach Specialist II	Employer Outreach and Sustainable Transportation Programs
1	TDM Outreach Specialist I	Implements Employer TDM Programs
1	Communications Specialist III	Public Outreach to Media for TDM and Fairfax Connector
1	Communications Specialist I	Creates Marketing Materials for TDM and Fairfax Connector
1	Park-and-Ride Coordinator	Addresses Park-and-Ride Lot Issues
2	Administrative Assistant II	Day-to-Day Ridematching Functions/Employee Commuter Benefit Program
1	Planning Tech (Currently Vacant)	Coordinate Distribution of Information and Special Events

Source: FCTSG.

In addition to these dedicated staff members, FCTSG also has access to other staff resources within FCDOT and the Transit Services Division. These resources include:

- Geographic Information Systems (GIS): provides mapping to clients when necessary; and
- Special Populations Group: within the section, provides outreach and transportation services to population groups with special needs.

2.2.3 Key Stakeholders

Local and regional agencies comprise FCTSG's key stakeholder base, including Fairfax County, Metropolitan Washington Council of Governments, Fairfax Connector, DRPT, VDOT, Northern Virginia Transportation Commission, and local Transportation Management Associations. These stakeholders are the primary funders, service delivery partners, and beneficiaries of FCTSG's services. A brief overview of each stakeholder is presented below.

- *Fairfax County* – As FCTSG's governing agency and one of its primary funders, the Fairfax County government is one of the most important organizational stakeholders for the program. Fairfax County as an employer also is one of FCTSG's biggest clients. Fairfax County funds and implements many capital and operational projects that support TDM, including construction and maintenance of park-and-ride facilities, transit stations, bicycle and pedestrian programs, bus and rail transit, and more.

- *Metropolitan Washington Council of Governments (MWCOG) and Commuter Connections* – MWCOG is the metropolitan planning organization (MPO) for the Washington, D.C. region and the home of Commuter Connections, the regional TDM program. FCTSG is a member of the Commuter Connections network and the members partner on a range of initiatives and services, including the Guaranteed Ride Home program, on-line ridematching, and regional TDM marketing. FCTSG reports a range of TDM performance measures to Commuter Connections on an annual basis.
- *Fairfax Connector* – FCTSG staff performs marketing and public outreach functions for the Fairfax Connector transit service, including advertising, special promotions, public information (news releases, web site), design and production of marketing materials (schedules, posters), special events, and more. FCTSG also advocates the use of transit to all its clients and at all its events. FCTSG and Fairfax Connector share similar goals and are housed within the same division of FCDOT.
- *DRPT* – DRPT is FCTSG’s primary funding agency through a Commuter Assistance grant and also is a partner in service delivery. FCTSG looks to DRPT to support, guide, and promote TDM at the state and regional level.
- *Virginia Department of Transportation (VDOT)* – Provides funding to FCTSG in the form of an Employer Outreach grant. VDOT also owns some of the park-and-ride lots in Fairfax County. As part of the Dulles Rail/Beltway HOT Lanes Mega Projects currently under construction, VDOT is providing additional employer outreach staff in the Tysons Corner area. While this staff is not employed or housed by Fairfax County, it does coordinate and support FCTSG outreach in the Tysons area.
- *Northern Virginia Transportation Commission (NVTC)* – This regional transportation agency which includes in its mission statement increasing the use of transit and ridesharing,¹ now provides the 20 percent local match to the DRPT Commuter Assistance grant.
- *Transportation Management Associations (TMA)* – TMAs within the region work to promote efficient transportation systems in specific geographic areas, including the Dulles Area Transportation Association (DATA), TYTRAN, and LINK in the Dulles Corridor and the Transportation Association of Greater Springfield (TAGS) in the southeastern part of the county. DATA has a contractual agreement with FCTSG to provide outreach services to employers in the Dulles Corridor and western Fairfax area.

Residents and employees in Fairfax County, whether they utilize FCTSG services or not, also are stakeholders of the program as they all benefit from the services

¹ Northern Virginia Transportation Commission web site, accessed October 6, 2009. <http://www.thinkoutsidethecar.org/homepage.asp>.

provided. The reduction in congestion resultant from these FCTSG programs improves the quality of life for all those who live or work in Fairfax County. Since the residents of Fairfax County elect the Board of Supervisors - FCTSG's ultimate governing body, the citizens can have a substantial impact on the governmental support for FCTSG programs.

2.3 SERVICE AREA PROFILE

2.3.1 Description of Service Area

FCTSG provides a range of TDM services to Fairfax County, the City of Fairfax, Falls Church, and the Town of Herndon which are located west of Washington, D.C. The 400-square-mile service area is home to over one million residents² and 620,000 jobs.³ The service area is shown in Figure 2.2.

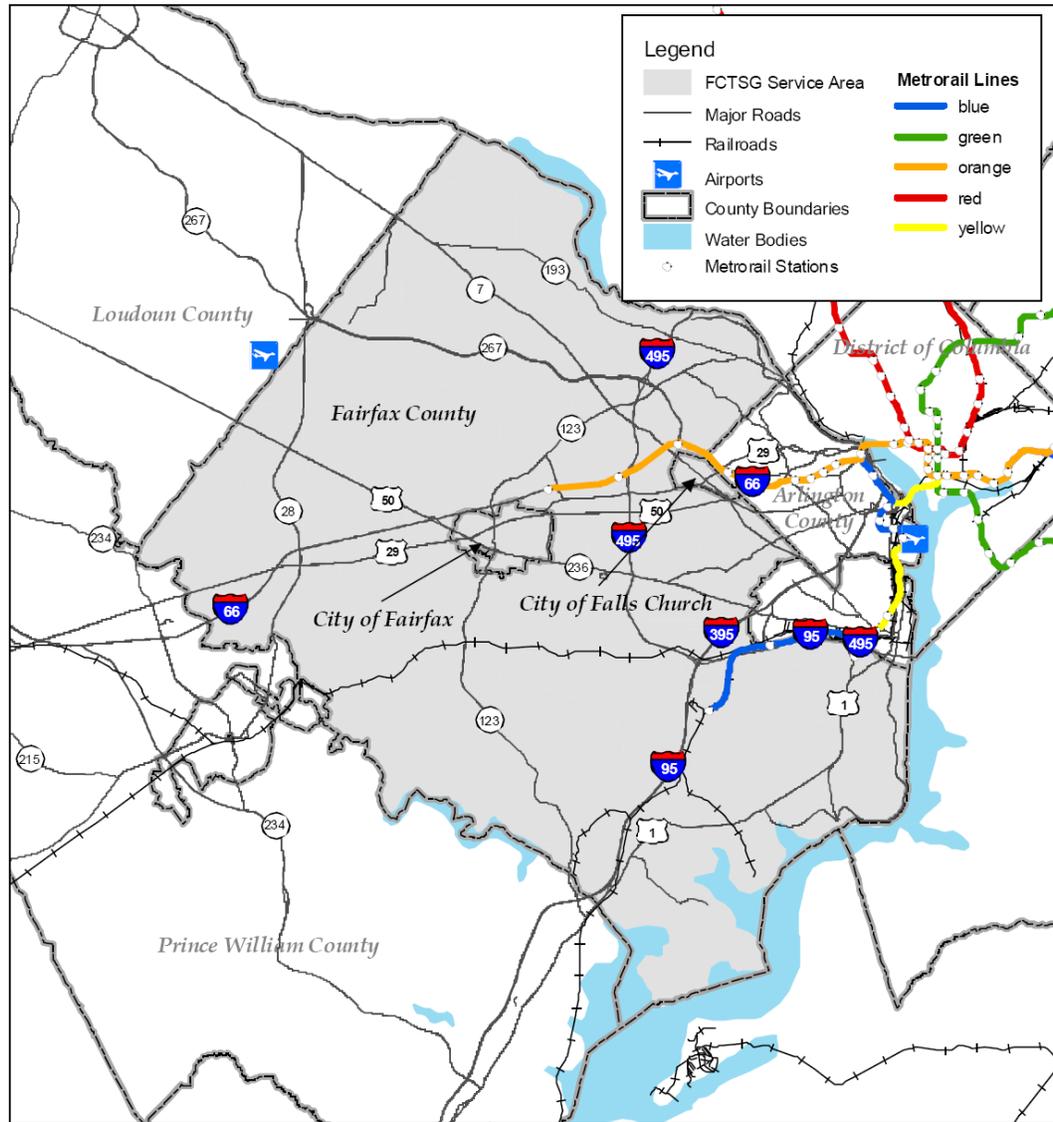
While primarily suburban in nature, Fairfax County does have several major activity centers which include denser residential and commercial developments. Tysons Corner is the largest employment center in the National Capital region outside of the D.C. core and is often cited as the premiere "Edge City."⁴ Reston and Herndon, located along VA 267 (the Dulles Toll Road) also are important centers for jobs, residences, and retail development within the county. The Route 28 corridor, centered along VA 28 in the western portion of the county has recently experienced significant growth and development into a major center for retail, residences, and employment. Other major activity centers within the service area include Springfield, Merrifield, Centerville, Chantilly, Falls Church, Lorton, southern Alexandria, and the City of Fairfax which is home to George Mason University.

² Source: Virginia Employment Commission 2010 estimate.

³ Source: Virginia Employment Commission 2008 estimate.

⁴ Garreau, Joel. *Edge City: Life on the New Frontier*. Anchor, 1992.

Figure 2.2 Map of FCTSG Service Area



Source: Cambridge Systematics, Inc.

2.3.2 Transportation Facilities

Fairfax County is served by an extensive multimodal transportation system that includes an international airport, a network of sidewalks, and everything in between. The three major interstates in the service area (I-66, I-95, and I-495) are among the busiest and most congested in the country. Additionally, the Dulles Toll Road is a tolled private highway which traverses northern Fairfax County and offers a peak-period HOV-2 lane. I-95 in Fairfax County includes two dedicated, reversible HOV-3 lanes with numerous slip ramps which make it easy for carpools, vanpools, and buses to access. The I-95 HOV-3 lanes also encourage a significant amount of informal carpooling (a.k.a. slugging) in the corridor.

Peak-period HOV-2 restrictions along I-66 (one lane outside the Beltway and all lanes inside the Beltway) also accommodate carpools, vanpools, and buses.

Virginia Railway Express (VRE) has commuter rail service along two routes and serves five stations in Fairfax County. Five Metrorail stations, including the termini of three of the five lines, are located in the FCTSG service area. Bus service also is available throughout the county, provided by Fairfax Connector, Metrobus, CUE in the City of Fairfax, and George in the City of Falls Church. Forty park-and-ride lots are located in the service area, including some at VRE and Metrorail stations. All lots except those at Metrorail stations are free of charge. The Rolling Valley, Springfield Plaza, and Sydenstricker Road park-and-ride lots and two “informal” locations along Old Keene Mill Road in the Springfield area are known slug-lines used to take advantage of the HOV lanes on I-95.⁵ Table 2.2 lists the park-and-ride lots in the County. Figure 2.3 shows the locations of park-and-ride lots, HOV lanes, VRE, and Metrorail stations in FCTSG’s service area (lot numbers correspond to the number shown in Table 2.2).

Table 2.2 Park-and-Ride Locations in FCTSG Service Area

No.	Name	Location	Spaces	Connecting Service
1	American Legion	Amherst Avenue, Springfield	100	
2	AMF Centreville Lanes	Lee Hwy, Centreville	35	Fairfax Connector
3	Canterbury Woods Park	Wakefield Chapel Road, Annandale	29	Fairfax Connector, Metrobus
4	Centreville Park and Ride	Lee Hwy, Centreville	372	Fairfax Connector
5	Centreville United Methodist Church	Old Centreville Road, Centreville	144	Fairfax Connector
7	Fairfax County Government Center	Government Center Pkwy, Fairfax	170	Fairfax Connector
8	Gambrill Road Park and Ride	Gambrill Road, Springfield	223	Fairfax Connector, Metrobus
9	Greenbriar Park	Stringfellow Road, Fairfax	60	Fairfax Connector
10	Herndon – Monroe Park and Ride	Sunrise Valley Drive, Herndon	1,745	Fairfax Connector, Metrobus
12	Lorton Park and Ride	Gunston Cove Road, Lorton	170	Fairfax Connector
13	Metro Dunn Loring – Merrifield Station	Gallows Road, Vienna	1,329	Fairfax Connector, Metrobus, Metrorail
14	Metro East Falls Church Station	N. Sycamore Street, Arlington	422	Metrobus, Metrorail, George, ART
15	Metro and VRE Franconia-Springfield Station	Frontier Drive, Springfield, Connector Store Location	5,069	Fairfax Connector, Metrobus, Metrorail, VRE, OmniRide, Greyhound
16/	Metro Huntington Station	North Garage Access: Huntington Avenue, Alexandria	3,590	Fairfax Connector, Metrobus,

⁵ www.slug-lines.com.

No.	Name	Location	Spaces	Connecting Service
17		South Garage Access: North Kings Hwy, Alexandria		Metrorail
18	Metro Van Dorn Street Station	Eisenhower Avenue, Alexandria	361	Fairfax Connector, Metrobus, Metrorail, DASH
19	Metro Vienna/Fairfax-GMU Station	Nutley Street, Fairfax	5,169	Fairfax Connector, Metrobus, Metrorail, Cue, Fair Lakes Shuttle, Greyhound
20	Metro West Falls Church/ VT-UVA Station	Haycock Road, Falls Church	2,009	Fairfax Connector, Metrobus, Metrorail, George, OmniRide, Loudoun County Transit, Washington Flyer Dulles Airport, Wolf Trap Shuttle
22	Parkwood Baptist Church	Braddock Road, Annandale	30	Fairfax Connector, Metrobus
23	Poplar Tree Park	Stringfellow Road, Chantilly	279	Fairfax Connector
24	Reston East	Wiehle Avenue, Reston	820	Fairfax Connector
25	Reston North	Sunset Hills Road, Reston	368	Fairfax Connector
26	Reston South	Reston Pkwy, Reston	412	Fairfax Connector
27	Rolling Valley	Old Keene Mill Road, Burke	664	Fairfax Connector, Metrobus
28	South Run District Park	Reservation Drive, Springfield	52	Metrobus
29	Springfield Mall	Frontier Drive, Springfield Macy's Garage Levels 2, 4, 6	500	Fairfax Connector, Metrobus
30	Springfield Plaza	Springfield Plaza, Springfield	258	Fairfax Connector, Metrobus
31	Springfield United Methodist Church	Spring Road, Springfield	56	Metrobus
32	St. Paul Chung Catholic Church	Rippling Pond Drive, Fairfax	100	Fairfax Connector
33	Stringfellow Road Park and Ride	Stringfellow Road, Springfield	385	Fairfax Connector
34	Sully Station Park and Ride	Stoncroft Blvd, Centreville	38	Fairfax Connector
35	Sydenstricker Road	Hooes Road, Springfield	170	Fairfax Connector
36	VRE Backlick Road Station	Hechinger Drive, Springfield	200	Fairfax Connector, Metrobus, VRE
37	VRE Burke Centre Station	Premier Court, Burke	1,510	Fairfax Connector, Metrobus, VRE
38	VRE Lorton Station	Lorton Station Blvd, Lorton	469	Fairfax Connector, VRE
39	VRE Rolling Road Station	Burke Road, Burke	370	Metrobus, VRE
40	Wakefield Park	Braddock Road, Annandale	50	Fairfax Connector, Metrobus
N/A	Lorton Market Street	Lorton Market Street, Lorton	65	Fairfax Connector
N/A	Autumn Willow Park	Autumn Willow Drive, Centreville	100	
N/A	Backlick North	Backlick Road, Springfield	279	Fairfax Connector
N/A	Apple Federal Credit Union	Sir Viceroy Drive, Springfield	12	Fairfax Connector
Total			28,184	

Source: Fairfax County Department of Transportation. <http://www.fairfaxcounty.gov/fcdot/parkride.htm#restone>.

Figure 2.3 Park-and-Ride and HOV Lane Locations in Fairfax County



Source: Fairfax County Department of Transportation. http://www.fairfaxcounty.gov/fcdot/pnr_hovmap.htm.

2.3.3 Demographic Profile

Table 2.3 shows some of the historic and estimated demographic changes for the FCTSG service area from 1990 to 2010. Figure 2.4 shows how growth in Fairfax County compares to growth throughout the Commonwealth of Virginia. Before 2000, growth in Fairfax County was outpacing growth in the rest of the State (at more than 18 percent); growth has slowed since 2000 but still remains high at over 7 percent.

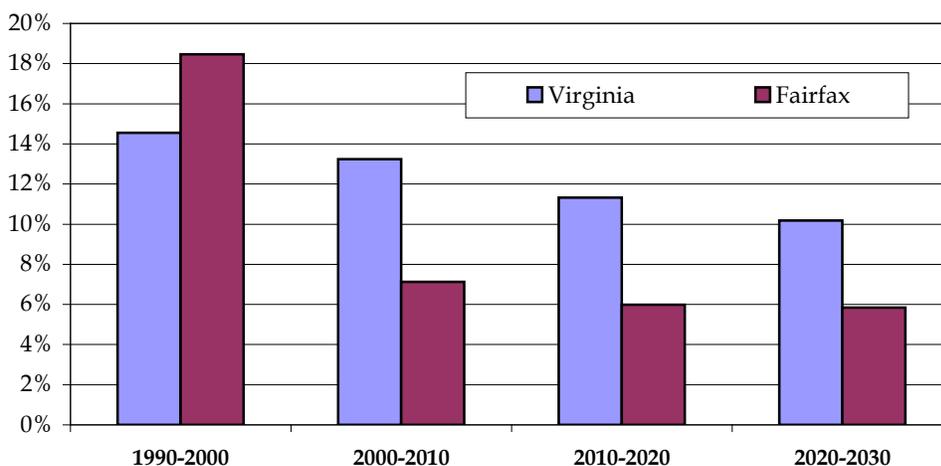
Changing demographics impact the types of TDM services needed. For example, rapidly growing areas should expect to expand programs and provide a wider range of transportation options (U.S. car-sharing, transit, bike/ped, telework). Areas with growing senior populations may want to explore programs that serve nonwork travel needs in addition to more traditional commuter services.

Table 2.3 Estimated Demographic Profile (1990-2010)

	1990	2000	2010
Population:			
<i>Total Population</i>	847,784	1,001,624	1,072,727
<i>Percent Growth</i>	-	18.1%	7.1%
Age Groups (Percent):			
<i>Under 20</i>	227,216 (27%)	239,653 (25%)	292,782 (27%)
<i>30 to 64</i>	563,450 (66%)	647,201 (66%)	660,371 (62%)
<i>65 and Over</i>	57,118 (7%)	80,833 (9%)	119,574 (11%)

Source: Virginia Employment Commission and U.S. Census Bureau.

Figure 2.4 Population Growth Rate in Fairfax County and Virginia



Source: Virginia Employment Commission and U.S. Census Bureau.

2.3.4 Employment Profile

Employment levels also can impact the type of TDM services required in a service area; areas with high levels of employment will have a greater focus on employer services than areas which are mainly residential. In 2008, the total employment of the FCTSG service area was estimated to be over 620,000.⁶ Table 2.4 shows the 10 largest employers in each of the jurisdictions in FCTSG’s service area in 2009. All of the top 10 employers in Fairfax County have over 1,000 employees, while those in the City of Fairfax have between 100 and 500 employees; the top 10 employers in the City of Falls Church have over 100 employees.

Table 2.4 Top 10 Employers in FTCSG’s Service Area

Fairfax County		Falls Church		City of Fairfax	
1.	Fairfax County Public Schools	1.	U.S. Department of Defense	1.	City of Fairfax Inc.
2.	County of Fairfax	2.	City of Falls Church School Board	2.	Inova Fairfax Hospital
3.	Booz, Allen and Hamilton	3.	Falls Church Medical Center	3.	Virginia Electric and Power Company Inc.
4.	Inova Fairfax Hospital	4.	Tax Analysts	4.	Fairfax Nursing Center
5.	U.S. Department of Defense	5.	Systems Research and Application	5.	The Wackenhut Corporation
6.	Science Applications International Corporation	6.	Postal Service	6.	Integrated Microcomputer System, Lockheed Martin
7.	Federal Home Loan Mortgage	7.	United Air Temp	7.	The Home Depot
8.	George Mason University	8.	Medcall of Virginia	8.	Zeta Associates
9.	Lockheed Martin	9.	Planned Systems International	9.	A&L Service Industries
10.	Navy Federal Credit Union	10.	Giant Food	10.	Catholic Diocese of Arlington

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

2.3.5 Existing Travel Patterns

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

⁶ Source: Virginia Employment Commission.

State of the Commute Survey (2007)

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

- Average one-way commute time/distance: 29 minutes/13 miles
- Percent reporting their commute is more difficult than last year: 22%
- Percent of residents with no transit in home/work area: 2% home/5% work
- Projected VMT increase 2000-2025: 81% (NOVA average)

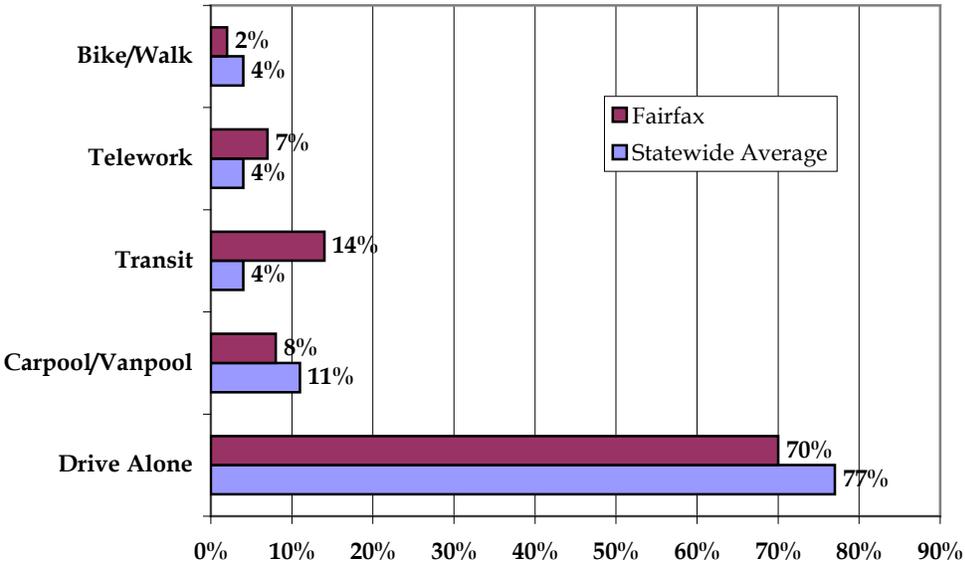
The average commute in the Northern Virginia region is approximately 31 minutes and 15 miles;⁷ compared to this average, Fairfax County residents have shorter than average commutes. However, as VMT and congestion continue to increase, commutes of the same distance might take even longer to complete.

Mode Split

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

⁷ 2008 State of the Commute Survey.

Figure 2.5 Mode Split: Fairfax versus Statewide Average (2006)

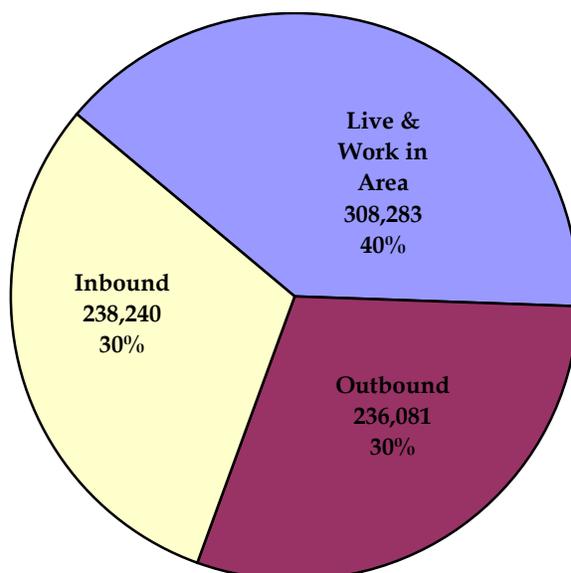


Source: U.S. Census Bureau. 2006 American Community Survey.

Commuting Patterns

Commuting patterns are one of the largest influences on a TDM agency’s programs and customers. Areas with a large percentage of inbound commuters may want to emphasize employer services, while areas with a large percentage of outbound commuters may want to focus on residentially based programs. Figure 2.6 and Table 2.5 detail these patterns for Fairfax County, and highlight that the majority of residents in the FCTSG service area also work within the service area. As a result, FCTSG operates services that primarily serve people who both live and work in the community.

Figure 2.6 Commuting Patterns



Source: 2000 U.S. Census and Virginia Employment Commission.

Table 2.5 Top 10 Areas Residents Commute To and Workers Commute From

Residents Commuting to:	Residents (%)	Workers Commuting From:	Workers (%)
Fairfax County	284,681 (52%)	Fairfax County	297,866 (55%)
District of Columbia	92,235 (17%)	Prince William County	48,182 (9%)
Arlington County	50,297 (9%)	Loudoun County	37,378 (7%)
City of Alexandria	28,133 (5%)	Montgomery County	23,562 (4%)
City of Fairfax	18,522 (3%)	Arlington County	22,563 (4%)
Montgomery County	17,467 (3%)	Prince George's County	19,477 (4%)
Loudoun County	16,783 (3%)	City of Alexandria	15,879 (3%)
Prince George's County	9,808 (2%)	District of Columbia	13,067 (2%)
Prince William County	7,303 (1%)	City of Fairfax	7,766 (1%)
City of Falls Church	5,080 (1%)	Stafford County	7,684 (1%)
Total Resident Commuters:	544,364	Total Workers:	546,523

Source: 2000 U.S. Census and Virginia Employment Commission.

2.4 CURRENT TDM SERVICES AND PROGRAMS

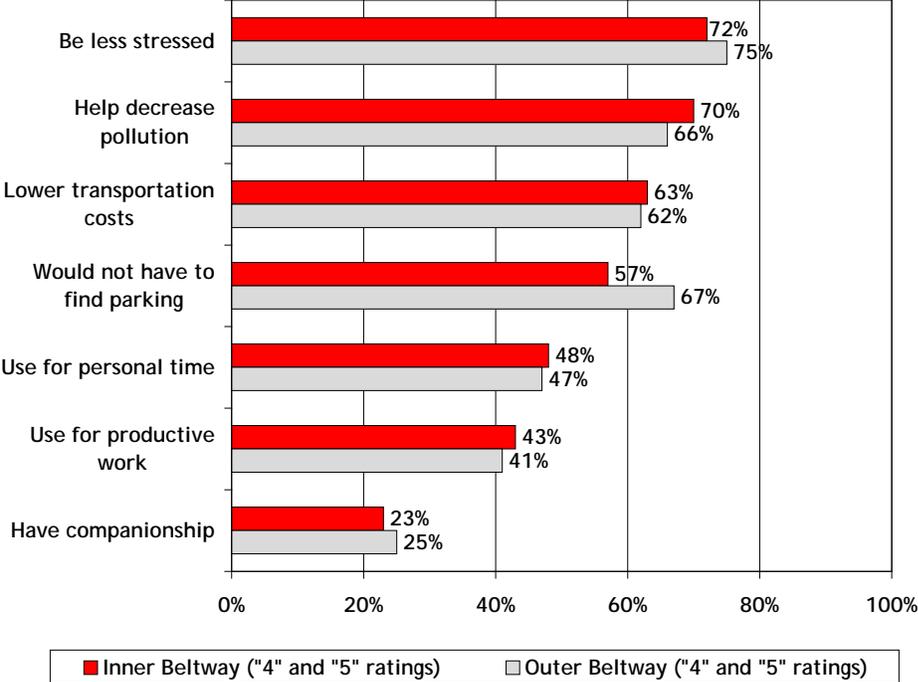
A wide range of TDM services and programs are provided by the Fairfax County Transportation Services Group focusing on two main areas: employer services

and ridematching. However, FCTSG does provide a range of other support services to their customers throughout the county.

2.4.1 Customers

Congestion is by far the major transportation issue in Fairfax County and one of the main focuses of FCTSG’s services is congestion mitigation. Figure 2.7 shows the major reasons for using an alternate mode of transportation in the Northern Virginia area; residents of the FCTSG service area, which includes portions in the “Inner Beltway” and “Outer Beltway” categories, would have similar responses. “Being less stressed” is the most popular response to this question in the northern Virginia area, underscoring the fact that congestion and transportation generally are difficult problems on the mind of most commuters.

Figure 2.7 Reasons for Use of Alternate Transportation Modes



Source: 2008 State of the Commute Survey.

FCTSG identifies its customers as anyone who lives in, works in, or travels through Fairfax County on a regular basis because they are all affected by traffic congestion in its service area. This definition includes all employees in and residents of Fairfax County in addition to employees and residents of many adjacent jurisdictions such as Prince William County. FCTSG identifies the following customer groups and their main service needs:

- Residents of Fairfax County – Need mobility within their neighborhoods, access to goods and services with minimal interference from “outside” traffic, and alternative transportation to work to reduce commute stress.
- Employees in Fairfax County – Need alternative transportation to work to reduce commute stress, employer subsidies for longer commutes, and employer incentives or amenities to continue using alternative modes.
- Pass-Through Customers – Need information to make travel choices (e.g., incident alerts) and alternatives that bypass congestion (e.g., rail, HOV lanes) or provide a relaxing, stress-free ride through the congestion (e.g., bus, carpool, vanpool). Pass-through customers often are best-reached through coordination with agencies outside Fairfax County.

It is difficult to pinpoint the exact needs of any of these customer groups whose needs are so diverse. Other potential customer groups, including groups with “social mobility” needs (such as the aging or low-income groups) are primarily served by other programs in Fairfax County, as described in Section 2.4.3.

2.4.2 Programs and Services

Information about all of FCTSG’s programs and services can be found on their web site, www.fairfaxcounty.gov/fcdot. General information about commuting and transportation options also can be found at this site. The following programs and services are provided or administered by the Fairfax County Transportation Services Group staff.

Carpool/Ridematching

The carpool ridematching service is known as RideSources and is the main FCTSG service provided to residents. The regional ridematching database in the Washington, D.C. metropolitan area is administered through the MPO’s Commuter Connections program. The Rideshare Coordinator provides general commute information and assists individuals using the Commuter Connections on-line tool for regional carpool ridematching. Using this tool, residents and employees can receive instant ridematching information. The Rideshare Coordinator and RideSources’ web site also provide other commuter/carpooling information (U.S. park-and-ride lots, HOV information). Currently, approximately 30,000 people in the county carpool.

Vanpool Matching/Leasing

RideSources’ Rideshare Coordinator assists individuals using the Commuter Connections on-line tool for regional vanpool ridematching. RideSources also helps vanpools apply for funding through the state-supported Van Start/Van Save programs, which provide financial assistance to cover vacant seats to start a new vanpool or to keep an existing vanpool operating until vacant seats can be filled by regular riders.

Guaranteed Ride Home

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

Employer Services

Outreach to employers is one of the major focuses of the FCTSG TDM program. FCTSG staff provides outreach and assistance to employers to promote transit and high-occupancy commute modes and encourage and assist employers with employee commute benefits and incentives. Upon request, staff develops customized maps for individual employers showing employees' origin points throughout the region. This is a very effective tool for assessing employee commute needs and opportunities. Another effective tool is an employee survey, which FCTSG encourages employers to implement before starting an employee transportation program. Staff gives presentations to employers and participates in special on-site events to proliferate information about transportation alternatives within the county. Sometimes funding assistance is available to employers interested in offering transit subsidies to employees, as FCTSG can provide matching funds for a limited time to help get a program started. Employer outreach and services in the Dulles corridor are provided by the Dulles Area Transportation Association (DATA) through a contract with FCTSG.

Table 2.6 shows the outcomes of FCTSG's Employer Services program for FY 2008 and 2009. Of the over 5,000 major employers in the service area, FCTSG currently has relationships at some level with approximately 1,000 of them. This program has dedicated funding from a VDOT pass through grant through MWCOG; beginning in FY 2010, dedicated funding will come directly from VDOT.

Table 2.6 FCTSG Employer Services Outcomes

Measure	FY 2008	FY 2009
Employers Contacted (New)	83	126
Employers Contacted (Follow-Up)	106	203
Total Broadcast Contacts (Letters, Flyers, Newsletter)	5,334	3,576
Total Sales Meetings	68	109
Total Employers Contacted	5,655	4,075
New Level 1 TDM Programs	18	13
New Level 2 TDM Programs	13	26
New Level 3 TDM Programs	49	33
New Level 4 TDM Programs	5	15

Source: FCTSG. FY 2008 and 2009 Commuter Connections Annual Progress Reports.

Telework

As part of the Employer Outreach services, FCTSG encourages employers to consider offering telework to employees, as well as alternative work schedules and flexible work hours. Generally, employers are referred to the TeleworkVA! program for more customized assistance. Fairfax County (the employer) also offers a telework program for its employees, which is supported by the FCTSG employer services program. Currently, 83 companies are involved in the TeleworkVA! program in the FCTSG service area.

Bicycling/Walking

As part of the information on transportation alternatives, FCTSG provides walking and bicycling information and maps. FCTSG encourages employers to offer employee amenities that make it easier to walk or bike to work, such as employee lockers, showers, bike racks, trails or paths, and secure storage or a maintenance area for bicycle repair. FCTSG supports the regional Bike to Work Day event, promotes the dedicated bicycle lanes located throughout Fairfax County, and provides contact information for regional biking/walking advocacy groups. FCTSG also ensures that employees know that all Fairfax Connector buses are equipped with two bicycle racks, making it easy to bike to a bus stop, secure the bike in the rack, and hop on-board. Bicycle and pedestrian planning and general public outreach are functions which occur in another section of FCDOT, and FCTSG shares their materials with employers. The County is looking at how bicycles fit into the development process and developing bicycle standards for the development community. These standards will address things such as: bicycle parking requirements, rack and locker specifications, bicycle sharing, and other programs designed to make bicycling a mode choice.

Public Transportation

Fairfax Connector provides mostly local service within Fairfax County; many of the routes provide additional commuter options by connecting to Metrorail at stations within the County. Fairfax Connector also serves most of the 40 park-and-rides in the county, offering connections with other mode choices such as carpooling, vanpooling, and even slugging. The CUE and George local bus services are operated by the City of Fairfax and the City of Falls Church, respectively. Metrobus also operates extensively in the FCTSG service area.

As a part of the Fairfax County Transit Services Division, FCTSG has a close relationship with the local transit provider, Fairfax Connector. Disseminating transit information is one of the agency's major responsibilities and the FCTSG web site provides links to all local transit services and information. FCTSG staff is responsible for marketing and public outreach for the Fairfax Connector transit system, including both general marketing of the service, public outreach for all service and route changes, and special campaigns and promotions such as Try Transit Week. While FCTSG staff design, produce, and distribute Fairfax Connector marketing components (e.g., bus schedules, maps, web site), they also

disseminate information about all other transit options in the area, including CUE, George, VRE, Metrobus, and Metrorail, as well as regional transit service, including DASH, ART, PRTC OmniRide, Loudoun County Transit, and services in the District and Maryland.

Other TDM Services and Activities

FCTSG also administers or promotes the following programs and services:

- **Community Residential Program (CRP)** - FCTSG partners with residential developments, multifamily complexes, and associations to promote the use of alternative modes of transportation, including public transit. CRP provides many of the same TDM services to residential development as are provided to employers through the Employer Outreach program.
- **SmartBenefits Incentive** - Fairfax County currently is offering a financial incentive to employers who implement a SmartBenefits transit program for their employees. Fairfax County currently is offering to pay 50 percent of the benefit amount for each employee for the first six months of the program.
- **Fairfax Connector Stores** - Five “Connector Stores” are located at transit stations and park-and-ride lots around the County. These stores are not operated or staffed by FCTSG personnel but they provide some similar services, especially in the area of information dissemination. Services available at these locations include:
 - Fare media sales;
 - One-on-one assistance; and
 - Trip Planning assistance.
- **Proffers** - The proffer system in Fairfax County is a major tool for encouraging and constructing many types of improvements to increase the quality of life in the county. Although this program is administered by the Department of Planning and Zoning and not FCDO, proffers are frequently used to ensure that private land developers construct sidewalks, trails, bike paths, bus stops, and other transit and TDM-friendly elements on their sites. These elements in turn make it easier for residents and employees to use an alternative mode of transportation for their daily commute.

2.4.3 Related Mobility Programs

The FCTSG program maintains a focus primarily on commuter transportation alternatives; there are other groups and programs within Fairfax County dedicated to providing similar or related services to improve the access and mobility to other groups of the population. Some of these include:

- **FasTran** - Provides specialized transportation services for residents of Fairfax County and the Cities of Fairfax and Falls Church participating in human service agency programs, who cannot use other transportation alternatives.

- Seniors on the Go! - Provides discounted taxi-ride ticket booklets for senior citizens.
- Mobile Access Travel Training Bus - Hands-on travel training for senior citizens conducted on a rebuilt Fairfax Connector bus.
- TaxiAccess - Provides discounted taxi-ride coupons to residents registered with MetroAccess paratransit service.
- Pedestrian and Bicycle Programs - Have been implemented by FCDOT to address accessibility and safety concerns throughout the county, including construction of new facilities and safety improvements.

Transportation Management Associations

Within the FCTSG service area there are four operational Transportation Management Associations (TMA). The Dulles Area Transportation Association (DATA) has staff under contract to FCTSG which currently provides the employer outreach and support services in the Dulles corridor. TYTRAN is the TMA for the Tysons Corner area and provides information as well as advocacy on transportation-related issues. LINK, the TMA for the Reston area, is sponsored by the Reston Town Center Association and provides mostly centralized information on transportation alternatives. The Transportation Association of Greater Springfield (TAGS) is a nonprofit TMA that advocates and promotes transportation alternatives and economic development in and around Springfield.

3.0 Future FCTSG Service Area Profile

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

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

3.1 PROJECTED DEMOGRAPHICS

The 2008 population is estimated of the FCTSG service area is estimated to be 1,058,506; this represents approximately 5.6 percent growth since the 2000 population level. Population projections for the FCTSG service area is shown in Table 3.1. This population growth, which slowed from 18 percent between 1990 and 2000 to seven percent after 2000, is expected to continue to slow through 2030. While rate population growth is estimated to slow in the future as the service area becomes more built out, the number of additional residents added during each 10-year period remains relatively constant, with 64,127 new residents between 2010 and 2030 and 66,332 more by 2030.

Also of interest is the projected age structure of residents in the future. The percentage of area residents over age 65 is expected to more than double from nine percent in 2000 to 19 percent in 2030. While the percentage of the population under the age of 20 is estimated to remain constant over this time period, the number of residents between the ages of 20 and 64 is estimated to decrease. This middle age group generally represents the workforce, indicating that there may be fewer workers living in Fairfax County in 2030 than there are today. This expected age shift may have a substantial impact on the transportation needs of the population.

Table 3.1 Projected Demographic Changes (2010-2030)

	2010	2020	2030
Population:			
<i>Total Population</i>	1,072,727	1,136,854	1,203,186
<i>Percent Growth</i>	7.1%	6.0%	5.8%
Age Groups (Percent):			
<i>Under 20</i>	292,782 (27%)	307,800 (27%)	326,371 (27%)
<i>20 to 64</i>	660,371 (62%)	645,314 (57%)	644,692 (54%)
<i>65 and Over</i>	119,574 (11%)	183,740 (16%)	232,123 (19%)

Source: Virginia Employment Commission and U.S. Census Bureau.

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

Employment also is expected to increase in the FCTSG service area in the future; Table 3.2 shows that employment is expected to increase by more than 21 percent between 2008 and 2018, adding over 130,000 jobs. The annual growth in jobs is estimated to far outstrip the annual growth in population (approximately 0.6 percent between 2010 and 2020); in 2008, it is estimated that there were 0.59 jobs per capita while in 2018 this number is estimated to be around 0.67.

Table 3.2 Projected Employment

	Estimated 2008	Estimated 2018	Change	Percent Change	Annual Growth
Total Employment*	621,916	754,384	132,468	21.3%	1.9%

Source: Virginia Employment Commission.

As Fairfax County becomes more built out in the future, additional increases in population and employment numbers will require developments with increased densities. Tysons Corner especially, is expected to see dramatic increases in both residential and employment densities around its four Metrorail stations. Other new Metrorail stations also are likely to experience denser development patterns; for example, a public-private joint development currently is being discussed for the site of the Wiehle Avenue station in Reston.

3.2 EXPECTED AREAS OF GROWTH

Although the rate of growth in the future is expected to slow from the high levels of the 1990s, major real estate development that will increase in both population and employment along with major changes to the transportation infrastructure will shape the future needs and travel patterns in and around Fairfax County.

3.2.1 Transportation Facilities

Several major transportation projects currently are under development in the Fairfax County area with the potential to dramatically alter travel patterns in the region, including:

- **High-Occupancy Toll (HOT) Lanes** - HOT lanes are limited access lanes that provide free access to HOV-3+, transit, and motorcycles; other vehicles that don't meet the occupancy requirements can pay a toll to use the lanes for a faster and more reliable travel option. HOT lanes currently are under construction through a public-private partnership on both the Beltway and I-95 through Fairfax County. The ownership contract for these new lanes requires that free flow traffic be maintained at all times; in addition to allowing for the operation of transit service along the Beltway for the first time, these lanes would provide a free-flowing transit network to destinations in Alexandria, the Pentagon, Tysons Corner and the Springfield-Merrifield areas. The HOT lanes are scheduled to open for operation in 2013.
- **I-66 HOV Restrictions** - The major east-west artery in the county, I-66, currently operates with HOV-2 restrictions in the peak direction on one lane outside the Beltway and on all lanes inside the Beltway. By 2015, these locations are planned to be switched to HOV-3, limiting the number of qualified carpools. With these new restrictions, more people may need to take transit along I-66. This also may cause an increase in informal carpooling (slugging) in this corridor in order for commuters to take advantage of the time savings offered by the HOV lanes.
- **Silver Line** - The major transit improvement planned for the FCTSG service area is the Metrorail extension that will be implemented in two phases. The first phase, scheduled to be completed in 2013 already is under construction and will create a new rail line that extends from East Falls Church through Tysons Corner to Wiehle Avenue in Reston. The second phase will extend the line past Dulles airport into Loudoun County and has no firm date for completion yet, but is estimate for around 2015.
- **I-95 Widening** - This \$123 million project will add a fourth lane in each direction to I-95 along the six-mile stretch between Route 123 and Fairfax County Parkway to relieve chronic bottlenecking and improve traffic flow to and from the recently completed Springfield Interchange. The project began in early 2008 and is expected to be completed in 2011.

- **Transit Improvements** - Fairfax County currently is developing a 10-year Transit Development Plan which will, when completed, recommend changes to the existing bus service to meet the changing needs of the county. One of the expected changes is the rerouting of existing bus routes to serve the new Silverline Metrorail stations.

3.2.2 Activity Centers

The transportation enhancements and demographic changes described above are expected to impact the locations and types of activity centers located within the FCTSG service area. While Fairfax County may have historically served as a bedroom community for workers in the D.C. core, more and more the area has begun to serve both as a major residential and commercial area. Planners in Fairfax County have been working for several years to determine how best to cope with the expected growth. Some of the major anticipated activity centers in the service area include:

- **Tysons Corner** - This 1,700-acre area in the northern portion of Fairfax County is expected to change drastically with the construction of the Silver Line; both the scale and type of development is likely to be different than the exurban sprawl that currently exists. The ultimate buildout for the area is to include 200,000 jobs and 100,000 residents in a compact transit-oriented, pedestrian-friendly center.⁸
- **VA 267 (Dulles) Corridor** - Reston and Herndon also are likely to be affected by the extension of Metrorail service, although not to the same extreme as Tysons Corner. New higher densities of both jobs and populations are estimated for these areas, especially in the areas closest to the transit centers.
- **Route 28 Corridor** - The area along VA 28 near Dulles International Airport is expected to grow in importance as a major employment and residential activity center both Loudoun and Fairfax Counties.
- **Springfield** - The area around the existing Franconia-Springfield Metrorail station is slated for substantial new development at the Engineering Proving Ground (EPG) and redevelopment of the existing Springfield Mall site into a mixed use development by 2030. Overall, the plan estimates 40,000 jobs and over 10,000⁹ households in the area, including a large number of Federal employees relocated to EPG by BRAC.

⁸ Source: Strawman Drafts of Comprehensive Plan Text, Tysons Land Use Task Force, February 6, 2009. http://www.fairfaxcounty.gov/dpz/tysonscorner/drafts/tysons_strawman_02062009.pdf.

⁹ Springfield Connectivity Study, Final Report, August 2008. <http://www.fairfaxcounty.gov/dpz/springfield/fr1-springfieldtransevalreport20081001.pdf>.

- **George Mason University** - Located in the City of Fairfax, the area's major University has plans for substantial growth in the future. Major construction projects already are underway to accommodate increases in the size of the student body and the number of on-campus residences. This growth and the growth of nearby employment centers associated with the University will contribute to the growing importance of this area as a major activity center in the region

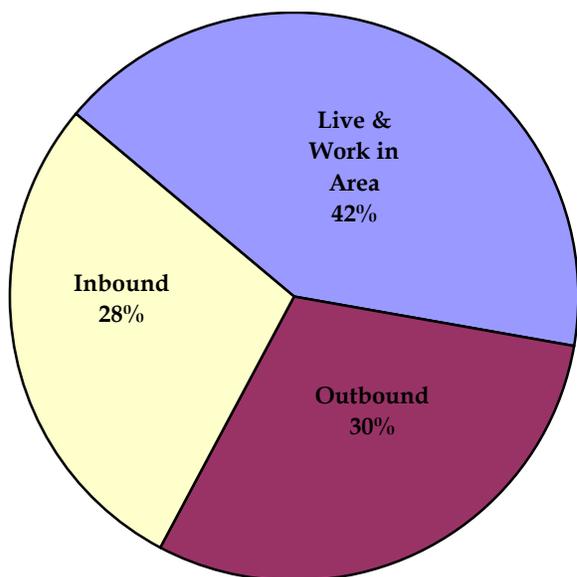
3.3 PROJECTED TRAVEL PATTERNS

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

- **Congestion** - An estimated 81 percent increase in VMT across northern Virginia between 2005 and 2025 will assuredly bring increased congestion throughout the FCTSG service area.
- **Fewer Commuting Trips** - Several factors may combine to lower the total number of work trips made each day during the peak period, including an increase in teleworking and the lower number of people of working age (20-64).
- **Higher Transit Mode Share** - New transit options, especially transit on the Beltway and the Silver line, should increase the share of commuters using transit to the core, to and from Montgomery County, and especially to and from Tysons Corner.
- **More Internal Trips** - Following an existing trend in the area, more trips are likely to be made within the service area as the number of jobs continues to grow faster than the number of residents. The projected commuting patterns for the year 2030 are shown in Figure 3.1.
- **Shorter Trips** - The introduction of significant mixed use development may allow for shorter commute trips. This may even increase the number of people who can bike/walk to work or for shopping trips.
- **Increased Slugging** - The shift to HOV-3 restrictions along I-66 may cause an upswing in slugging activity in that corridor.
- **Park-and-Ride Shift** - The construction of park-and-ride lots along the Silver line may cause some drivers to shift from using the Vienna Metrorail station park-and-ride to others closer to their homes. This could result in shorter car trips and less congestion.
- **Growth of Outer Suburbs** - Continued residential growth in the outer suburban counties bordering the FCTSG service area such as Loudoun and

Prince William, will necessitate the travel of additional commuters everyday to and through Fairfax County from these areas.

Figure 3.1 Projected 2030 Commuting Patterns



Source: MWCOG Model Version 2.2 results.

3.4 EXTERNAL TRENDS

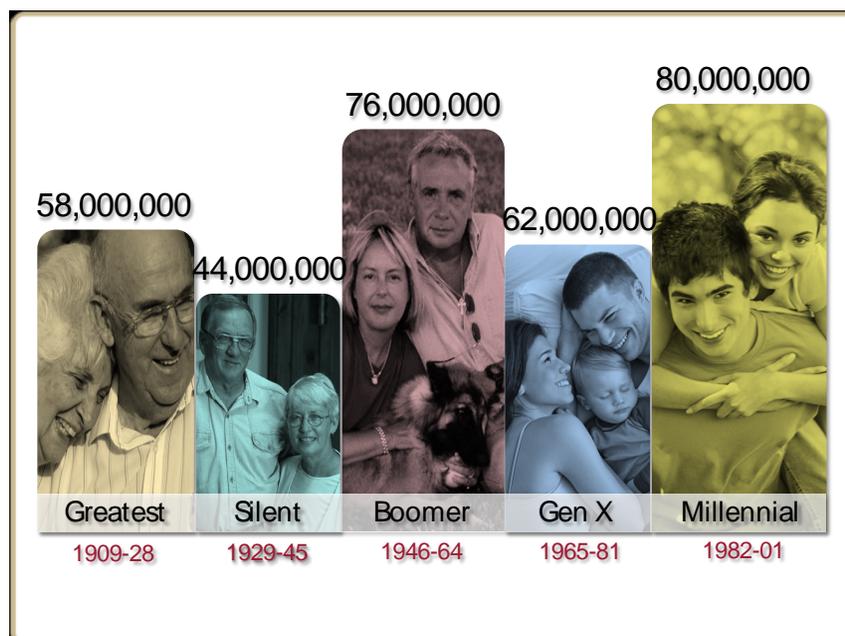
In addition to the projected demographic and developments trends that will affect TDM in the area, there are a number of external trends and factors that are likely to influence and shape FCTSG's future. Some of these forces are described in this section.

3.4.1 New Generation of Workers

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

First, the sheer size of the Millennial population suggests that they will influence society, just as the unusually large Baby Boomer generation did and still does today. When compared to the other generations, Millennials represent the largest generation alive today - 80 million strong as shown in Figure 3.2.

Figure 3.2 Size and Age Profile of U.S. Generations



Source: SIR Boomer Project.

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

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

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

While Millennials make up a small percentage of the workforce now, they will make up the majority of the work force in years to come, surpassing the older

generations just ahead of them – the smaller Gen X and Baby Boomers. It will be these future workers – 10 and 20 years from now – that will shape how our companies, cities, and transportation systems of the future will run.

3.4.2 Environmentalism and Sustainability

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

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

3.4.3 Growing Involvement of Employers in TDM

Over the past few years, the labor shortage, green movement, and corporate experiences with TDM have helped the TDM cause reach the tipping point in employer appreciation and use. Corporate America has now realized that it is in their self interest to embrace TDM programs to boost recruitment, retention, employee productivity, etc. Consequently, more and more companies are offering TDM services and programs and/or considering launching additional TDM services in the future. This is true for many of the companies in FCTSG's market and suggests that FCTSG's business outreach efforts will be selling TDM services to a receptive audience.

3.4.4 Changing Nature of Work

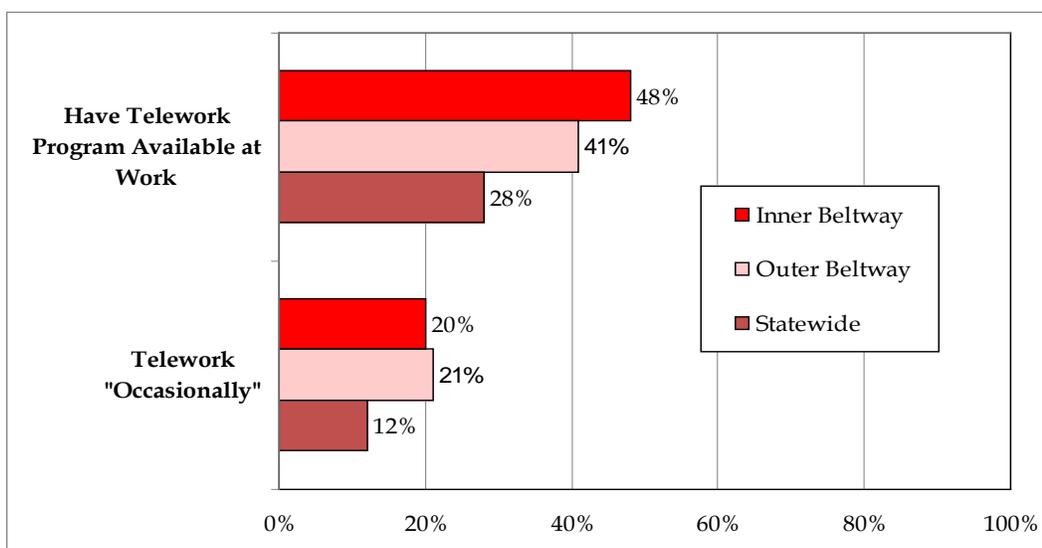
One of the more subtle reasons behind employers' relatively recent acceptance of employer-based TDM services is the changing nature of work. More and more employers recognize that work is not some place you go, but rather something you do. Enlightened employers are measuring employee productivity not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

This realization has been fueled by the pre-recession 2009 labor shortage and will be accelerated, again, by the significant labor shortages projected in the coming decade when millions of Baby Boomers slow down or exit the labor market altogether. Employers desire to cater to their labor forces' physical work space

desires often translates into compressed work weeks, greater flexibility to come and go, and the ability to work from off-site locations.

An early indicator of the powerful impact that the changing nature of work will have on commute patterns is the rise in popularity of telework. Teleworking offers the biggest opportunity to reduce vehicle miles traveled across the region as it basically eliminates the need for the trip altogether. Today, 20 percent of the Northern Virginia workforce telecommutes (Figure 3.3), up from 11 percent just three years ago. Also, according to the 2007 State of the Commute Survey, approximately one-third of the rest of the Northern Virginia workforce would telework at least occasionally if given the opportunity.

Figure 3.3 The Incidence of Telework – Workers



Source: 2008 State of the Commute Survey.

3.4.5 Automobile Cost of Operation

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

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

4.0 Fairfax County Transportation Services Group Strategic Plan

As FCTSG's continues to grow and change over the short, medium, and long term, the services required and desired by residents will change. The customer base that FCTSG serves also will grow and may change to include a more diverse group of employees, employers, and noncommuters (students, seniors, etc.). New services to serve new needs will need to be developed, in addition to expanding existing services and programs to better meet the needs of all stakeholders.

This section outlines the strategic framework that will guide the growth and development of FCTSG and its services over the short, medium, and long terms. An analysis of the program's strengths, weaknesses, opportunities, and threats in light of current area needs and projected changes in the future was conducted to highlight the baseline starting point for FCTSG. This analysis and local and regional planning documents were used as the starting point for developing a set of goals and objectives that FCTSG will work towards, strategies the program will pursue to achieve their goals, and performance measures to monitor the program's progress.

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

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

4.1.1 Strengths

- Dedicated, knowledgeable staff with substantial experience in TDM and extensive history with the FCTSG program.
- Location within the Fairfax County Government provides support and administrative services, freeing program staff resources for service delivery.
- Good programmatic support from within FCDOT, including support from other departments within FCDOT who promote FCTSG's interests in the planning process.

- Congestion is such a major issue in the service area that employers often seek out assistance from FCTSG, instead of the other way around.
- TDM proffers already have resulted in numerous commitments to TDM programs and the potential value of TDM proffers to FCTSG represents a major future commitment to TDM.
- Extensive network of partnerships with TMAs and other transportation organizations throughout the service area.
- Very strong relationship with the major local transit operator (Fairfax Connector) encourages cooperation in marketing and planning.

4.1.2 Weaknesses

- Limited staff resources do not allow for proactive recruitment of employer clients while staff spends most of their time “putting out fires” and reacting to requests. Over 4,800 employers in the service area with more than 20 employees cannot be handled by the existing staffing levels.
- Location within FCDOT requires that all new programs, initiatives, and materials be approved by multiple levels of management. FCTSG does not have control over its own media message.
- Relatively low focus on residential services when compared to employer outreach.
- Lack of resources prohibits effectively branching out services into other types of employment markets such as hospitals, hotels, or schools.
- Despite position within Fairfax County government, FCTSG has limited (if any) interaction with long-range planning, pedestrian, economic development, and zoning departments.
- Position within Fairfax County government may cause employers and residents in the Cities of Fairfax and Falls Church to be overlooked.
- Relationships with some of the funding agencies sometimes suffer from poor communication; there is often a significant amount of red tape involved in these interactions.

4.1.3 Opportunities

- Support for and understanding of TDM services and programs is still evolving and growing at the highest levels of County government.
- Major TDM infrastructure improvements over the next 10 years (U.S. Metrorail extension and HOT lane construction) provide an opportunity to increase non-SOV mode share throughout the county by providing additional options and benefits to residents and employees.

- Popularity and support of the “green” movement in Fairfax County should promote TDM options in the future.
- Changes in conditions, such as \$4 gasoline, can cause a sharp upswing in the number of information and service requests. FCTSG should be ready to take advantage of these changes as they occur in the future.
- Fairfax County residents have recently shown a trend of moving closer to their jobs, reducing the amount of SOV commuting time.
- FCTSG can stay on top of changing and evolving technology to provide additional services and information about TDM to new segments of the population.

4.1.4 Threats

- Continued growth in the service area will require additional staff and resources in order to stay ahead of the issue; additional resources are difficult to come by during tight economic times.
- Concurrent advertising from multiple TDM agencies in the service area (U.S. Commuter Connections, TMAs) may cause confusion for potential clients. Multiple providers may dilute the effectiveness and recognition of the FCTSG program.
- Lack of funding does not allow for expansion of programs or services; this may cause FCTSG to miss important opportunities for achieving their goals and to react appropriately to changing conditions.
- Driving/SOV commuting and travel is an ingrained part of the culture in many areas of Fairfax County. Reversing this idea will be a major challenge to getting people to switch modes.
- Current TDM promotions staff that are part of the VDOT Mega Projects team will be discontinued after construction is complete. Staff resources will still be needed to maintain those employer clients, and no funding source has been identified for additional staff.
- The political aspects of the governance structure of FCTSG (U.S. Board of Supervisors) can change the outlook and level of support for TDM programs quickly with the events of an election. Politics and political issues could sometimes become obstacles.

4.2 FAIRFAX COUNTY TRANSPORTATION SERVICES GROUP MISSION AND VISION

FCTSG currently does not have formally adopted mission or vision statements. However, local and regional planning documents can provide guidance for the program as it moves forward. Four agencies provide the bulk of the guidance

for FCTSG's strategic planning efforts: FC DOT, Fairfax County, City of Fairfax, and City of Falls Church. Official planning documents from each of these agencies show clear support for TDM programs and services in general.

4.2.1 Fairfax County Department of Transportation

The formally adopted mission and vision statements for the Fairfax County DOT as detailed in the 2003 Strategic Plan are as follows:

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

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

This strategic plan also includes goals, objectives, and strategies for the agency to achieve this vision. The goals of FCTSG's parent agency can be used as guidance in the development of the specific elements of FCTSG's strategic plan:

- Improve mobility, enhance safety, and provide transportation choices in Fairfax County to enhance the quality of life:
 - Improve operations of existing transportation network/system;
 - Reduce demand;
 - Increase transportation system capacity;
 - Increase funding for transportation projects and services; and
- Exceed customer expectations:
 - Determine what our customers want/expect;
 - Respond to customers' requests, suggestions, and stated expectations; and
 - Expand community/customer outreach.

4.2.2 Fairfax County

The 2007 edition of the Fairfax County Comprehensive Plan outlines the following general goals for the County based on the vision of achieving an outstanding quality of life through:

- Economic prosperity and expanding opportunity;
- Access to high-quality education, public services and facilities;
- A balance between access to convenient multimodal transportation and residential, commercial and industrial growth; and
- A pleasing physical and cultural environment in which to live and work.

The Fairfax County Comprehensive Plan highlights discouraging the amount of SOV travel and the use of TDM strategies in particular as a major goal in attaining this future vision for the County. As part of the transportation goal for the county, the Comprehensive Plan highlights the importance of the role of TDM in the future of the County:

Land use must be balanced with the supporting transportation infrastructure, including the regional network, and credibility must be established within the public and private sectors that the transportation program will be implemented. Fairfax County will encourage the development of accessible transportation systems designed, through advanced planning and technology, to move people and goods efficiently while minimizing environmental impact and community disruption.

A keystone policy for future planning and facilities includes achievement of a multimodal transportation system to reduce excessive reliance upon the automobile. Regional and local efforts will focus on planning and developing a variety of transportation options. Sidewalks, trails, and on-road bicycle routes should be developed as alternate transportation facilities leading to mass transit, high-density areas, public facilities and employment areas.

The Comprehensive Plan includes 13 transportation “Objectives” and a large number of “policies” associated with each. Those that relate in some way to TDM in general and FCTSG in particular are reproduced below:

- Provide for both through and local movement of people and goods via a multimodal transportation system that provides **transportation choices, reduces single-occupancy vehicle (SOV) use** and improves air quality.
 - Provide accessible transportation services and facilities that address the travel needs of the senior, disabled, and mobility challenged population.
- Increase use of public transportation and nonmotorized transportation.
 - Provide **HOV lanes** on freeways and major arterials where substantial travel benefits can be realized. Develop an integrated HOV system with direct connections between park-and-ride lots, transit centers, and other modal transfer facilities and major mixed-use Centers.
 - Establish and/or expand **park-and-ride lots** along major intercounty and intracounty corridors and at potential future modal transfer points such as rail stations in order to promote transit and HOV usage.
 - Make appropriate use of advanced transit technologies to provide **service information** and improve system operations.
 - Coordinate with neighboring jurisdictions to promote public transportation usage and reduce SOV travel.
 - Coordinate the planning and provision of public, human service agency, and nonprofit transportation services targeted to the senior population, people with disabilities and low-income residents.

- **Promote TDM** to support efficient use of the County’s transportation system.
 - **Promote and market** public transit, ridesharing, use of HOV lanes, bicycling and walking with all potential users.
 - **Promote TDM strategies**, including teleworking, teleconferencing, tele-education, alternative work schedules, flexible work hours and/or variable pricing.
 - Implement **parking management programs and parking controls** in activity centers to encourage use of mass transit, HOV and nonmotorized transportation.
 - Encourage and support employers and landowners to establish **TMA**s.
 - Work with **private and public employers** by establishing alternative commute programs to reduce SOV use.
 - Work with the County residents, developers, homeowner associations and property management companies through **residential-based programs** to promote use of public transportation, HOVs, nonmotorized travel, and other alternatives.
 - Work with **Fairfax County Public Schools, private schools, and area colleges** to establish programs that encourage the use of bicycling, walking, carpooling, and transit.
 - Require that applicants for rezoning and special exceptions show evidence that they have analyzed and evaluated potential TDM strategies. Encourage **proffers of TDMs** and develop enforcement mechanisms and proffers in support of the County’s transit system.
 - Develop TDM strategies and programs in cooperation with MWCOG and other local jurisdictions.
- Ensure that **land use and transportation** policies are complementary.
 - Require all **new developments to mitigate adverse impacts** upon the transportation system. Evaluate measures to facilitate access by transit and to provide other enhancements necessary to promote use of transit and nonmotorized transportation.
 - Support public transportation and nonmotorized travel through the design and development of mixed-use projects in Tyson’s Corner Urban Center, Suburban Centers, Revitalization Areas, Transit Station Areas, and Community Business Centers.

4.2.3 City of Falls Church

The 2005 Comprehensive Plan for the City of Falls Church also details some of the benefits of TDM programs and the need for them within the City. The vision for the City of Falls Church as stated in this plan is as follows:

The City will have an efficient, safe, accessible, and high-quality transportation system that is consistent with its land use policies. Traffic on City roads will flow freely, but at a moderate pace with minimal disturbance to residential neighborhoods. All areas of the City will be accessible both internally and from the region via a range of public and private transportation alternatives. The City will encourage and facilitate safe and convenient access to pedestrian and other forms of non-automotive transportation to decrease congestion and contribute to the improvement of local and regional air quality.

The City includes six major goals for its transportation system, the last of which addresses the need for TDM programs and services:

Encourage the use of non-automotive modes of transportation within the City and to the region.

4.2.4 City of Fairfax

The most recent City of Fairfax Comprehensive Plan includes a vision for the future transportation system that emphasizes maintaining the City's "small town" character by eliminating some of the ill effects of traffic:

All neighborhoods and commercial centers will be served by a fast and efficient public transit system that connects them not only to one another, but also to Metrorail, George Mason University and the Virginia Railway Express. The locations of bypasses and the designs of major highways and local streets will minimize both the amount and the negative aspects of through-traffic so that traffic on the corridors and cut through traffic is no longer considered problematic. Clustering of "the right mix" of businesses and careful design of individual sites will promote pedestrian access and assure adequate parking. An expanded trail system will provide convenient pedestrian and bicycle access to centers of activity throughout the City of Fairfax.

Towards achieving this vision, the plan outlines the following goal and objectives related to TDM:

- Facilitate safe and convenient vehicular, pedestrian and bicycle circulation within the City while minimizing the adverse impacts of through-traffic and automobile pollution.
 - Actively promote the identification and development of regional solutions to improve traffic safety and efficiency.
 - Promote and accommodate bicycling and walking as alternative modes of transportation.
 - Encourage the use of public transportation as an alternative to the private automobile.
 - Encourage the regional use of Transportation Systems Management (TSM) efforts to promote operational, managerial and regulatory strategies to influence the demands on the transportation network.

- Design improvement projects to maximize the efficiency of the transportation system.
- Develop a process that provides transportation information to the public and provides for feedback from the public.

4.3 GOALS, OBJECTIVES, AND STRATEGIES

4.3.1 Coordination with Other Plans and Programs

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

- TransAction 2030 Long-Range Transportation Plan (2006);
- Northern Virginia (PDC 8) Coordinated Human Services Mobility Plan (2008);
- MWCOG Constrained Long-Range Transportation Plan (2009);
- VTrans 2035 (Ongoing);
- Fairfax County Transportation Plan (2006);
- Transforming Tysons-Land Use Recommendations (2008);
- Fairfax Connector and Fairfax Metrobus Service Transit Development Plan (TDP); and
- The Comprehensive Plan of Fairfax County.

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

4.3.2 Process for Developing Goals and Objectives

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

- Review of existing FCTSG and Fairfax County DOT documents to understand the role and services of the program;
- Interviews with FCTSG staff to identify existing and future program needs;
- Review of comprehensive plans and other documents created by FCDOT, and jurisdictions in the service area;
- Development of a SWOT analysis based on the reviewed documents;
- Formation of draft TDM goals based on:
 - Existing vision statements and transportation or TDM-related goals and objectives in reviewed documents; and
 - Interviews and SWOT analysis;
- Review and revision of goals and objectives by FCTSG staff.

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

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

Strategy - Is a statement of the approach or method the program will pursue to attain goals and objectives.

4.3.3 Agency Goals and Objectives

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

1. Increase awareness and “buy-in” of TDM programs generally and FCTSG specifically throughout the community and at all levels of local government.
2. Support the continued economic development and vitality of the service area.
3. Continue to support the transportation and mobility needs of the growing number of residents and employees in the service area by strengthening and expanding the reach of existing programs and services.
4. Support the transportation and mobility needs of new segments of the population in the service area.
5. Continue to provide a high level of customer service and maintain a high level of client satisfaction.

Table 4.1 outlines the specific TDM goals, objectives, and strategies that FCTSG will pursue over the short, medium, and long term in order to achieve these goals. Each of the goals, objectives, and strategies included in this table are in line with the visions and goals outlined by the Fairfax County DOT Strategic Plan and the Comprehensive Plans of each of the jurisdictions within the service area.

Over the short term, the focus of FCTSG’s development will be on building upon existing relationships and working with other agencies within Fairfax County to increase awareness of and support for TDM and FCTSG throughout the county. Relationship building often cannot be done quickly or easily, and will often need the will and effort of higher-level management within the organization; this type of support and commitment will be key to the success of this plan. The program also will work to expand the reach of its current programs to address the transportation and mobility needs of a larger portion of residents and employees in the service area.

In the medium term (7 to 15 years), FCTSG will continue to provide a solid base of services to area residents, employees, and employers. The focus in this time period will be leveraging existing relationships and developing additional relationships to continue to increase the presence of TDM programs in all areas of planning, development and transportation programs in the service area. FCTSG also will work to expand the services offered and customers served.

More substantial changes and/or additions are planned for the long-range timeframe of 16 to 25 years. During this timeframe, it is envisioned that FCTSG will work consistently with a wide range of partner agencies throughout the service area to promote TDM, provide for the transportation needs for residents, and provide extensive support to employers.

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

Table 4.1 FCTSG Goals, Objectives, and Strategies

<p>1. Goal: Increase awareness and “buy-in” of TDM programs generally and FCTSG specifically throughout the community and at all levels of local government.</p> <p>1.1. Objective: Increase awareness of FCTSG programs and services among the general public.</p> <p><u>Short-Term Strategies (one to six years):</u></p> <p>1.1.1. Develop a marketing plan to improve FCTSG name recognition and awareness of FCTSG programs and services to the general public.</p> <p><u>Medium-Term Strategies (7 to 15 years):</u></p> <p>1.1.2. Continue to implement marketing strategies to promote the programs and increase the name recognition of FCTSG.</p> <p>1.1.3. Improve the FCTSG web site to include more information in the best format possible.</p>

- 1.1.4. Elevate awareness of FCTSG within the Fairfax County government and FC DOT, including high-level leadership and other peer programs.
- 1.1.5. Make periodic presentations to staff and management in key agencies about collaboration potential with FCTSG. Important agencies include Department of Family Services, Area Agency on Aging, Economic Development, Pedestrian/Bicycle Planners, Proffers section, Site Development review, and Long-Range Planning section.

Long-Term Strategies (16 to 25 years):

- 1.1.6. Continue to implement marketing strategies to promote the programs and increase the name recognition of FCTSG.

- 1.2. *Objective: Gain support and increase awareness of TDM and FCTSG programs among Fairfax County agencies, departments, and sections; the Fairfax County Board of Supervisors; and other local governing bodies.*

Short-Term Strategies (one to six years):

- 1.2.1. Conduct brainstorming sessions and discussions with key agencies about collaboration potential with FCTSG. Important agencies include Department of Family Services, Area Agency on Aging, Economic Development, Pedestrian/Bicycle Planners, Proffers section, Site Development review, and Long-Range Planning section.

Medium-Term Strategies (7 to 15 years):

- 1.2.2. Encourage the development of a network of TDM advocates throughout the county to promote the message and services of TDM. Advocates should be strategically located in all potential partner agencies, throughout the DOTs of the member jurisdictions, and in the business community.
- 1.2.3. Make presentations to Board of Supervisors and FC DOT high-level management about the quantitative benefits and cost/benefit of FTCS programs.
- 1.2.4. Build relationship with Northern Virginia Transportation Commission (NVTC) to ensure continued financial support for FCTSG program.
- 1.2.5. Cultivate relationships with transportation planning staff in the City of Fairfax and the City of Falls Church to promote TDM programs in those jurisdictions.

- 1.3. *Objective: Coordinate TDM programs and advocacy with other transportation providers in the service area.*

Short-Term Strategies (one to six years):

- 1.3.1. Research or develop methodology for calculating benefits of TDM programs, including the benefits of activities not directly sponsored by FCTSG.
- 1.3.2. Continue working with Northern Virginia TDM Group to coordinate regional TDM activities.
- 1.3.3. Coordinate and work with existing TMAs to strengthen their presence in their communities and increase awareness of TDM.
- 1.3.4. Continue working with Commuter Connections to strengthen relationship and impression of TDM in the service area

Medium-Term Strategies (7 to 15 years):

- 1.3.5. Encourage the development of new TMAs in areas of new growth and redevelopment; specifically investigate the feasibility of TMAs in the City of Fairfax and the City of Falls Church.

Long-Term Strategies (16 to 25 years):

- 1.3.6. Use quantitative measures of effectiveness to lobby governing bodies of member jurisdictions for additional funding as necessary.

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

- 2.1. *Objective: Become involved in the economic development process to ensure that potential clients are aware of FCTSG services from the very beginning.*

Short-Term Strategies: (one to six years):

- 2.1.1. Work to improve FCTSG' relationship with the Fairfax County Economic Development Agency (EDA) and to educate EDA about the benefits FCTSG can provide to their clients.
- 2.1.2. Develop sales-type materials of FCTSG programs and services to be distributed by EDA to clients looking to locate in the service area.

Medium-Term Strategies (7 to 15 years):

- 2.1.3. Work with EDA to assign FCTSG employer services staff to each new client.
- 2.2. *Objective: Become more involved in the County's planning processes to help coordinate land use and transportation planning in the service area.*

Short-Term Strategies: (one to six years):

- 2.2.1. Develop a stronger relationship with the Transportation Planning Section of FC DOT and other planning office in the service area.
- 2.2.2. Continue to work closely with transit planners to ensure that the transit system evolves in coordination with changes in land use and development.
- 2.2.3. Strengthen relationship with proffers section staff to better outline what types of proffers are necessary to support TDM activities.

Medium-Term Strategies (7 to 15 years):

- 2.2.4. Work with the Transportation Planning section to write the TDM section of the next update of the Comprehensive Plan.
- 2.2.5. Be involved in the development of the transportation sections for the City of Fairfax and City of Falls Church Comprehensive Plans.

Long-Term Strategies (16 to 25 years):

- 2.2.6. Continue to work with Transportation Planning section of member jurisdiction to incorporate TDM methods into the future vision for these locations.
- 2.3. *Objective: Become more involved in the land development/site plan review process in the service area to ensure that all sites are developed with consideration for TDM best practices.*

Short-Term Strategies: (one to six years):

- 2.3.1. Become involved in the proposed "interagency working group" recommended in the FCDOT strategic plan to identify and resolve issues associated with development review.

Medium-Term Strategies (7 to 15 years):

- 2.3.2. Work with proffers section on-site development proposals to get as many improvements, dedications, and donations as possible.
- 2.3.3. Develop standard TDM programs to be distributed to land developers at the start of the process.
- 2.3.4. Promote transit and TDM strategies to major land owners in areas of major redevelopment, specifically Tysons Corner, Springfields, Ft. Belvoir, etc.

Long-Term Strategies (16 to 25 years):

- 2.3.5. Work with proffers section on-site development proposals to get as many improvements, dedications, and donations as possible.
- 2.3.6. Work with site designers, planners, etc. to develop parking management programs in areas of new development (U.S. Tysons Corner).

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

3.1. Objective: Increase the reach and depth of the employer services team.

Short-Term Strategies: (one to six years):

- 3.1.1. Develop a plan for expanding the employer services team that addresses the need for a more professional sale-type team that can proactively recruit new employer clients and be more accessible to existing clients.
- 3.1.2. Increase awareness of TDM programs and FCTSG services at the highest levels of corporate culture by promoting TDM strategies to Chambers of Commerce and other business groups.

Medium-Term Strategies (7 to 15 years):

- 3.1.3. Continue to expand the employer sales team as the employer base in the service area grows.
- 3.1.4. Expand employer outreach in the City of Falls Church and City of Fairfax.

Long-Term Strategies (16 to 25 years):

- 3.1.5. Expand the employer/residential sales team as the employer base in the service area grows to an ultimate size of approximately nine full-time employees with high-level sales expertise.
- 3.1.6. Study the potential benefits of outsourcing employer/residential services function.
- 3.1.7. Develop specific programs that serve the targeted needs of nontraditional employer types, including: hotels, hospitals, schools/universities, and senior living facilities.

3.2. Objective: Expand the reach and depth of services provided to residential areas and clients.

Short-Term Strategies: (one to six years):

- 3.2.1. Before the end of the VDOT Megaprojects support for employer outreach in Tysons Corner (expected to be 2013) transition employer clients to FCTSG employer services staff. Additional positions at FCTSG may be necessary at this point to maintain the relationships built by three VDOT personnel.

Medium-Term Strategies (7 to 15 years):

- 3.2.2. Continue to promote telework to employers in the service area and provide more information about this option.
 - 3.2.3. Develop and implement a more comprehensive training/promotional program for potential teleworkers.
 - 3.2.4. Research/develop a model for calculating trips reduced/carbon saved by TDM programs for individual employer and residential sites.
 - 3.2.5. Develop and distribute standard TDM promotional and informational materials for distribution to potential residential clients.
 - 3.2.6. Expand outreach efforts to residential buildings, homeowners association and other potential residential clients in all parts of the service area.
- 3.3. *Objective: Encourage additional carpooling by implementing TDM incentive programs and expanding the capacity of park-and-ride lots in the service area as appropriate.*

Short-Term Strategies: (one to six years):

- 3.3.1. Develop a countywide park-and-ride plan based on a study of current park-and-ride lot usage and update periodically. (If not already complete.)
- 3.3.2. Develop targeted marketing/promotional materials for nontraditional employer types, including: hotels, hospitals, schools/universities, and senior living facilities. Work proactively to recruit these types of employer clients.

Medium-Term Strategies (7 to 15 years):

- 3.3.3. Participate in feasibility studies for all high-priority park-and-ride facilities.
- 3.3.4. Identify potential funding sources for incentive programs.
- 3.3.5. Develop carpool incentive programs, including a program to increase carpool occupancy in corridors without HOV time savings.

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

- 4.1. *Objective: In conjunction with other Fairfax County agencies and departments, provide for the growing and changing needs of seniors in the service area, especially for noncommute travel.*

Short-Term Strategies: (one to six years):

- 4.1.1. Become involved in the Fairfax County Pedestrian Safety Initiative.

Medium-Term Strategies (7 to 15 years):

- 4.1.2. Encourage the use of travel training for all new customer groups, including children, seniors, and other special populations.
- 4.1.3. Working with other agencies, develop and implement a plan identifying the specific transportation and mobility needs of senior citizens and the best way to address those needs.
- 4.1.4. Develop informational materials that specifically address the transportation needs of seniors.

Long-Term Strategies (16 to 25 years):

- 4.1.5. Provide, with other local agencies, comprehensive transportation services for seniors.

4.2. *Objective: Actively encourage walking, bicycling, and other options as viable transportation modes for all types of trips in the service area.*

Short-Term Strategies: (one to six years):

4.2.1. Become involved in the Fairfax County Pedestrian Task Force; play a major role in the proposed pedestrian safety education program.

Medium-Term Strategies (7 to 15 years):

4.2.2. Develop programs and associated information to encourage walking and bicycling within the community.

4.2.3. Work with ZipCar to increase the availability of carsharing in the service area.

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

Short-Term Strategies: (one to six years):

4.3.1. Working with the “Special Populations Group,” develop and implement a plan to determine the unmet transportation needs of these population groups.

Medium-Term Strategies (7 to 15 years):

4.3.2. Develop programs to address the transportation needs of schools in the service area, including Fairfax County Public Schools and local universities.

4.3.3. Develop and implement a shuttle pool program in major activity centers

Long-Term Strategies (16 to 25 years):

4.3.4. Study the unmet transportation and mobility needs of the service area for noncommute travel. Determine ways in which FCTSG could help meet these needs.

4.3.5. Work with property owners to develop shared parking facilities and agreements.

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

5.1. *Objective: Maintain good relationships and regular contact with all customers.*

Short-Term Strategies: (one to six years):

5.1.1. Develop and implement a plan for leveraging advanced technology to provide information to customers.

5.1.2. Fill all currently funded staff positions as soon as possible and ensure that staff levels are sufficient to provide excellent customer service to all clients. Make recommendations for additional staff is necessary.

5.1.3. Create and implement operating procedures for ensuring that all customers (database registrants) are contacted by FCTSG on a regular basis.

Medium-Term Strategies (7 to 15 years):

5.1.4. Provide customer service training to all staff members periodically to ensure they have the necessary skills to provide excellent customer service.

5.1.5. Evaluate and implement innovative technology-driven services to increase transit ridership and TDM participation.

5.2. *Objective: Track and monitor customer satisfaction to identify additional areas for growth and service improvement.*

Short-Term Strategies: (one to six years):

5.2.1. Establish a formal process to periodically review and update annual and long-term plans based on market experience, new opportunities, and feedback from customers and stakeholders.

5.2.2. Develop and implement a survey methodology to evaluate the level of customer satisfaction with FCTSG services.

Medium-Term Strategies (7 to 15 years):

5.2.3. Monitor customer satisfaction through regular implementation of customer surveys.

Long-Term Strategies (16 to 25 years):

5.2.4. Monitor customer satisfaction through regular implementation of customer surveys.

4.3.4 Potential Partnerships

Implementing short-, medium-, and long-term strategies will involve strengthening relationships with existing stakeholders and service delivery partners, as well as establishing new relationships. Existing and potential new partnerships that will support FCTSG's program enhancement strategies through each of the time horizons addressed in this Plan include:

- Short-term partners:
 - Area Agency on Aging;
 - Board of Supervisors;
 - Commuter Connections;
 - Department of Family Services;
 - Economic Development Agency;
 - Fairfax County Economic Development Agency;
 - Northern Virginia TDM Group;
 - Proffers section;
 - Site Development Review;
 - Transportation Management Associations (DATA, TyTran, Link, TAGS, etc.); and
 - Transportation Planning Department.
- Additional medium-term partners:
 - Chambers of Commerce and other business groups;
 - City of Fairfax Transportation Planning;

- City of Falls Church Transportation Planning;
- Fairfax County Public Schools;
- Northern Virginia Transportation Commission (NVTC);
- Property Owners;
- Regional and Local Convention and Visitor's Centers;
- Special Populations Group;
- Visit Fairfax; and
- ZipCar.
- Additional long-term partners:
 - Fairfax County Department of Family Services;
 - Fairfax County Economic Development Agency;
 - Fairfax County Proffers section;
 - Fairfax County Special Populations Group; and
 - Fairfax County Transportation Planning Department.

4.4 PROGRAM MONITORING AND EVALUATION

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

FCTSG currently tracks several performance measures to monitor program delivery and performance. The program also is monitored through several state and regional studies conducted by MWCOG, DRPT and other agencies, such as the State of Commute Survey. These measures provide FCTSG staff a means of monitoring the level of program participation and visibility in the service area and serve as a starting point for developing additional performance measures to evaluate the impact of the program and progress towards the goals and objectives. Table 4.2 lists performance measures currently monitored by FCTSG and outside agencies that can potentially be used to monitor the goals and objectives contained in this Plan. The measures are organized by category. Some performance measures listed below have been tracked over multiple years, while others are relatively new.

Table 4.2 Potential FCTSG Performance Measures

Performance Measure	Population	Data Source	Updated
Leading Indicators:			
Average Commute Length (Minutes)	Residents/Employees	MWCOG SOC 2007	Triennially
Desire To/Interest in Telecommuting (Percent)	Residents	MWCOG SOC 2007	Triennially
Dissatisfied with Commute (Percent)	Residents	VA SOC 2007	
Distance to Work (Miles)	Residents/Employees	MWCOG SOC 2007	Triennially
Vehicle Ownership (Percent)	Residents	VA SOC 2007	
Mode Split:			
SOV – Commute (Percent)	Residents	MWCOG SOC 2007	Triennially
Transit – Commute (Percent)	Residents	VA SOC 2007	
Carpool/Vanpool – Commute (Percent)	Residents	MWCOG SOC 2007	Triennially
Commute by Train (Percent)	Residents	MWCOG SOC 2007	Triennially
Commute by Bus (Percent)	Residents	MWCOG SOC 2007	Triennially
Commute by Bicycle (Percent)	Residents	MWCOG SOC 2007	Triennially
Commute by Walking (Percent)	Residents	MWCOG SOC 2007	Triennially
Transportation Use:			
Daily VMT (000)	NOVA	VA SOC 2007	
Annual Unlinked Trips (000)	NOVA	VA SOC 2007	
Use HOV (Percent)	Residents/Employees	MWCOG SOC 2007	Triennially
Infrastructure:			
Employer Offers Free On-Site Parking (Percent)	Residents/Employees	MWCOG SOC 2007	Triennially
HOV Available (Percent)	Residents/Employees	MWCOG SOC 2007	Triennially
Less than Half a Mile to Nearest Bus Stop from Home (Percent)	Residents/Employees	MWCOG SOC 2007	Triennially
Less than Half a Mile to Nearest Train Station from Home (Percent)	Residents/Employees	MWCOG SOC 2007	Triennially
Park-and-Ride Lot Use (Percent)	Residents	VA SOC 2007	
FCTSG Program Impacts:			
Contacted FCTSG (Percent)	Residents/Employees	MWCOG SOC 2007	Triennially
Receive Ride Match Lists (Percent)	Residents	VA SOC 2007	
Employers Contacted (New)	Fairfax Employers	FCTSG	Monthly
Site Visits (Prospects)	Fairfax Employers	FCTSG	Monthly
Total Broadcast Contacts (Letters, Flyers, Newsletter)	Fairfax Employers	FCTSG	Monthly
Total Sales Meetings	Fairfax Employers	FCTSG	Monthly
Total Employers Contacted	Fairfax Employers	FCTSG	Monthly
New Level 1 TDM Programs	Fairfax Employers	FCTSG	Monthly
New Level 2 TDM Programs	Fairfax Employers	FCTSG	Monthly

Performance Measure	Population	Data Source	Updated
New Level 3 TDM Programs	Fairfax Employers	FCTSG	Monthly
New Level 4 TDM Programs	Fairfax Employers	FCTSG	Monthly
Using Workplace-Based TDM Programs (Percent)	Residents/Employees	VA SOC 2007	
Commute Difficulty versus Last Year – Percent Easier	Residents/Employees	MWCOG SOC 2007	Triennially
Commute Difficulty versus Last Year – Percent More Difficult	Residents/Employees	MWCOG SOC 2007	Triennially
Employer Offers Commute Incentives/Support Services (Percent)	Residents/Employees	MWCOG SOC 2004	Triennially
Offered Workplace-Based TDM Programs (Percent)	Residents/Employees	MWCOG SOC 2007	Triennially
Rideshare after Ride Matching Services are Offered (Percent)	Employees	VA SOC 2007	
<i>Service Awareness and Use:</i>			
Aware/Use Commuter Connections (Percent)	Residents/Employees	MWCOG SOC 2001	Triennially
Aware of FCTSG (Percent)	Residents/Employees	MWCOG SOC 2004	Triennially
Knew of a Commute Info Resource Organization (Percent)	Residents/Employees	MWCOG SOC 2007	Triennially
Aware of GRH (Percent)	Residents/Employees	MWCOG SOC 2004	Triennially
Use WMATA Web Site (Percent)	Residents/Employees	MWCOG SOC 2001	Triennially
Used Commute Info Resource Organization (Percent)	Residents/Employees	MWCOG SOC 2007	Triennially
<i>Employer Conditions</i>			
Compressed Work Schedule (Percent)	Residents/Employees	MWCOG SOC 2004	Triennially
Flextime (Percent)	Residents/Employees	MWCOG SOC 2001	Triennially
Job Responsibilities Do Not Allow Telecommuting (Percent)	Residents/Employees	MWCOG SOC 2007	Triennially
Standard Work Schedule (Percent)	Residents/Employees	MWCOG SOC 2001	Triennially
Telework 1+ Days (Percent)	Residents/Employees	MWCOG SOC 2007	Triennially
Telework Offered by Employer (Percent)	Residents	VA SOC 2007	
Teleworking (Percent)	Residents/Employees	MWCOG SOC 2007	Triennially

5.0 Financial Plan

5.1 CURRENT BUDGET AND FINANCIAL RESOURCES

This section presents the current and historic budget and funding sources for the FCTSG program. In FY 2010, FCTSG’s annual budget is \$896,530. As a result of being housed within Fairfax County DOT, FCTSG benefits from a significant amount of shared overhead costs and staff resources; some of FCTSG’s programs also are sponsored by Commuter Connections and paid for on a regional basis. Since the formation of the program, FCTSG’s primary funding sources have been grants provided by statewide agencies. The funding sources and amounts for the last five fiscal years are shown in Table 5.1.

Table 5.1 FCTSG FY 2006-2010 Operating Revenue Sources

Source	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
State					
TDM Grant (DRPT)	\$320,000	\$450,000	\$560,000	\$512,400	\$560,000
Employer Outreach Grant (VDOT)	\$170,000	\$170,000	\$170,000	-	\$196,530
Local:					
MWCOG Pass-Through Grant	-	-	-	\$174,250	-
Northern Virginia Transportation Commission Funds	\$80,000	\$112,500	\$140,000	-	\$140,000
Fairfax County General Fund	-	-	-	\$128,100	-
Total	\$570,000	\$732,500	\$870,000	\$814,750	\$896,530

Source: FCTSG.

An annual State TDM grant awarded by DRPT, supplemented by a required 20 percent local match provides the bulk of FCTSG’s funding. This local match historically came from the Fairfax County General Fund, but is now provided by the Northern Virginia Transportation Commission (NVTC). VDOT provides additional funding in the form of an Employer Outreach Grant; this grant is used to fund the two existing employer outreach positions. FCTSG staff coordinates with Fairfax County DOT accounting staff to incorporate these funds into the larger DOT budgeting process.

FCTSG’s annual budget represents approximately 12 percent of Fairfax County DOT’s \$7.3 million total operating budget and approximately 36 percent of the \$2.5 million budget of the Transit Services Division.¹⁰ Although the program is

¹⁰FY 2008 Lines of Business.

small, it has a significant impact on commuter transportation in the area, provides a cost-effective means for reducing SOV use, and is a complementary service to the Fairfax Connector transit service. Table 5.2 shows the breakdown of FCTSG's operating budgets over the last five years.

Table 5.2 FCTSG FY 2006-2010 Operating Budgets

Expenses	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Program Staff and Administration	\$406,631	\$465,594	\$539,310	\$599,733	\$659,931
Marketing	\$60,291	\$161,601	\$178,577	\$94,864	\$104,386
Consultants Services	\$46,662	\$36,470	\$74,546	\$47,020	\$51,740
Travel and Training	\$4,571	\$6,357	\$1,681	\$2,328	\$2,562
Other and Indirect Cost	\$51,845	\$62,478	\$75,866	\$70,805	\$77,912
Total	\$570,000	\$732,500	\$870,000	\$814,750	\$896,530

Source: FCTSG.

5.2 FUTURE FINANCIAL RESOURCES

The following section discusses potential funding sources for the short-, mid-, and long-term financial needs identified in the implementation plan. Prediction of future revenues is difficult given the current condition of state and local economies and the uncertainty of future Federal funds that will be made available in the next Federal transportation authorization bill. Federal transportation funding bills also tend to be for six-year periods of time, which means that there will likely be five Federal transportation funding bills over the life of this long-range plan.

For the purpose of this plan, constrained and unconstrained funding scenarios are considered. The constrained scenario assumes that DRPT funding for the program will remain constant over the first six-year period covered by this Plan and that revenues from most other sources will increase at a level consistent with inflation, an average of three percent. This funding scenario will allow FCTSG to continue its current core programs, but will not enable FCTSG to increase staff salary or benefits or to create or expand any programs unless other funds are made available.

The unconstrained scenario considers funding requirements to enhance existing services and initiate new programs, as outlined in Section 4.0, if grants and additional funding are identified.

5.2.1 Short-Term

In the constrained scenario, FCTSG's annual budget will remain relatively stable at around \$896,530 per year over the short term. No expansion of existing programs or implementation of new programs will occur unless additional local

funds are made available or new state and Federal funding sources are identified.

Unconstrained Program Description

For the short term, no new facilities will be required; however additional activities will require substantial amounts of additional staff time to complete. This staff time will essentially encompass three major functions:

- Relationship development;
- Materials development; and
- Employer services/sales.

Of these three functions, the building of relationships is the most complex, requiring the most diverse set of skills, including an understanding of the planning process in Fairfax County. Relationship building also will require the support and authority of management, and is therefore likely to be best accomplished by FCTSG management; this new responsibility will no doubt come at the expense of other internal activities which will need to be reallocated to other staff members.

The development of sales-quality promotional materials for a wide variety of specific markets will require additional staff with marketing and graphics skills. In the short term, these functions may be fulfilled by staff in other sections of FC DOT, but in the longer term, it may be necessary to dedicate staff time specifically to Fairfax Connector and FCTSG marketing materials.

Employer services represent the majority of FCTSG activity today, and will continue to do so throughout the short-term time horizon. In accordance with FCTSG's goals, over the next six years FCTSG will begin to expand their employer services team and transition it into a sales force. This change will allow for a more proactive approach to employer outreach as opposed to the reactionary "putting out fires" approach that currently is employed due to limits on staff time. Additional team members, with sales experience as well as knowledge of TDM practices, will prove to be valuable resources. One additional staff member in this area should be hired as soon as funding can be secured; additional personnel, potentially three new team members, will be needed in 2013 when the VDOT Megaprojects ends support for the three employer outreach staff members in Tysons Corner. It may be possible to outsource the Tysons Corner employer services similarly to the existing contract with DATA for the Dulles Area, but the cost will be approximately the same.

Table 5.3 shows the estimated annual budget for the staff and programs described above, which would be necessary to implement program strategies over the short-term timeframe (one to six years)

Table 5.3 Unconstrained Short-Term Program Expenses

	Year 1 (FY 2011)	Year 2 (FY 2012)	Year 3 (FY 2013)	Year 4 (FY 2014)	Year 5 (FY 2015)	Year 6 (FY 2016)
Program Staff and Administration	\$679,729	\$770,121	\$863,224	\$959,121	\$987,895	\$1,087,531
Marketing and Promotion	\$109,386	\$114,386	\$124,386	\$134,386	\$144,386	\$154,386
Consultant Services	\$53,292	\$54,891	\$56,537	\$58,233	\$59,980	\$61,780
Travel and Training	\$2,639	\$2,902	\$3,193	\$3,512	\$3,617	\$3,979
Other and Indirect Costs	\$81,808	\$85,898	\$90,193	\$94,703	\$99,438	\$104,410
Total	\$926,853	\$1,028,197	\$1,137,533	\$1,249,955	\$1,295,316	\$1,412,086

The specific assumptions used to estimate funding amounts are discussed in more detail below:

- *Program Staff and Administration* – This program element includes the cost of wages and benefits for FCTSG employees to administer and operate TDM programs, including: ridematching, employer outreach, transit promotion, planning activities, and other commuter assistance programs. Budget estimates included in Table 5.3 assume a three percent annual increase in this category to account for cost of living adjustments, increases in wages and benefits, and growth of administrative duties as FCTSG’s program grows. A total of four full-time staff will be added over the short term to account for growth of the program and loss of the three current VDOT funded employer outreach staff at Tyson’s Corner in 2013. The estimated annual cost of a new full-time staff is \$70,000.
- *Marketing and Promotion* – Over the short term, FCTSG will continue its marketing efforts to promote TDM and transit in Fairfax County and will increase targeted marketing efforts to maximize awareness and utilization of its services. It is assumed that by year 6, FCTSG will require an additional \$50,000 annually for marketing materials and other promotional expenses.
- *Travel and Training* – In order to encourage professional development among FCTSG staff so that they may continue to provide a high-quality service, budget estimates include funding for events such as the Annual ACT Conference, trainings conducted through CUTR, etc. It is assumed that funding requirements for this category will increase at least three percent annually to account for inflation and will increase 10 percent annually in years in which new staff is added.
- *Consultant Services* – It is assumed that the cost of maintaining the existing contract with DATA for the Dulles Area, will increase by three percent annually to keep pace with inflation.
- *Other Program Elements* – Over the short term, it is assumed that other activities pursued by FCTSG and indirect costs will increase by five percent annually.

Potential Funding Sources

State and local funds will likely continue to be a key funding source for FCTSG over the next six years. Several potential funding sources that FCTSG could pursue in the short term include:

- DRPT Administered State Aid Grant Programs:
 - *TDM/Commuter Assistance* - These grants support administration of FCTSG and other regional TDM programs. TDM grants require a 20 percent local match. An annual DRPT TDM grant has historically been one of FCTSG's primary sources of funding. However, over the last several years the amount available through these grants has been slightly unstable. If additional funding is made available through this program, FCTSG could request funds for additional staff, marketing, or administration of any of the needs listed in the unconstrained program description above.
 - *Transportation Efficiency Improvement Fund (TEIF)* - These grants support a variety of TDM projects and programs and could be used to support any of the needs listed in the unconstrained program description above. TEIF grants require a 20 percent local match. The total amount of funding available statewide through the TEIF program is projected to remain flat over the next six years, so competition for these funds will likely increase over time.
 - *Demonstration Project Assistance* - These grants assist communities to increase the efficiency or utilization of public or public-private transportation service by implementing innovative projects. Grants cover up to 95 percent of eligible expenses. In the past, TDM programs have been successful in obtaining Demonstration Project Assistance funding to develop new commuter bus routes and other services.
 - *Technical Assistance* - These grants support planning or technical assistance to help improve or initiate public transportation or commuter assistance services. Programs listed in the unconstrained program description could be funded through these grants, however, other DRPT administered state aid grants may be preferable due to the fact that Technical Assistance grants require a 50 percent local match.
 - *Senior Transportation Program* - These grants support projects and programs that improve mobility for senior citizens. Grants cover up to 95 percent of eligible expenses. FCTSG could pursue funding through this program for future implementation phases of TDM-related elements of the Coordinated Human Services Mobility Plan.
- DRPT Administered Federal Aid Grant Programs:
 - *Job Access Reverse Commute (JARC) Program (FTA Section 5316)* - These grants support the operating and capital costs of special programs

designed to connect unemployed and low-income individuals to jobs. Grants cover up to 50 percent of eligible expenses and up to 80 percent of eligible capital expenditures. Any of the needs listed in the unconstrained program description that also are contained in the regional Coordinated Public Transit - Human Services Transportation Plan are eligible for JARC funding.

- *New Freedom Program (FTA Section 5317)* - These grants support capital and operating costs of new public transportation services and alternatives beyond those required by the Americans with Disabilities Act of 1990, designed to assist individuals with disabilities with accessing transportation services, including transportation to and from jobs and employment support services. Grants cover up to 50 percent of eligible expenses and up to 80 percent of eligible capital expenditures. Any of the needs listed in the unconstrained program description that also are contained in the regional Coordinated Public Transit - Human Services Transportation Plan are eligible for New Freedom funding.
- Other Federal Funds:
 - *Congestion Management Air Quality (CMAQ) Program* - The Washington Metropolitan Area currently is classified as a nonattainment area. As a result, FCTSG may be able to partner with the NVTa to access CMAQ funding for projects listed in the unconstrained program description that contribute to improving air quality and reducing congestion in the metropolitan area. NVTa is responsible for approving the Federal Congestion Mitigation Air Quality program and the Regional Surface Transportation Program Funds for Northern Virginia.
 - *Public/Private Partnerships* - Public/private partnerships offer another potential source of funding to implement select projects outlined in the unconstrained program description. Financial contributions from local jurisdictions, employers, and developers (through the proffers system) could be used to initiate or expand services in the future.

5.2.2 Medium- and Long-Term

Unconstrained Program Description

The medium- and long-term strategies involve the development of multiple new programs and services to serve a range of new customers. These programs, while not yet identified specifically, will certainly require additional staff time and expertise to operate. Additional staff also is recommended for the sales team in order to provide better service to existing customers and provide service to more residential and nontraditional clients.

The ultimate build-out of this sales staff is recommended to be 12 full-time employees to serve employers and residential developments in the areas of Fairfax County, City of Fairfax, and City of Falls Church. This represents an

addition of three staff members over the short-term recommendations. As a reference, Arlington County with only 200,000 employees in 2008 has an outreach staff of 12; the FCTSG service area will include over 750,000 employees by 2018.

Potential Funding Sources

As previously mentioned, prediction of future revenues is difficult given the uncertainty of Federal, state, and local funds that will be made available in the next Federal transportation authorization bill and subsequent state and local legislation. Most potential short-term funding sources will continue to be the sources of funding for FCTSG in the medium and long term.