



Arlington County Commuter Assistance Program Strategic Plan

Fiscal Years 2025 through 2029

Arlington County Commuter Services

Department of Environmental Services

Adopted in November 2024

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ARLINGTON
VIRGINIA

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1. Commuter Assistance Program Overview

1.1. Introduction

Arlington County Commuter Services (ACCS) is the Transportation Demand Management (TDM) agency for Arlington County, Virginia. ACCS was established in 1989 for the purpose of making it easier for users of Arlington's transportation network to choose walking, biking, transit, and carpooling/vanpooling to meet their travel needs to, from, and within the County.

While named "Commuter Services," the ACCS Bureau provides information and services to customers for all trip types via employer and residential outreach efforts, general travel options marketing, commuter information distribution, commuter stores, the internet, advertising, direct mail, and other promotional events. ACCS also works with businesses, property managers, and hotel managers who in turn work with their employees, tenants, and guests to promote sustainable travel modes.

The Arlington Master Transportation Plan's (MTP) Demand and System Management Element, which was adopted in 2008, reinforces the general policy of integrating transportation and land use and focuses on the general policy of managing travel demand and transportation systems.

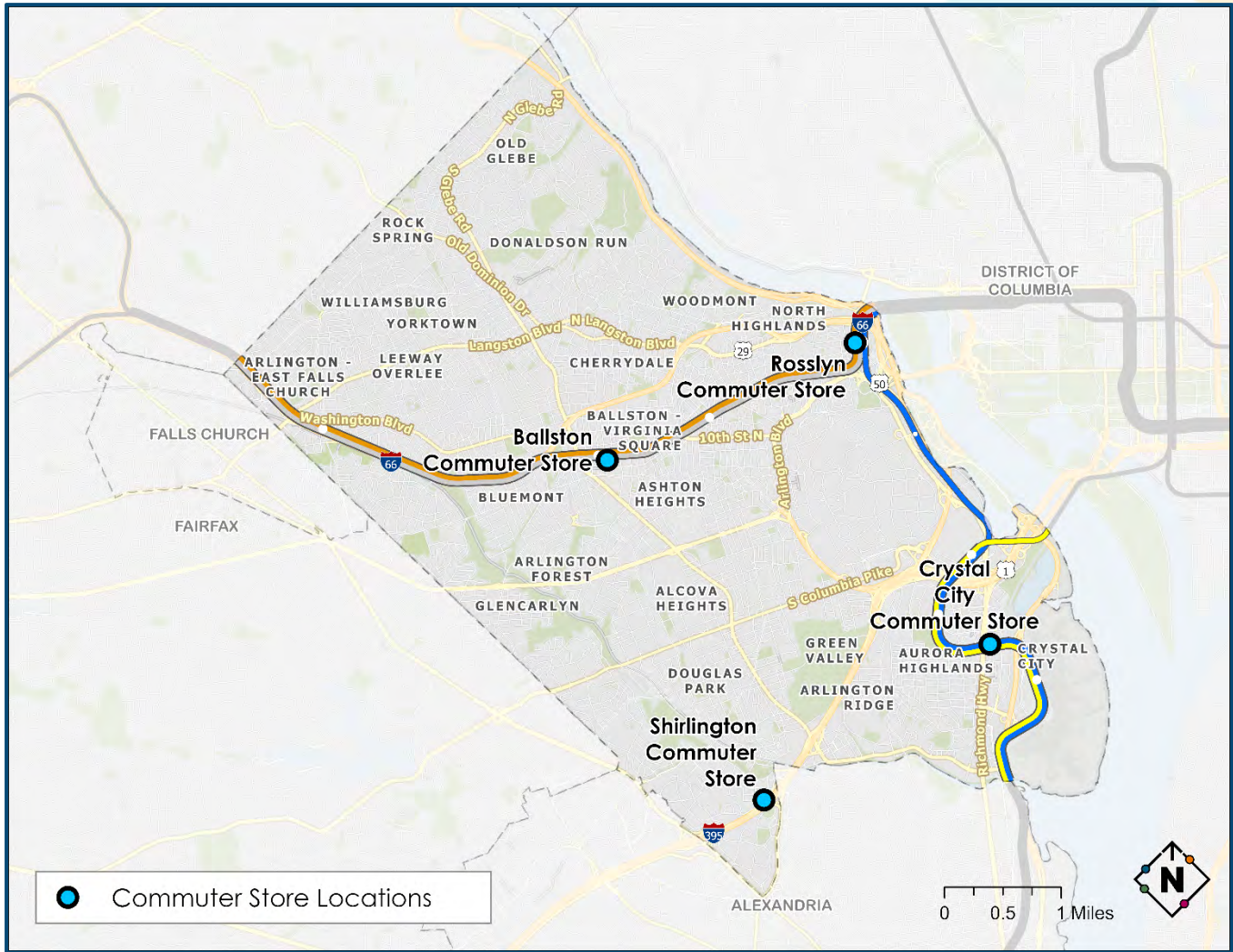
1.2. Program History

From its beginning in 1989 through 2002, ACCS was called the Commuter Assistance Program, and operated within Arlington's Department of Public Works. In 2002, the organization changed its name to Arlington County Commuter Services (ACCS) and was relocated to Arlington's Department of Environmental Services (DES) Transportation Division. This was part of a rebranding effort to reflect a broader scope of services and programming. In 2010, ACCS was made its own Bureau in the Transportation Division, and it currently reports to the County's Assistant Director of Transportation.

ACCS began its programming with the "Transit Store," which launched in Ballston in 1989 and continues to operate today under the name "The Commuter Store®," offering transit option information, fare media sales, and customer service to residents, workers, and visitors. There are currently four Commuter Stores along with four Mobile Commuter Stores that serve locations throughout Arlington and Washington, DC. Arlington County's four Commuter Store locations are shown in **Figure 1**.

During the 1990's, ACCS increased its marketing and communication capabilities, including through the introduction of websites to supplement its retail stores. ACCS played a crucial role in informing the public about Arlington Transit (ART), the County's fixed-route bus system, which was introduced in 1998. Also in 1998, ACCS introduced Arlington Transportation Partners (ATP), a new program for employer and residential sales and services that consolidated and streamlined existing employer services previously offered by smaller transportation management associations. In 1999, ACCS introduced CommuterDirect.com, an online portal for fare media sales and transit benefit services.

Figure 1: Arlington County Commuter Store Locations

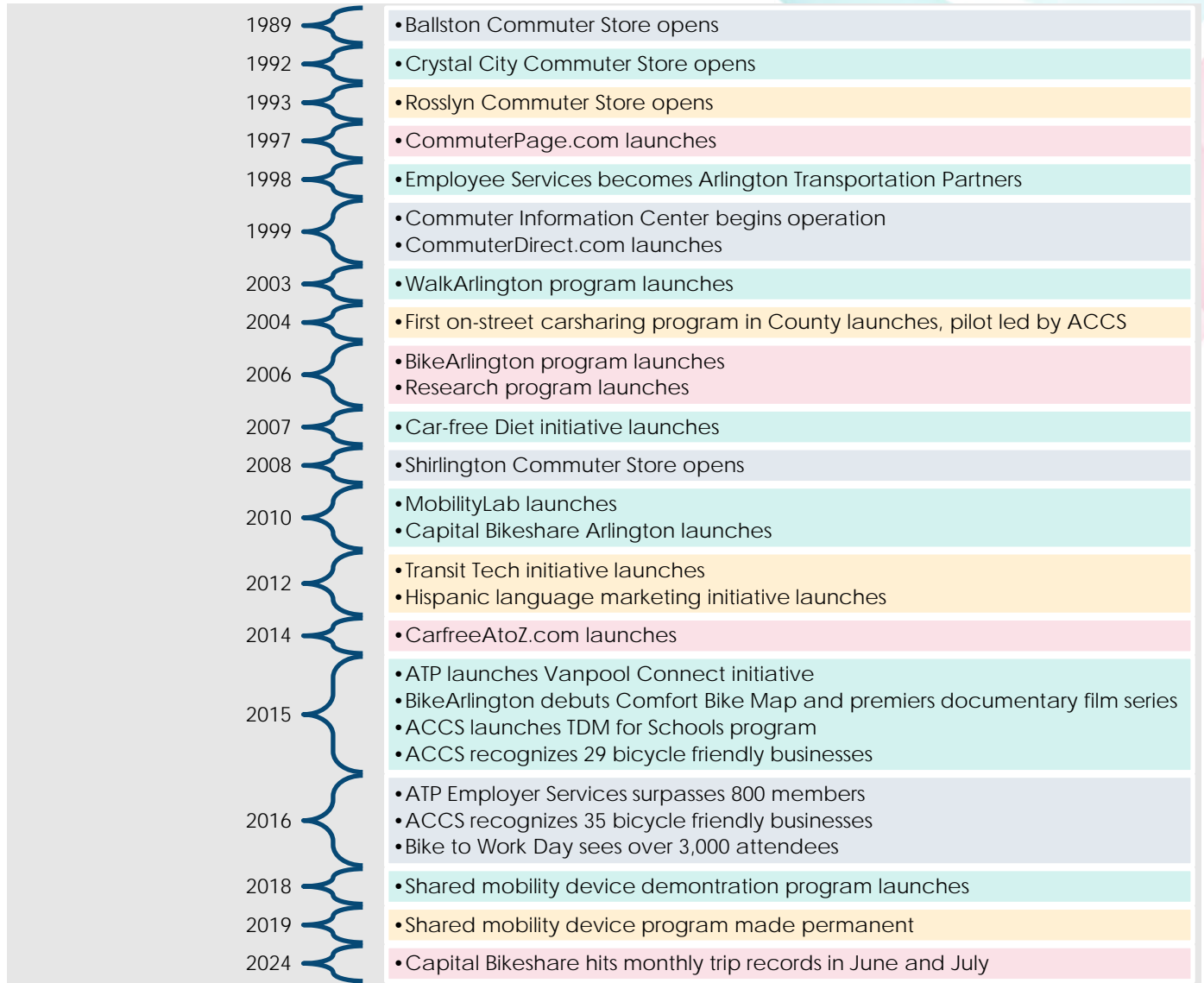


In the early- to mid-2000's, ACCS introduced the WalkArlington and BikeArlington initiatives, which offer specific walk and bike programming. These initiatives now fall under the umbrella of Active Transportation in ACCS. ACCS's TDM for Site Development program, which coordinates large development projects with TDM infrastructure and ensures developments comply with TDM requirements, kicked off in 2003. In 2004, Arlington County launched the region's first on-street carsharing program, and ACCS led this initiative as a pilot.

During the mid- to late-2000's, ACCS launched its first research program, began Arlington's Car-Free Diet Program, and installed the County's first real-time transit information display. In 2010, ACCS's research program was transitioned into Mobility Lab, a TDM research repository, convener of thought leaders, laboratory for transit technology, and communications platform for TDM best practices and research. ACCS manages Arlington's portion of Capital Bikeshare, a regional, jurisdiction-owned bikeshare network, which also launched in 2010. In 2015, ACCS launched its Vanpool Connect Initiative, introduced the Arlington Bike Comfort Map, and launched its TDM for Schools Program. ACCS also manages the County's shared micromobility devices permit program, which began as a demonstration program in 2018 and launched permanently in 2019. Today, ACCS continues to develop ever-improving marketing and technology solutions to support TDM services. An overview of ACCS programmatic milestones is shown in **Figure 2**.

Over the years, the success of ACCS’s programs has been recognized in the form of dozens of awards from local, state, and national organizations including the League of American Bicyclists, the Metropolitan Washington Council of Governments, the Association for Commuter Transportation, and the American Public Transportation Association.

Figure 2: Arlington County Commuter Service Programmatic Milestones



1.3. Governance

ACCS operates as a bureau within Arlington’s Transportation Division, which is under the Department of Environmental Services (DES). DES is overseen by Arlington’s County Manager, like all other County government departments. The County Manager is appointed by and reports to the Arlington County Board, which has five members elected at-large on staggered four-year terms. The current Board is:

- Libby Garvey, 2024 Chair
- Takis P. Karantonis, 2024 Vice Chair
- Matt de Ferranti, Member
- Maureen Coffey, Member

- Susan Cunningham, Member

ACCS provides updates and information to three advisory committees and one commission in Arlington County that advise the County government and County Board on issues under their purviews.

- The Bicycle Advisory Committee, which is appointed by the County Manager, has a goal of focusing attention and resources on bicycling in the County. This committee advises the County Manager on bicycle safety and education issues, as well as bicycle facility maintenance, based on the Arlington Master Transportation Plan's Bicycle Element.
- The Transit Advisory Committee, which is appointed by the County Manager, advises the County Manager and staff on the implementation of the Master Transportation Plan's Transit Element, as well as other transit-related issues.
- The Pedestrian Advisory Committee, which is appointed by the County Manager, advises the County Manager on pedestrian issues, including those related to the Master Transportation Plan's Pedestrian Element.
- The Transportation Commission, consisting of County Board-appointed members, advises the County Board on a wide range of transportation issues, including streets, transit, pedestrians, taxis, and bicycles. The Commission monitors Arlington's transportation system as it relates to the Master Transportation Plan.

1.4. Organizational Structure

ACCS provides TDM services to Arlington County residents, workers, businesses, and visitors. It does this in a business-to-business capacity through Arlington Transportation Partners (ATP), specifically by working with business managers and property and hotel managers, who in turn work with their employees, guests, residents, and/or commercial tenants to make it easier for them to use transit, biking, walking, or carpool or vanpool for their transportation needs. The businesses ACCS provides these services for serve as intermediaries between ACCS and the traveling public, effectively extending ACCS's outreach beyond its direct contacts.

ACCS also acts in a business-to-consumer capacity by providing information and education directly to Arlington residents, employees, and visitors using county-wide information campaigns, events, retail displays, commuter websites, direct mail, commuter stores, and engagement at bus stops and events throughout the County.

ACCS works internally with Arlington County staff, including those in the Department of Environmental Services (DES); the Department of Community Planning, Housing, and Development (CPHD); and Arlington Economic Development (AED). ACCS works with DES's Transit Bureau to design, maintain, and replace the County's transit physical information, specifically by producing timetables with route maps that are placed at every ART bus stop; installing and replacing damaged insert holders, flag signs, and poles; placing temporary signage at bus stops regarding construction or stop closures; and coordinating with the ART Bus Stop Manager on projects and needed assistance. Additionally, the County's Transportation Division uses ACCS marketing contracts to create schedule timetables, promotional materials, targeted advertising campaigns, social media posts, videos, ART website updates, and planning for and staffing events. A listing and description of the business units ACCS operates is provided in **Table 1**.

Table 1: ACCS Core Service Area Descriptions

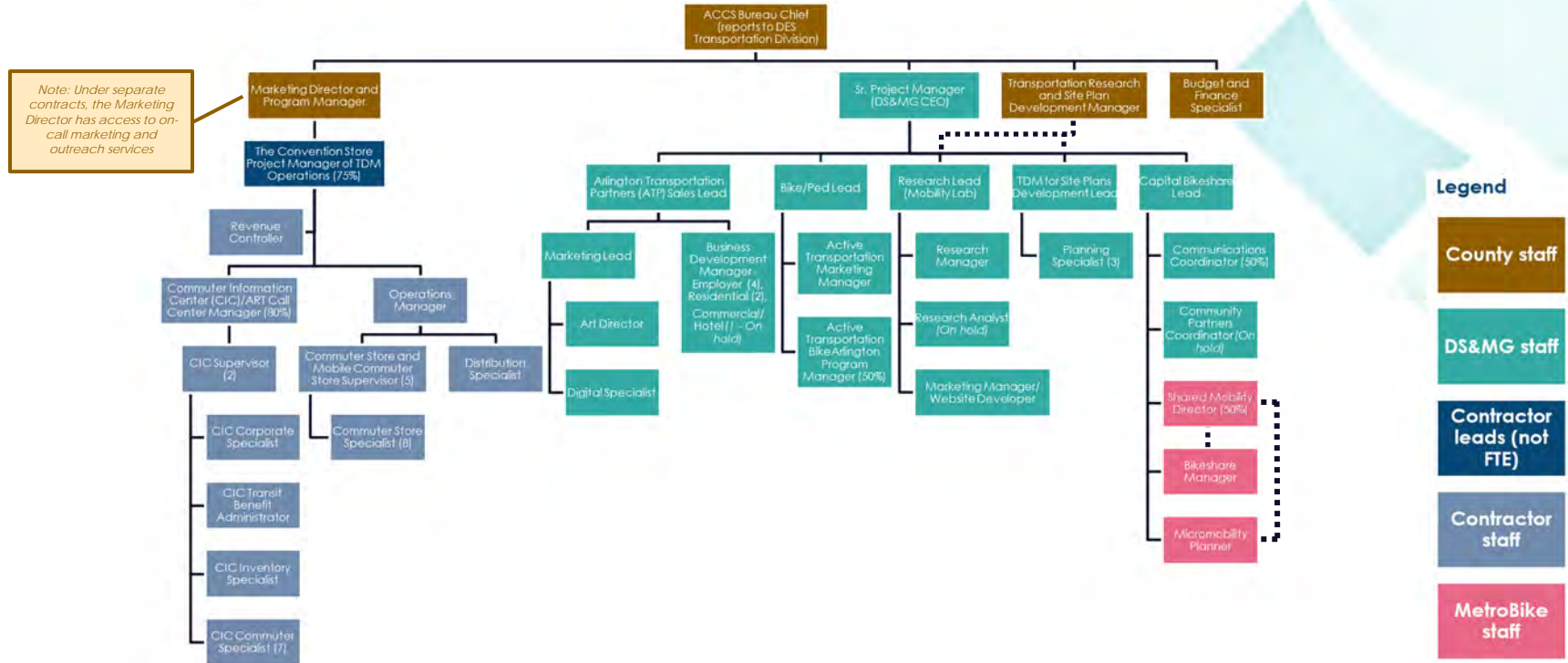
Core Service Area	Description
Arlington Transportation Partners (ATP)	ATP is a business-to-business transportation outreach team whose program involves engaging in relationships with workplaces, commercial buildings, multifamily residential communities, schools, and hotels to implement programs that include transit benefits, place-specific commuter information, and promotion of all transportation options. ATP also assists property managers and developers in ensuring sites—including large commercial and multifamily residential properties—meet their ongoing transportation demand management program responsibilities. Additionally, ATP provides TDM marketing assistance to individual customers through events at employer sites and multifamily residential properties to share information and encourage use of employer-based commuter benefit programs.
Commuter Stores	ACCS manages four Commuter Stores and four Mobile Commuter Stores, all offering in-person trip planning assistance, tickets and passes for all regional transit agencies, Capital Bikeshare memberships, iRide Student SmarTrip cards, STAR coupons, and EZPass/Flex transponder sales. The stores have knowledgeable staff to help with travel planning. Commuter Stores serve Arlington residents, workers, and visitors, and their customers include lower-income populations, cash-based populations, minorities, people with limited English proficiency, older adults, and students.
Marketing Program	ACCS’s Marketing program promotes Arlington Transit (ART) and Metrobus routes, iRide (student transit passes), Arlington’s Car-Free Diet, biking, walking, and teleworking options. The Marketing program targets Arlington residents, workers, and visitors. It also provides Spanish-language and other campaigns aimed at targeted populations. The Marketing program utilizes print materials, social media, videos, websites, blogs, retail partners, and events to educate and encourage the use of non-SOV modes of travel.
Commuter Information Center	The Commuter Information Center (CIC) manages the operation of the 703.228.RIDE ART call center, responds to email inquiries for ART and The Commuter Stores®, and fulfills CommuterDirect.com® regional pass sales orders.
Logistics and Distribution Services	The Logistics and Distribution Services team mails and delivers brochures and timetables to individuals, ATP corporate clients, and internal customers. The team also installs and updates maps and schedules at ART bus stops, as well as replaces damaged or missing signs and information at ART bus stops.
Active Transportation Services	Active Transportation Services administers the BikeArlington and WalkArlington programs, which provide education and encouragement to increase the number of people biking and walking. They organize promotional events, provide safety trainings and education, disseminate information through print and digital channels, engage on social media, and speak at events.
Capital Bikeshare	This team supports Arlington’s portion of Capital Bikeshare, the Washington, DC region’s bikesharing service, in coordination with regional partners.
TDM for Site Plan Development	This team coordinates efforts with other County departments to monitor compliance with TDM conditions at site plan properties during all stages of design, construction, operations, and management. The TDM for Site Plans team, supported by Mobility Lab Research, also manages the building-level performance monitoring program to collect data to better understand the overall transportation impacts of site plan buildings, as well as their awareness and use of TDM programs.
Mobility Lab Research and Communications	The Mobility Lab team measures and monitors the effectiveness of Arlington’s TDM programs, as well as collaborates with other researchers and practitioners to communicate TDM best practices. Mobility Lab produces the Household Travel Survey (an oversample of the Metropolitan Washington Council of Governments, or MWCOG, regional travel survey) and the Arlington Resident Travel Survey, which both produce findings on travel behavior, commuting patterns, and travel opinions in Arlington.
Websites	The Websites team maintains ArlingtonTransit.com, ArlingtonTransportationPartners.com, BikeArlington.com, CarFreeDiet.com, CarFreeNearMe.com, CommuterDirect.com®, CommuterPage.com®, DietaCeroAuto.com, MobilityLab.org, and WalkArlington.com, as well as ACCS’s Facebook, X (formerly Twitter), and Instagram accounts, along with multiple blogs.
Support for Micromobility	ACCS provides core staff support for the design, execution, evaluation, and operation of shared mobility programs including the shared micromobility devices permit program.
Information Access Support	ACCS supports access to real-time transit and transportation options information through promotion and placement of transportation information screens in commercial, residential, and County-owned buildings.

ACCS's organizational structure consists of a Bureau Chief who heads the organization. Reporting to the Bureau Chief are the Marketing Director/Program Manager, the Manager of the TDM for Site Plan and research programs, the Budget and Finance Specialists, and the managers of the two largest long-term contracts under which the ACCS business units operate. **Figure 3** illustrates the staffing and reporting relationships.

Staff working in the ACCS Bureau units fall into three categories—full-time Arlington County staff, long-term contractors, and other contractors/subcontractors:

- Full-time Arlington County staff
 - ACCS Bureau Chief
 - Transportation Research and Site Plan Development Manager
 - Marketing Director and Program Manager
 - Budget and Finance Specialist
- Long-term contracts
 - The Destination Sales & Marketing Group, Ltd. (operators of Arlington Transportation Partners, BikeArlington, WalkArlington, TDM for Site Plan Development, and Mobility Lab)
 - ▣ Current contract ends 2026
 - The Convention Stores, Inc. (managers of the Commuter Stores, CommuterDirect.com, and Distribution)
 - ▣ Current contract ends 2027
 - NeoNiche Strategies and Pulsar Advertising (managers of Marketing programs)
 - ▣ Current contracts end 2026
- Other long-term contractors and subcontractors
 - Redmon Group: Subcontractor to The Convention Stores, provides backend support, functionality, maintenance and security for ACCS websites and installs, and programs and maintains transit screens in locations around Arlington
 - ▣ Current contract ends 2027
 - LDA Consulting: Subcontractor to The Destination Sales & Marketing Group, collaborates with Mobility Lab on the ACCS Annual Impact Report
 - ▣ Current contract ends 2024
 - MetroBike LLC: Subcontractor to The Destination Sales & Marketing Group, supports operations of Arlington's portion of Capital Bikeshare
 - ▣ Current contract ends 2024

Figure 3: ACCS Organizational Structure



Legend

- County staff
- DS&MG staff
- Contractor leads (not FTE)
- Contractor staff
- MetroBike staff

Note: "On hold" positions are positions that ACCS has had recently but are currently vacant with no immediate hiring plans due to budget constraints.

1.5. Partnerships

In addition to the advisory bodies described in **Section 1.3 Governance**, which provide direct input to ACCS's work, ACCS engages in several other partnerships across the Washington, DC region:

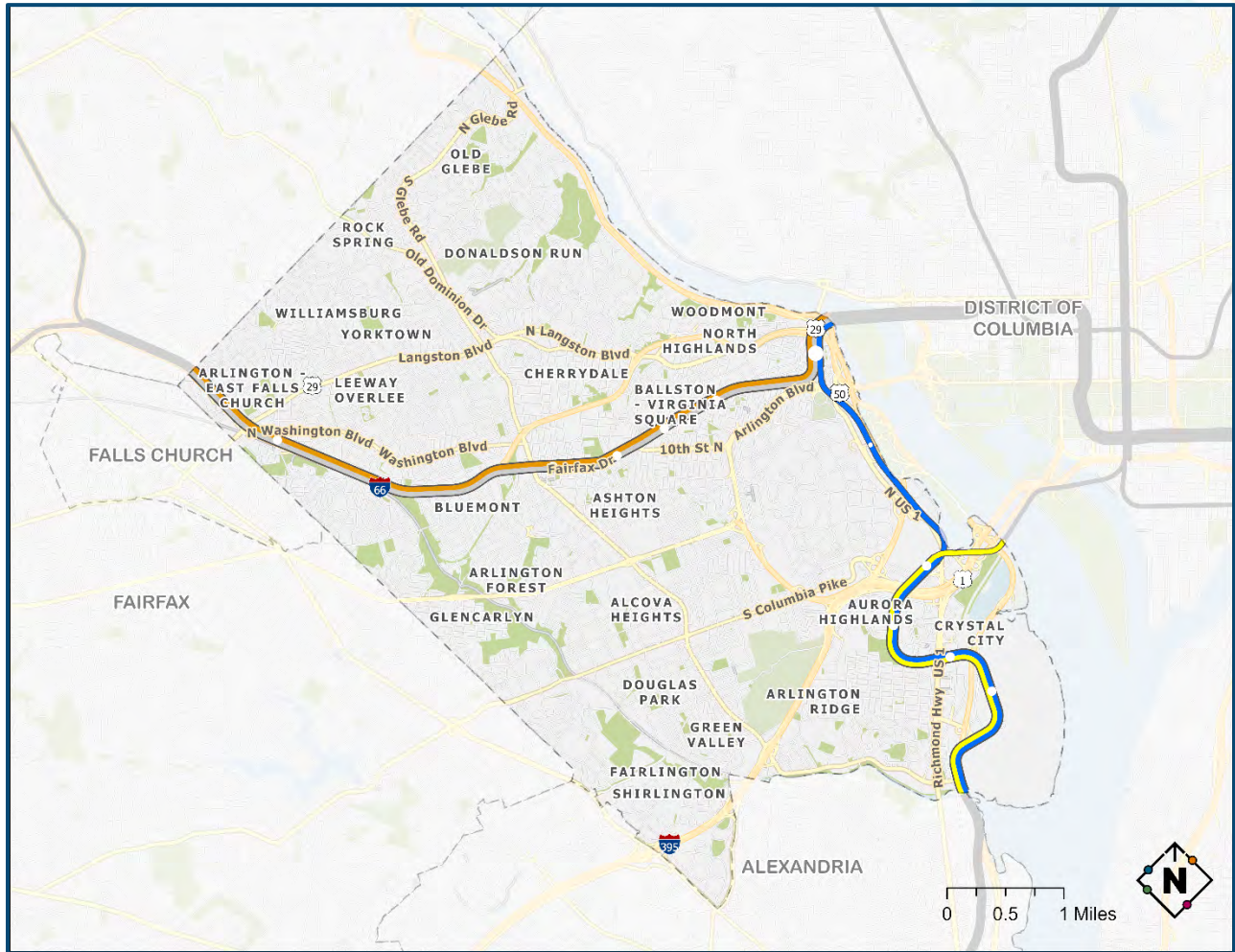
- ACCS partners with Commuter Connections, a regional network of transportation demand management organizations convened by the National Capital Region Transportation Planning Board (TPB) of the Metropolitan Washington Council of Governments (MWCOC), the Washington, DC region's Metropolitan Planning Organization (MPO). ACCS staff sit on several of Commuter Connections' working groups.
- ACCS works with regional transit agencies including WMATA, Maryland MTA, and VRE to sell fare media, administer SmartBenefits (WMATA's transit tax benefit program), and provide bus schedules and collateral material for ART.

Additionally, ACCS staff maintain a variety of professional memberships and committee affiliations, such as with the Association for Commuter Transportation (ACT) and the Transportation Research Board (TRB).

1.6. Program Service Area

Arlington County, Virginia, is a 26-square-mile jurisdiction located directly across the Potomac River from Washington, DC. It is bordered by Fairfax County to the north and west, the City of Falls Church to the west, and the City of Alexandria to the south. A map of the ACCS service area is provided in **Figure 4**.

Figure 4: ACCS Service Area of Arlington County, Virginia



1.7. Current Services

ACCS services directly influence trips that Arlington residents, employees, and visitors make, both by offering services as well as marketing and promoting transit, walking, biking, and carpool/vanpool options not directly administered by ACCS.

Additionally, Mobility Lab, ACCS’s research and communications initiative, studies people’s use of and satisfaction with Arlington’s various transportation options, as well as TDM best practices. This research in turn influences the programs that ACCS offers.

The following is a review of the services directly offered by ACCS.

EMPLOYER OUTREACH

Arlington Transportation Partners (ATP), a group within ACCS, offers the following services to employers.

Transit Benefits Assistance

ATP provides transit benefit assistance to employers, helping them decide which tax-free transit benefits are right for them, as well as assisting with the implementation process including program creation and open enrollment.

Champions

This program recognizes and rewards businesses, residential communities, commercial properties, and schools for implementing transportation programs. The program is designed to help participating companies or properties attract/retain employees, residents, tenants, or visitors, measure progress toward sustainability goals, demonstrate community involvement and corporate social responsibility, and enhance amenity and benefit offerings for employees or customers. ATP supports participating companies or properties through access to resources to enhance programs, invitations to exclusive events, recognition by County officials, national award opportunities (such as Best Workplaces for Commuters), and features in publications, on websites, or in ads featured on public transportation. The Champions program allows participants to participate at different levels, where bronze, silver, gold, and platinum level partners providing an increasing number of offerings to their constituents.

Employee Transportation Survey

This is a comprehensive survey for employers to administer to help them understand employees' commuting patterns and needs. This survey helps ATP to recommend appropriate programs and information to individual employers.

Customized Services

This program provides customized marketing materials for companies and office locations, including newsletters, commute planners, quick glance sheets, posters, and resource guides.

Transportation Events

ATP sponsors seminars, brown bag lunches, and workshops to provide commuting options and benefit information to companies and employees. ATP also holds networking events for clients and prospects to share best practices.

Transportation Brochures

This service provides free brochures about Metrorail, Metrobus, ART, and other sustainable transportation options to employers.

Capital Bikeshare

ATP educates employers about Capital Bikeshare's corporate membership and assists them with enrollment and renewal. ATP also shares station adoption and sponsorship opportunities.

Bicycle Friendly Business (BFB) Recognition Assistance

This program helps companies that have implemented bicycle promotion efforts to submit applications and receive recognition for their programs.

Best Workplace for Commuters (Center for Urban Transportation – USF)

This program helps companies submit applications and receive recognition for programs that promote sustainable transportation options at their employment sites.

Office Relocation Services

ATP assists companies considering moving to Arlington by analyzing their relocation needs and making recommendations for addressing the commuting impact on employees. ATP also acts as a resource for Arlington Economic Development (AED) during a business's entry into or relocation to Arlington.

Hotel Services

ATP provides Arlington hotels with materials and information for staff to assist guests with local transportation options.

Telework

ATP provides information and support to employers interested in a telework program, including explaining implementation choices and helping clients design an appropriate telework policy. ATP also provides workshops and seminars to explain telework to managers and staff and acts as a liaison to teleworking resources.

School Pool

ATP coordinates a TDM for Schools program geared toward Arlington Public Schools teachers and staff. Through this program, ATP identifies mode shift goals for individual schools, focusing on promoting sustainable transportation modes in areas not served by fixed-route transit.

RESIDENTIAL OUTREACH

ATP provides residential properties with location-specific marketing materials including commute planners, quick glance sheets, posters, and resource guides. ATP also provides manager and concierge training, residential building events and promotions, exclusive Capital Bikeshare membership opportunities, and transportation brochures. ATP also conducts Residential Transportation Surveys.

Additionally, BikeArlington and WalkArlington engage directly with residents, such as through teaching bike safety courses and leading neighborhood walks. Car-Free Diet team members also attend community events to provide residents with transportation option information.

Finally, Mobility Lab provides survey information, data analysis, and current transit and transit technology news to residents.

MARKETING AND PROMOTION

ACCS provides ongoing marketing in support of Metrorail, Metrobus, ART, Capital Bikeshare, Guaranteed Ride Home (GRH), and carsharing services in Arlington, as well as for other trip planning and TDM programs, as outlined below.

Car-Free Diet

Car-Free Diet has a website that includes a tool to calculate potential money saved, calories burned, and CO2 emissions reduced through traveling via modes other than single occupancy vehicles. The Car-Free program also promotes online tools that allow travelers to plug in their current location to see the range of transit options available or plan a multimodal trip. Car-Free Diet conducts marketing through brochures, direct mail, websites, web ads, print ads, videos, events, and via social media. Car-Free Diet retail partners help promote the Car-Free Diet with brochure racks in their establishments.

Street Team

The Car-Free Diet Street Team consists of bilingual (Spanish and English) contracted staff who regularly attend community events. The Street Team also organizes its own outreach events and partnerships with retail locations.

The Commuter Store®

ACCS's Commuter Stores and Mobile Commuter Stores provide fare media sales for WMATA, VRE, MARC, MTA Commuter Bus, Capital Bikeshare, EZ Pass, iRide Student SmarTrip cards, and STAR (Specialized Transit for Arlington Residents) coupon booklets. The stores also provide printed bus schedules and customer assistance with travel planning. The Commuter Stores maintain agreements with each transit operator in the region, reconciling sales made by the end of each calendar month and reimbursing operators for sales made by the end of the following month. The Commuter Stores provide valuable services—often to lower-income populations, minorities, people whose second language is English, older adults, and students—significantly advancing ACCS's goal of making it easier for Arlington residents, visitors, and employees to choose walking, biking, transit, and carpool or vanpool to meet their travel needs.

Commuter Direct®

CommuterDirect.com offers online fare media sales for WMATA, VRE, MARC, and MTA Commuter Bus for online or mail delivery, as well as the ability to redeem transit benefits for the purchase of transit tickets.

Commuter Information Center

The Commuter Information Center manages the operation of the 703.228.RIDE Arlington Transit (ART) call center, responds to email inquiries for ART and Commuter Stores, and fulfills CommuterDirect.com pass sales orders.

TDM for Site Plan Development

This program coordinates the design and implementation of large development projects with TDM infrastructure and services for residents, workers, and visitors. The program works directly with developers and property managers to increase the availability, awareness, and use of sustainable modes of travel to offset the transportation impacts of development, (e.g., bike parking, showers, lockers, and information displays). Through this program, ACCS monitors developments' implementation of their TDM programs to ensure they meet commitments.

Transit Promotion

ACCS encourages the use of transit and supports Arlington's Transit Bureau by designing, updating, and printing all schedule brochures, managing the ART website and social media, and placing and maintaining all ART transit signage in Arlington. ACCS also promotes new routes, service changes, and the iRide Student SmarTrip card (free ART bus rides for Arlington elementary, middle, and high school students).

SUPPORT PROGRAMS

In addition to employer services, residential services, and marketing, ATP offers support for other programs as well.

Mobility Lab

Mobility Lab measures and monitors the effectiveness of Arlington's TDM programs and collaborates with other researchers and practitioners to communicate TDM best practices. Mobility Lab also produces the Household Travel Survey, Arlington Resident Travel Survey, and a report summarizing Arlington County-related findings from an oversample of the *MWCOG State of the Commute Survey* that reports on travel behavior, commuting patterns, and

opinions around travel in Arlington. Mobility Lab also fills a general support role for ATP's other efforts.

Bikeshare

ACCS staff oversee the County's contract with the Capital Bikeshare vendor (Lyft), participate in regional bikeshare stakeholder groups, and assist with planning and managing the operation of Arlington's portion of Capital Bikeshare. ACCS also works with other local agencies to determine Capital Bikeshare's short- and long-term growth plans and works to secure Capital Bikeshare corporate memberships and opportunities for station adoption and sponsorship.

BikeArlington and WalkArlington

BikeArlington and WalkArlington provide education and encouragement to increase the number of people biking and walking by organizing promotional events, providing safety trainings and education, disseminating information through print and digital channels, engaging on social media, and public speaking.

Trip Planning

ACCS has played a crucial role in the development of several TDM and trip planning technology tools, including the Car-Free Near Me tool, which allows users to plug in their location information to see nearby transit options available.¹ ACCS also works to provide and promote real-time transportation information displays, specifically TransitScreen®, at office buildings, multifamily residential buildings, community centers, libraries, schools, and retail locations. The displays show nearby real-time bus, Metro, and Capital Bikeshare options.

¹ Source: <https://www.carfreenearme.com/>

2. Service Area Demographics and Characteristics

2.1. Introduction

This chapter provides an overview of the ACCS service area, including information about population, employment, travel patterns, and available transportation services, facilities, and TDM services.

The information used to develop this chapter was gathered in October 2023 from several sources, including the United States Census, the Bureau of Labor Statistics (BLS), the Virginia Employment Commission; information about available transportation options was gathered from local transit providers and governments. All data sources are documented in footnotes.

2.2. Demographics

POPULATION

The ACCS service area (Arlington County) is home to approximately 236,000 residents.²

Population Change and Projection

As shown in **Table 2**, Arlington County experienced rapid growth in the 2010s, growing by 15 percent between the 2010 and 2020 censuses, which was nearly double the statewide growth rate. A similarly rapid growth rate of 11 percent is projected within the County between 2020 and 2030, after which growth is expected to slow to approximately eight percent between 2030 and 2040, remaining slightly higher than the statewide growth rate during that decade. A County population of approximately 286,000 is projected by 2040.³

Table 2: Population Change and Projections

Year	Arlington County Population	Arlington County Percent Change	Virginia Population	Virginia Percent Change
2000 Census	189,453	-	7,079,030	-
2010 Census	207,627	9.6%	8,001,024	13.0%
2020 Census	238,643	14.9%	8,644,727	8.0%
2030 Projection	266,000	11.5%	9,129,000	5.6%
2040 Projection	286,000	7.5%	9,759,000	6.9%

Age

Figure 5 shows the age distribution as a percentage of the total population for Arlington County and Virginia as a whole.⁴ As shown in **Table 3**, Arlington County has a lower median

² Source: US Census Bureau, American Community Survey (ACS) Five-Year Estimates (2021), Table B01001.

³ Source: Source: US Census, Decennial Census (2000, 2010); Arlington Projection Source: MWCOG Cooperative Forecasts Round 10.0; VA Projection Source: Weldon Cooper Center for Public Service, University of Virginia (2022). <https://demographics.coopercenter.org/virginia-population-projections>

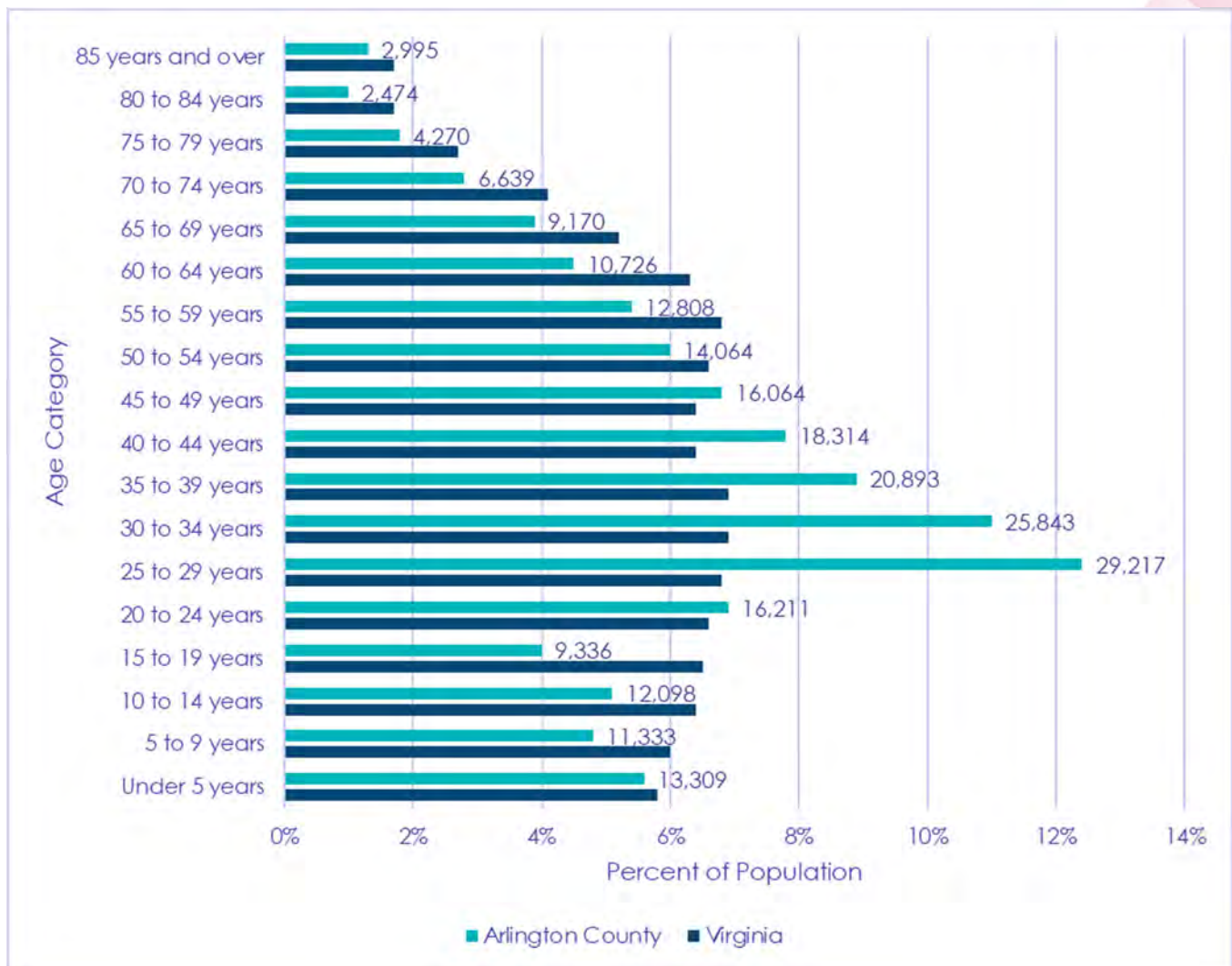
⁴ Source: US Census Bureau, American Community Survey (ACS) Five-Year Estimates (2021), Table S0101.

age and a higher ratio of working-age residents (16 to 64 years), compared to Virginia as a whole.⁵ The distribution of the working age population helped define target markets for commuter services in **Chapter 4** of this Strategic Plan. The plan also includes strategies for people with recurring travel for non-work trips, such as students and caregivers, in order to focus not just on trips to work but also trips needed to support a household, including shopping, activities, daycare, school, etc.

Table 3: Age Demographics by Jurisdiction

Jurisdiction	Median Age	Population Aged 16-64 as Percent of Total Population
Arlington County	35.4 (±0.1)	72.7%
Virginia	38.5 (±0.1)	65.0%

Figure 5: Age Distribution



⁵ Source: US Census Bureau, American Community Survey (ACS) Five-Year Estimates (2021), Table S0101.

Working Population

An estimated 148,000 Arlington County residents aged 16 to 64 years are workers, accounting for 86.4 percent of the working age population (those aged 16 to 64).⁶ **Table 4** shows the percentage of Arlington County working residents who commute to work, based on the American Community Survey (ACS)'s Five-Year Estimates (2021), which include a mix of pre- and post-pandemic data, as well as its One-Year Estimates (2022), which more closely reflect the current post-pandemic telework trend that has had a significant impact on commuting patterns.^{7 8} As shown in **Table 4**, approximately 64% of Arlington residents who work commute to their workplace.

Table 4: Arlington County Commuting Workers

US Census Bureau, American Community Survey (ACS) Data Product	Arlington Workers who Commute	Percent of Arlington Workers who Commute
Five-Year Estimates (2021), Table B08301	116,672	78.7%
One-Year Estimates (2022), Table B08301	96,623	64.2%

Race and Ethnicity

Arlington County is home to a majority-white population, with approximately 60 percent of residents identifying as non-Hispanic/Latino white alone (**Table 5**). The next-largest share of Arlington residents are Hispanic/Latino (white and non-white), making up approximately 16 percent of the population, followed by non-Hispanic/Latino Asian alone residents, making up approximately 10 percent of the population, followed by non-Hispanic/Latino Black alone residents, making up approximately nine percent of the population.⁹

Table 5: Arlington County Race and Ethnicity

Race and Ethnicity	Population	Race/Ethnicity as a Percent of Population
White alone, non-Hispanic/Latino	141,931	60.2%
Asian alone, non-Hispanic/Latino	24,010	10.2%
Black alone, non-Hispanic/Latino	21,429	9.1%
Other, Hispanic/Latino	20,181	8.6%
White alone, Hispanic/Latino	16,413	7.0%
Other, non-Hispanic/Latino	11,800	5.0%

Income

Table 6 shows annual earned income of the approximately 118,000 Arlington residents with full-time, year-round work.¹⁰ Approximately 17 percent of Arlington workers earn less than \$50,000

⁶ Source: US Census Bureau, American Community Survey (ACS) Five-Year Estimates (2021), Table S2301.

⁷ Source: US Census Bureau, American Community Survey (ACS) Five-Year Estimates (2021), Table B08301 and One-Year Estimates (2022), Table B08301. Note: The Census asks workers for their principal mode of travel they use to get to work or if they work from home. Those who commute are those who answered anything other than "worked from home."

⁸ While one-year estimates reflect more current data, they are less precise because they use a smaller sample over just one year.

⁹ Source: US Census Bureau, American Community Survey (ACS) Five-Year Estimates (2021), Table B03002.

¹⁰ Source: US Census Bureau, American Community Survey (ACS) Five-Year Estimates (2021), Table S2001.

annually, with an additional 37 percent earning \$50,000-100,000, and the remaining 46 percent earning over \$100,000. Higher income may be an indicator of jobs that can be more easily performed in a remote work environment; thus, a large proportion of higher-income workers may indicate suitability for TDM strategies like remote or hybrid work. However, TDM programs should be planned with the understanding that many jobs still require an in-person presence, such as construction, retail/hospitality, and health care workers, as well as executive-level government or corporate workers.

Table 6: Arlington County Earnings in Past 12 Months among Full-time, Year-round Worker Population

Earnings in Last 12 Months (2021 inflation-adjusted dollars)	Full-Time, Year-Round Workers	Earnings Group as a Percent of all Arlington Full-Time, Year-Round Workers
\$1 to \$9,999 or less	714	0.6%
\$10,000 to \$14,999	945	0.8%
\$15,000 to \$24,999	4,197	3.5%
\$25,000 to \$34,999	5,973	5.1%
\$35,000 to \$49,999	8,506	7.2%
\$50,000 to \$64,999	13,573	11.5%
\$65,000 to \$74,999	8,974	7.6%
\$75,000 to \$99,999	20,878	17.7%
\$100,000 or more	54,502	46.1%

WORKFORCE

Arlington County's workforce—defined as people who work in Arlington County but may live either in Arlington County or elsewhere—has an important influence on travel demand to, from, and within the County. The following section summarizes key considerations about Arlington County's workforce.

Workforce Size and Turnover

As of the second quarter of 2022, roughly 141,000 people worked in the private sector in Arlington County, in addition to roughly 11,000 employed in the public sector. This can be compared with Virginia as a whole, which had roughly 3.2 million people working in the private sector, in addition to roughly 500,000 employed in the public sector as of the second quarter of 2022 (**Table 7**).¹¹ Arlington, therefore, has a larger share of its workers employed in the private sector (93 percent) as compared to Virginia as a whole (86 percent). The size of the workforce fluctuates throughout the year because of turnover, which is the portion of the working population that leaves a job during a quarter. Higher turnover indicates more workers leaving jobs, which generally implies a stronger labor market.

The private workforce turnover trends in **Figure 6** shows Arlington County's workforce turnover rate has increased since the COVID-19 pandemic. This trend generally followed statewide post-COVID trends until the second quarter of 2022, when Arlington's rate surpassed the statewide rate for the first time since the second quarter of 2021.¹² Workforce turnover rates

¹¹ Source: US Census Bureau, Local Employment Dynamics (LED) Program, 2nd Quarter (April, May, June) 2022, all ownerships. Accessed via the Census [Quarterly Workforce Indicator \(QWI\) Explorer](#).

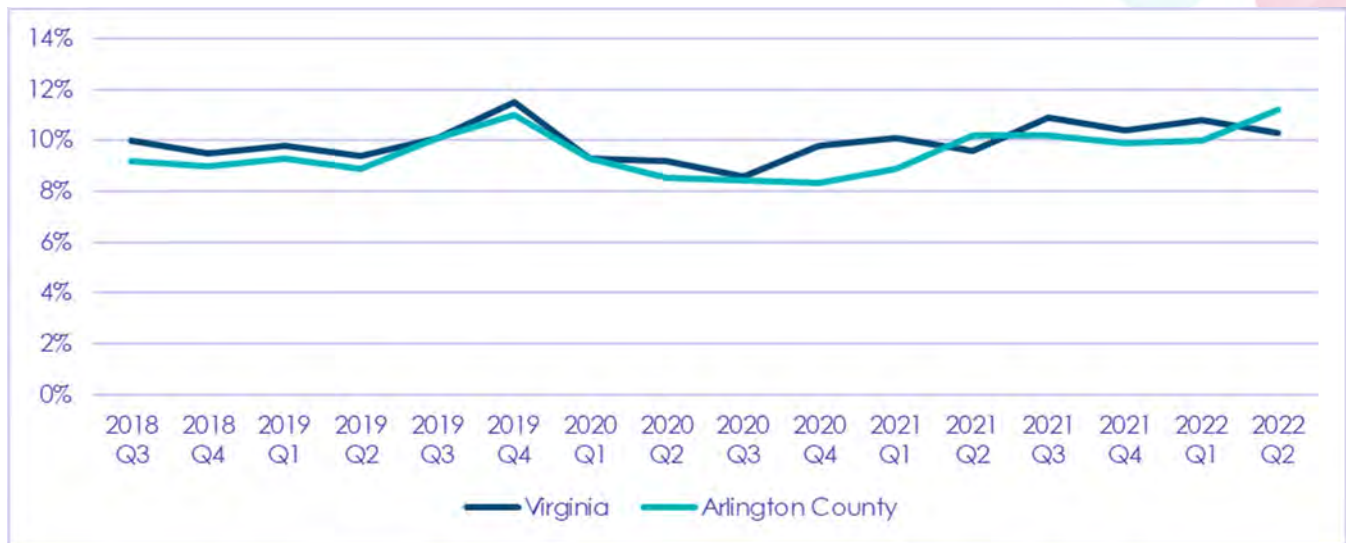
¹² Source: US Census Bureau, Local Employment Dynamics (LED) Program. Accessed via the Census [Quarterly Workforce Indicator \(QWI\) Explorer](#).

have implications for TDM programming as workers with new jobs determine how to travel to their new job location and employers provide information to new employees on their options for getting to work.

Table 7: Workforce Size and Turnover

Jurisdiction	Total Workers (2022 Q2)		Workforce Turnover (2022 Q2)	
	Private Sector	Private and Public Sector	Private Sector	Private and Public Sector
Arlington County	141,044	152,195	11.2%	10.7%
Virginia	3,212,762	3,722,335	10.3%	9.6%

Figure 6: Private Sector Workforce Turnover Trends



EMPLOYERS

There are 9,648 employers in Arlington County. The 10 largest employers in the County and their industries are shown in **Table 8**. Four of the top 10 employers are in the public sector and include the US Department of Homeland Security, Arlington County Public Schools, and the County government. Private sector employers range from professional services to airlines and hospitals.¹³

¹³ Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 1st Quarter (January, February, March) 2023. <https://virginiaworks.com/docs/Local-Area-Profiles/5104000013.pdf>.

Table 8: Arlington County Largest Employers

Rank	Employer	Sector	Industry
1	US Department of Defense	Public	Federal Government
2	Arlington County School Board	Public	Educational Services
3	Accenture National Securities	Private	Professional, Scientific, and Technical Services
4	United Airlines Inc	Private	Transportation and Warehousing
5	County of Arlington	Public	Local Government
6	Deloitte Consulting LLP	Private	Professional, Scientific, and Technical Services
7	Fannie Mae	Private	Finance and Insurance
8	US Department of Homeland Security	Public	Federal Government
9	Virginia Hospital Center	Not-for-Profit	Health Care and Social Assistance
10	American Airlines Inc	Private	Transportation and Warehousing

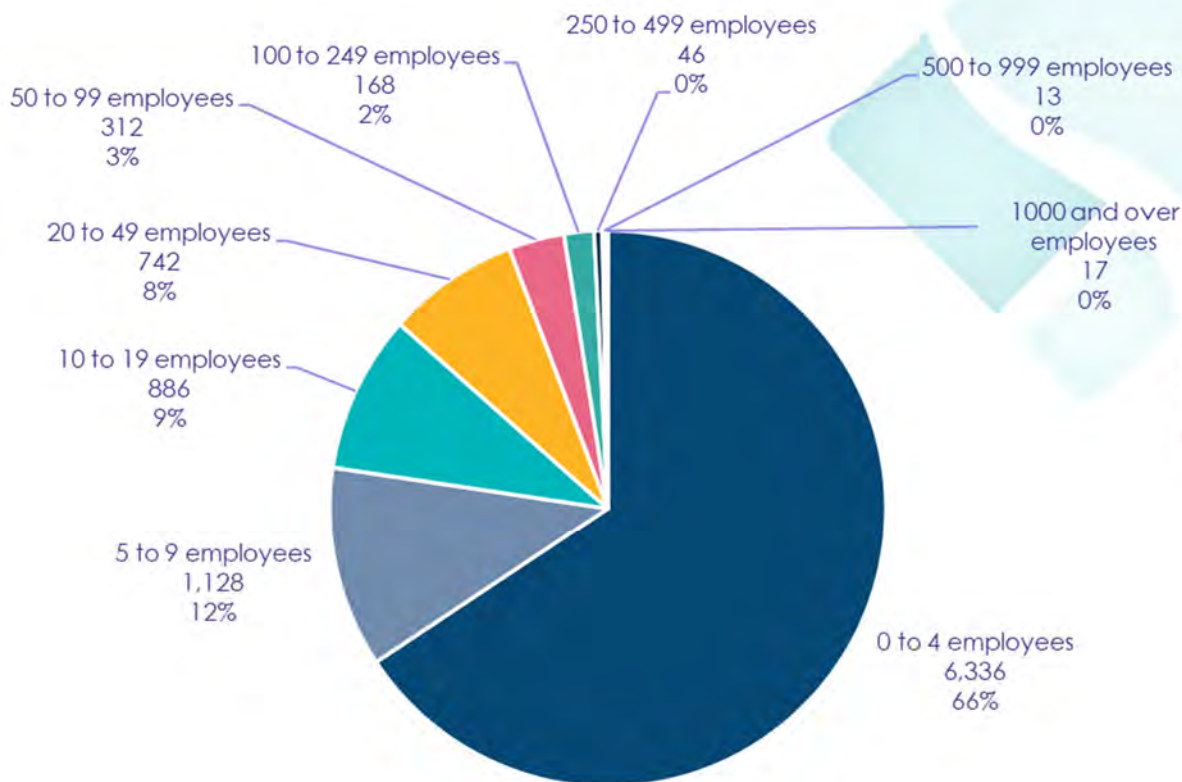
Employer Size

Figure 7 shows the share of Arlington County employers by their number of employees. Most of the employers are small—78 percent of Arlington’s employers have fewer than 10 employees and 95 percent have fewer than 50 employees. Of the larger employers, 556 employers have more than 50 employees (five percent) and only 17 of those have more than 1,000 employees.¹⁴

The nearly 560 employers with more than 50 employees and the additional 750 employers with more than 20 may be the best candidates for participation in traditional TDM programs, since these employers can reach larger numbers of people and have the administrative capacity to manage such programs, thereby leveraging limited county resources. However, TDM services are currently offered and will continue to be offered to smaller companies in a way that meets their unique needs.

¹⁴ Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 1st Quarter (January, February, March) 2023.
<https://virginiaworks.com/docs/Local-Area-Profiles/5104000013.pdf>.

Figure 7: Number of Arlington County Employers by Size



Employer Industries

Neither employers nor employees in Arlington County are highly concentrated by sector (**Table 9**).¹⁵ However, in some sectors, a small number of employers account for a larger number of employees—for example, government sector employers make up two percent of all employers but employ 22 percent of all workers in Arlington County.¹⁶ Considering employment by sector provides insight into how many of the region’s employees might be able to reduce their amount of commuting or shift their commute to non-SOV modes, acknowledging that company and agency policy also has a large impact on how often employees commute to their work location. For example, companies in the professional services and finance sectors might be good targets for telework outreach, while the education, health services and leisure/hospitality sectors might be better targets for other types of TDM programming such as promotion of sustainable commute modes.

¹⁵ Source: US Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW), 1st Quarter (January, February, March) 2023, County High-Level Summary File. <https://www.bls.gov/cew/downloadable-data-files.htm>. Note that the time period covered by this source is different from the period covered by the source for Table 7.

¹⁶ Note that LED data cited in Table 7 shows a public sector employment of 7 percent as compared to 22 percent in the QCEW data; each source uses a different definition of public and private industry.

Table 9: Employers and Employees by Sector

Sector	Employers		Employees	
	Number	% of Total	Number	% of Total
Professional and business services	3,546	32%	58,343	34%
Government	190	2%	38,297	22%
Trade, transportation, and utilities	842	8%	20,525	12%
Leisure and hospitality	806	7%	15,986	9%
Education and health services	1,052	10%	13,473	8%
Other services	2,644	24%	10,778	6%
Financial activities	895	8%	6,484	4%
Information	350	3%	5,725	3%
Construction	254	2%	2,202	1%
Manufacturing	120	1%	770	0%
Unclassified	345	3%	526	0%
Natural resources and mining	7	0%	33	0%
Total	11,051	100%	173,142	100%

WORKFORCE TRAVEL PATTERNS

Commute Breakdown

Figure 8 visualizes the breakdown in commute trips between people who live and work in the County (resident workers), people who live in the County but work outside it (out-commuters), and people who work in the County but live outside it (in-commuters). Roughly 247,000 commuters fall within ACCS’s purview, comprised of approximately 23,000 resident workers, 89,000 out-commuters, and 135,000 in-commuters. About 224,000 workers commute into or out of Arlington County, compared to 23,000 who both live and work in the County.¹⁷

Note that **Figure 8** represents administrative data reported by the Census’ LEHD Origin-Destination Employment Statistics program as of 2021. Thus, the total worker counts differ from **Table 7**, which shows US Census Bureau Local Employment Dynamics (LED) Program, 2nd Quarter (April, May, June) 2022 data.

Figure 9 and **Figure 10** show the most common commute destinations for Arlington County residents and commute origins for Arlington County workers, respectively. The District of Columbia was the most common commute destination for Arlington County residents, while Fairfax County was the most common commute origin for Arlington County workers.¹⁸

¹⁷ Source: US Census Bureau, LEHD Origin-Destination Employment Statistics (2021). Accessed at <https://onthemap.ces.census.gov>

¹⁸ Source: US Census Bureau, LEHD Origin-Destination Employment Statistics (2021). Accessed at <https://onthemap.ces.census.gov>

Figure 8: Service Area Commute Flows

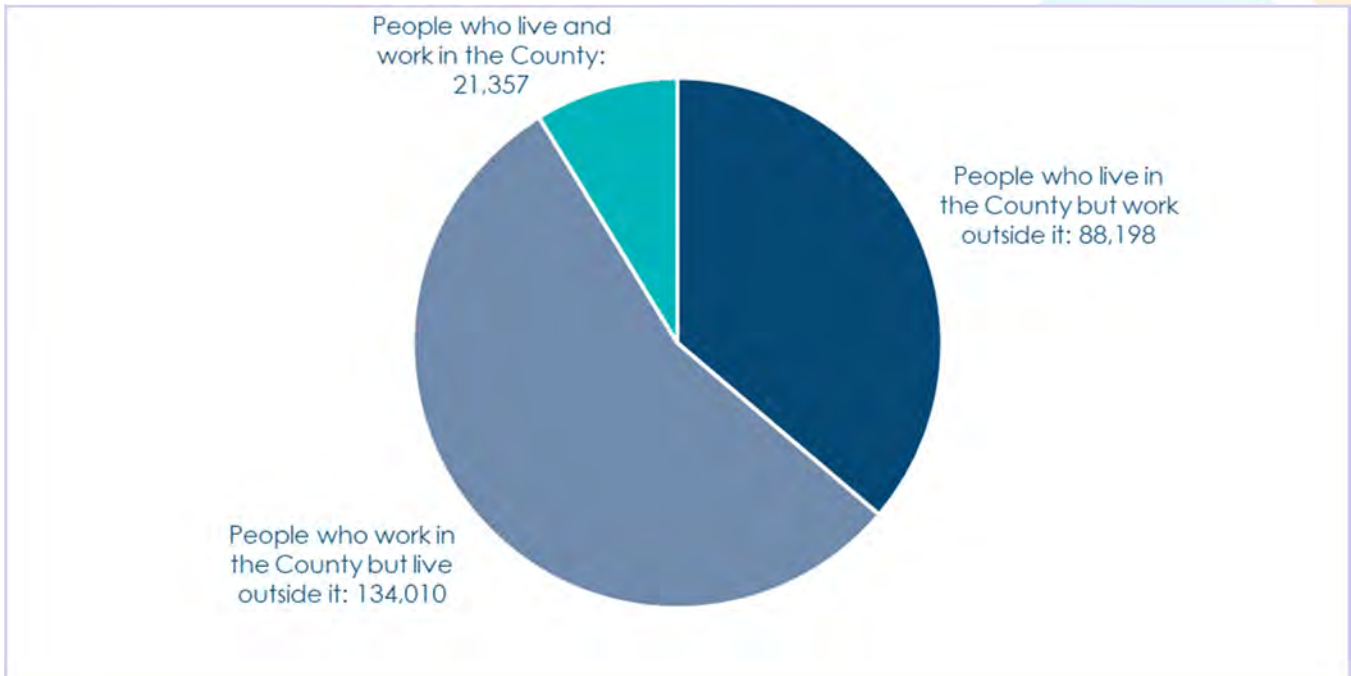


Figure 9: Share of Commute Destinations for Arlington County Residents

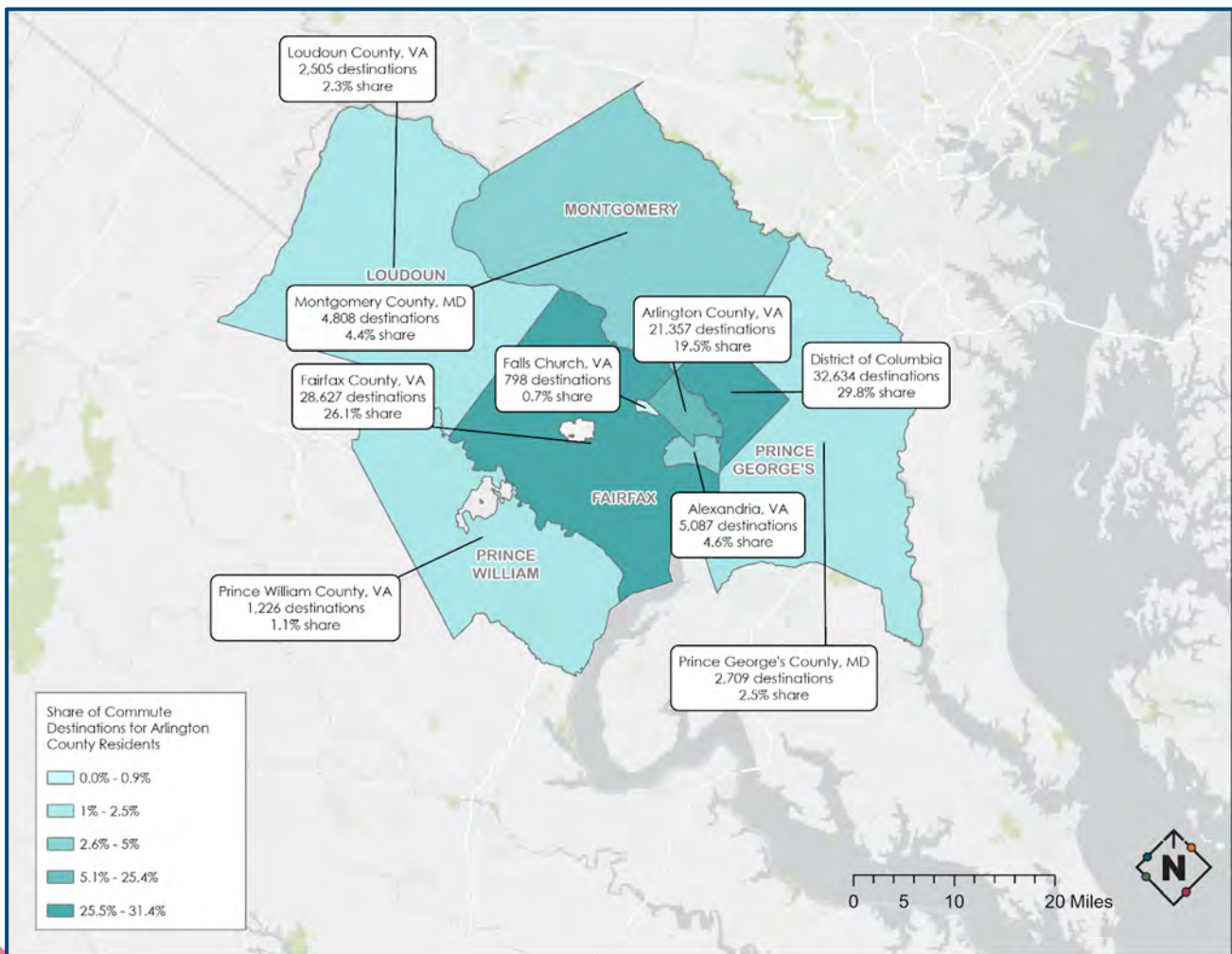
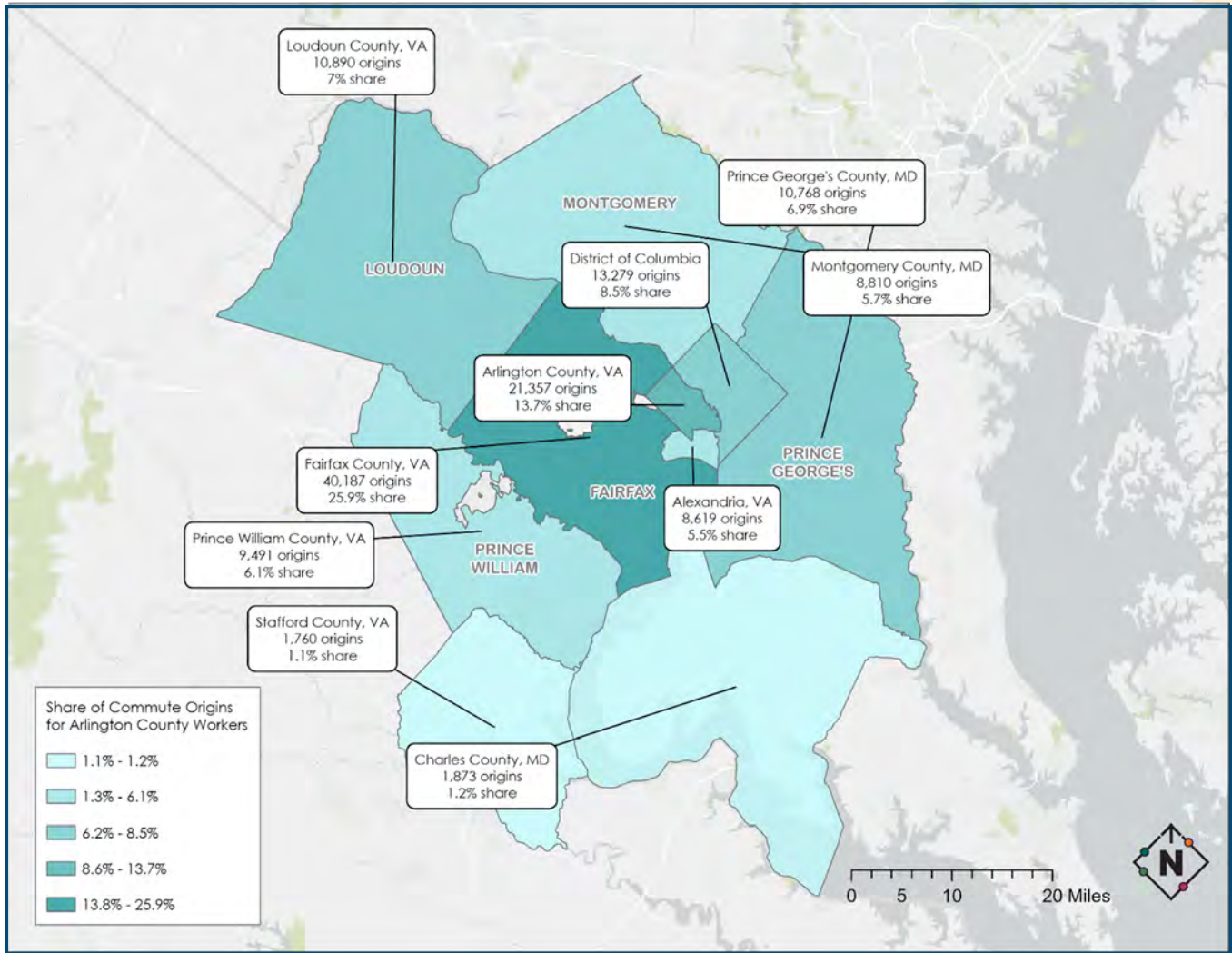


Figure 10: Share of Commute Origins for Arlington County Workers



Mode Share

Arlington County residents, workers, and visitors travel to work and other destinations by a variety of modes, based on commute and non-commute mode share data from various sources—namely a 2021 resident survey, the American Community Survey (ACS), and location-based data. These sources indicate that driving alone is the most common mode for both commute and non-commute trips. Though telework has substantially reduced the number of commute trips taken, driving alone remains the most common commute mode. However, Arlington residents and commuters to Arlington have very large non-drive-alone commute mode share compared to the rest of the region and Virginia.¹⁹ Survey and ACS data indicate between 15 and 35 percent and Replica indicates upwards of 50 percent of commute trips are taken by transit, active modes, and carpool/vanpool. These data sources also indicate that while drive-alone rates for commute and non-commute trips are similar, when it comes to alternative modes, transit accounts for a greater share of commute trips, and biking and walking account for a greater share of non-commute trips.

The following sections provide a detailed review of each data source.

Arlington Resident Travel Survey

Table 10 includes commute mode share data from the 2021 Arlington Resident Travel Survey. Weekly commute trips were approximately 20 percent driving alone/taxi/ride-hail, 15 percent transit or active transportation modes, and 65 percent telework countywide. This survey was conducted when telework was still very high due to the COVID-19 pandemic.

Figure 11 breaks these countywide survey results down into six home areas.²⁰ Of these, the Route 1 and Rosslyn-Ballston corridors had the lowest drive-alone rates, and the Columbia Pike and Other South Arlington areas had the highest drive-alone rates.

Figure 12 compares the aforementioned 2021 commute mode share data from the Arlington Resident Travel Survey to the 2015 results. Overall travel decreased substantially due to increased teleworking due to the pandemic. Of the trips taken in 2021, driving alone and biking accounted for a higher share as compared to 2015, while transit, walking, and carpooling accounted for a lower share as compared to 2015. In 2021, driving alone and transit were the most popular modes for commute trips actually taken (i.e., all non-telework modes), as they were 2015.

In addition to commute mode share data, **Table 10** includes non-commute mode share data. This data is expressed by the percentage of respondents who used each mode for a non-work trip during the most recent weekday or weekend. Seventy-four percent of respondents drove alone for a non-work trip, 48 percent walked, 27 percent used carpooling/vanpooling, and 20 percent took a train (because multiple responses were permitted, responses do not total 100

¹⁹ According to American Community Survey (ACS) Five-Year Estimates (2021), Table B08006, Arlington County's non-drive alone commute share is 56 percent, compared to 39 percent for the Washington-Arlington-Alexandria, DC-VA-MD-WV Metro Area, and 27 percent for Virginia as a whole.

²⁰ The survey defined the Columbia Pike area as zip codes that extended approximately one-half mile corridor around the Columbia Pike roadway; the Rosslyn-Ballston and Route 1 areas as approximately one-quarter mile corridors around the Metrorail Orange and Metrorail Blue lines, respectively; Shirlington as the zip code that included Shirlington Village Center; and "Other" North and South Arlington as all other areas of the county north and south of Route 50, respectively.

percent). As noted above, mode choice might have been impacted by health concerns still at play due to the pandemic.

Table 10: Commute and Non-Commute Mode Share (2021 Arlington Resident Travel Survey)

Trip Type	Drive alone, Taxi, Ride-hail			Train	Bus	Personal bike, Bikeshare, Scooter			Walk	Carpool/Vanpool	Telework
Commuter Trips											
% of Weekly Commute Trips Made During Past Week	20.2			7.2	2.9	2.3			2.2	0.6	64.6
Non-commute Trips											
% of Respondents Who Used Mode During Past Week (Weekday or Weekend)*	74	1	14	20	10	13	3	2	48	27	-

*Multiple responses permitted, so responses do not total 100%.

Figure 11: Commute Mode Share by Home Area (2021 Arlington Resident Travel Survey)

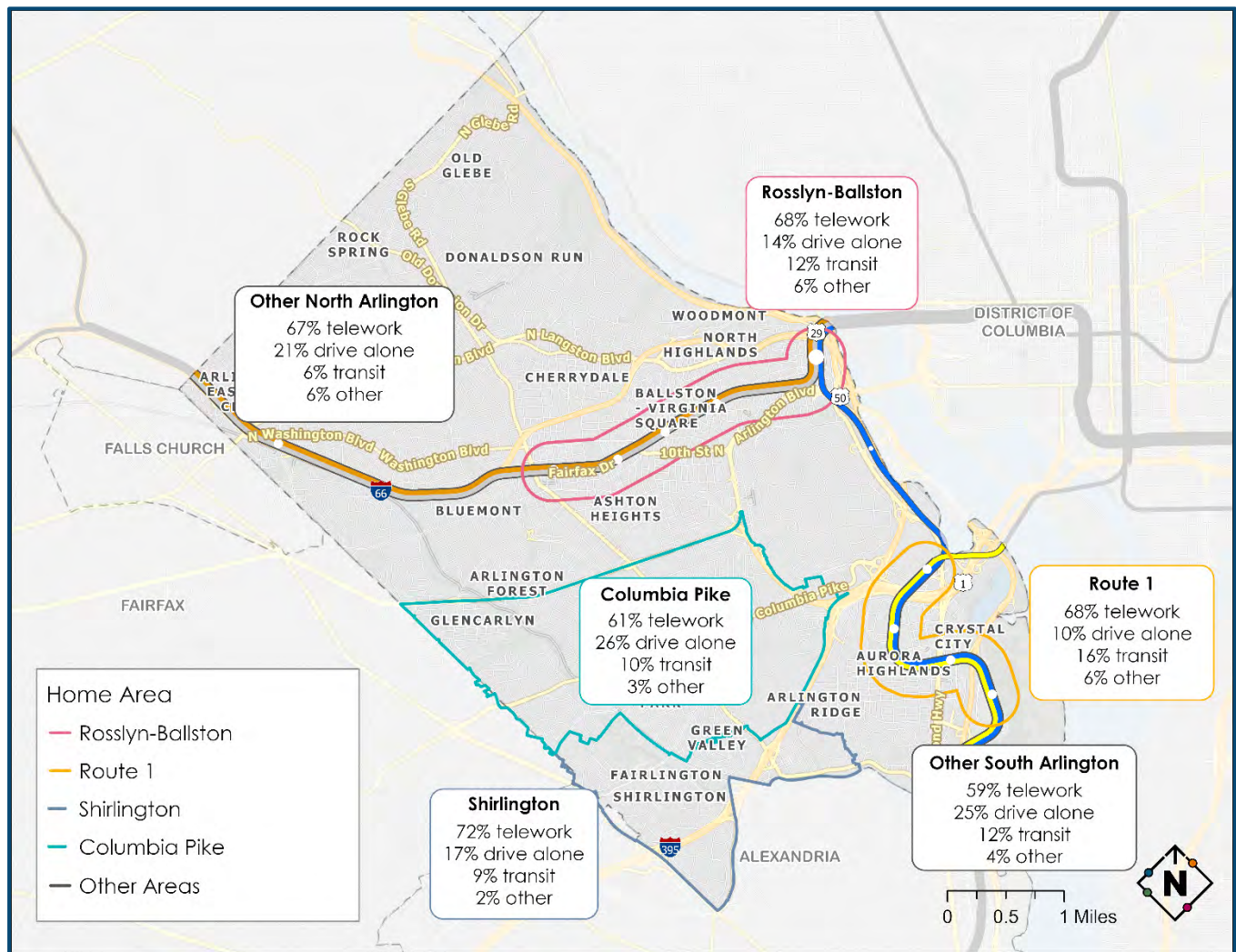
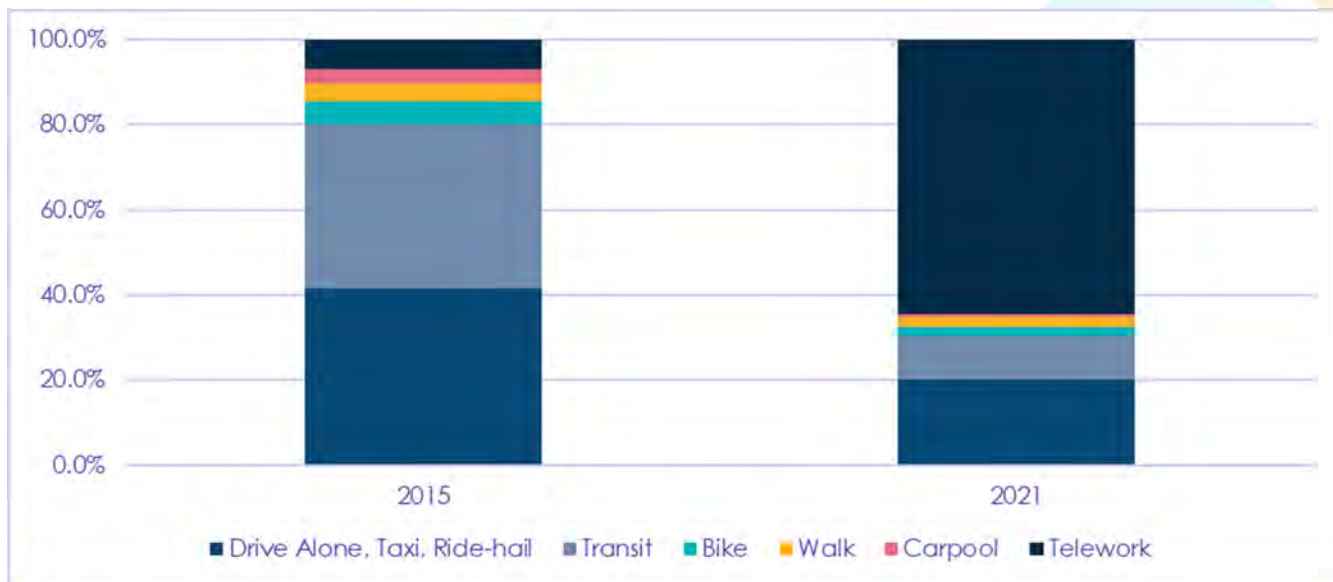


Figure 12: Weekly Commute Trips by Mode (2015 and 2021 Arlington Resident Travel Survey)



American Community Survey (ACS)

Table 11 includes commute mode share data from the American Community Survey’s (ACS) Five-Year Estimates (2021) as well as its One-Year Estimates (2022),²¹ which more closely reflect current post-pandemic telework patterns.²² This data shows commute mode shares of 39 to 44 percent driving alone, 25 to 35 percent non-SOV modes, and 21 to 36 percent telework—a much lower estimate than the 2021 Arlington Resident Travel Survey which revealed a 65 percent telework mode share.

Table 11: Commute Mode Share (American Community Survey)

Source	Drive alone	Carpool	Transit	Bicycle	Walk	Other	Telework
Five-year Estimates (2021)	43.8%	5.8%	21.6%	1.5%	4.6%	1.6%	21.3%
One-year Estimates (2022)	39.0%	5.3%	12.2%	1.0%	3.9%	2.7%	35.8%

Location-Based Services Data

Table 12 includes commute mode share data from Replica, a data platform that provides an interpolation of travel flows via a seasonal mobility model based on mobile device location data, consumer/resident data, built environment data, economic activity data, and ground truth data.²³ Because Replica only estimates trips based on movement, teleworking is not included as a mode option. Replica data reveal commute mode splits of:

²¹ Source: American Community Survey (ACS) Five-Year Estimates (2021) and One-Year Estimates (2022), Table B08006.

²² While one-year estimates reflect more current data, they are less precise because they use a smaller sample over just one year.

²³ The cited mode splits are derived from Replica’s Spring 2023 model, which was customized for Arlington-related trips. More detailed information about the source data, methodology, and outputs of Replica’s seasonal mobility model can be found at

<https://documentation.replicahq.com/docs/seasonal-mobility-model-methodology-summary-places>

- 33 percent transit/walk/bike/other, 16 percent auto passenger, and 51 percent drive alone/taxi/ride-hail for *Arlington residents commuting within Arlington*.
- 19 percent transit/walk/bike/other, 30 percent auto passenger, and 51 percent drive alone/taxi/ride-hail for *Arlington residents commuting outside Arlington*.²⁴
- 14 percent transit/walk/bike/other, 37 percent auto passenger, and 49 percent drive alone/taxi/Transportation Network Company (TNC, i.e., Uber or Lyft) for *regional residents²⁵ outside Arlington commuting to Arlington*.

Table 12 also includes non-commute mode share data from Replica:

- Arlington residents’ non-commute trips are 28 percent transit/walk/bike/other, 27 percent auto passenger, and 44 percent drive alone/taxi/ride-hail.
- Arlington residents’ total trips (commute and non-commute) are 27 percent transit/walk/bike/other, 27 percent auto passenger, and 46 percent drive alone/taxi/ride-hail.²⁶

Since mode splits vary across different parts of Arlington County, the CAP Strategic Plan incorporates an understanding of the available options for different locations of travel to and within Arlington County.

Table 12: Commute and Non-Commute Mode Share: Location Based Services (Replica) Data

Demographic	Auto driver	Taxi/TNC	Auto passenger	Transit	Bicycle	Walk	Other
Commute trips							
Arlington resident commuters to Arlington (internal Arlington)	48.8%	2.3%	16.4%	7.4%	2.8%	21.8%	0.5%
Arlington resident commuters to region outside Arlington	44.4%	6.8%	29.8%	11.6%	1.3%	5.6%	0.5%
Regional resident commuters outside Arlington to Arlington	45.1%	3.6%	36.9%	8.0%	1.0%	4.9%	0.5%
Non-commute trips							
Arlington residents traveling within region (including Arlington)	42.9%	1.2%	27.5%	1.5%	3.3%	21.8%	1.9%
All trips							
Arlington residents traveling within region (including Arlington)	43.6%	2.1%	26.9%	3.5%	2.9%	19.2%	1.7%

2.3. Services and Facilities

Arlington has a comprehensive transportation network comprised of County-operated transit services, regional/connecting transit services, bicycle and pedestrian infrastructure, and

²⁴ Defined as the jurisdictions in the Metropolitan Washington Council of Governments (MWCOG) region, excluding Arlington.

²⁵ Defined as the MWCOG jurisdictions, excluding Arlington.

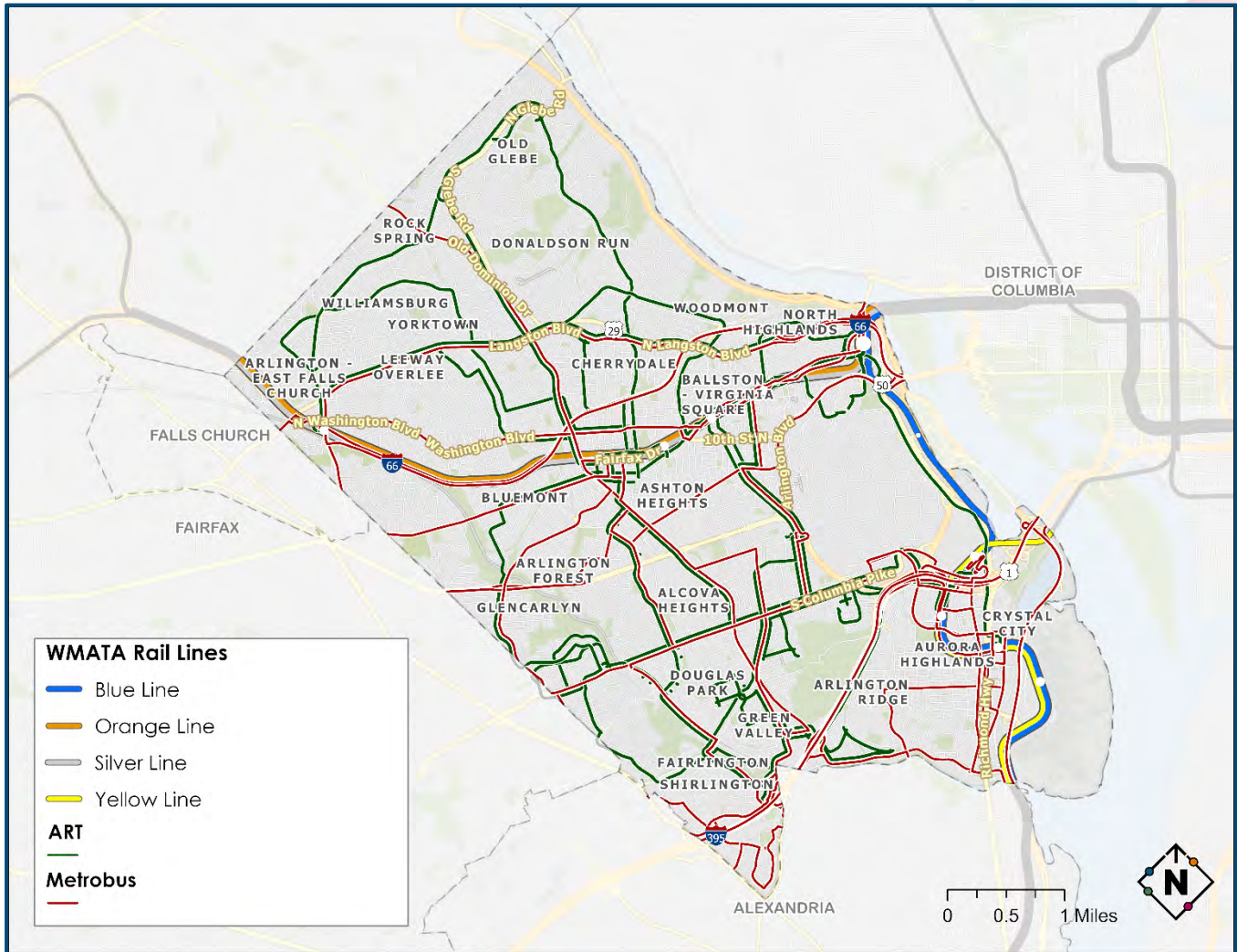
²⁶ Source: Replica data, Q2 2023.

roadway facilities to support both the local and regional travel needs of Arlington residents, workers, and visitors.

ARLINGTON COUNTY TRANSIT SERVICES

The Arlington County Department of Environmental Services' Transit Bureau oversees transit operations and provides transit services to accommodate the needs of County residents, employees, and visitors, namely through the services outlined below. The services described in this section are shown in **Figure 13**.²⁷

Figure 13: Arlington County Transit Services



Arlington Transit (ART)

ART is Arlington’s local bus service, providing service to most neighborhoods in the County. Its bus route network serves some of the County’s busiest corridors and complements the Washington Metropolitan Area Transit Authority’s (WMATA) Metrorail and Metrobus services to provide additional connections between key destinations. ART operates 14 routes, seven of

²⁷ ART and Metrobus lines current as of January 2024.

which operate seven days per week, and four of which provide all-day frequency of every 20 minutes or better. These higher frequency routes are located mostly along the Rosslyn-Ballston corridor, Columbia Pike, Langston Boulevard, and Glebe Road, and near Metrorail stations.

ART also serves several high-profile federal agencies and facilities, such as the Pentagon, Transportation Security Administration (TSA), US Marshals Service, US State Department, and the Defense Advanced Research Projects Agency (DARPA). The transit service network includes the Shirlington Bus Station, the only enclosed public bus station in Arlington and the principal transfer point for ART, Metrobus, and DASH bus service from Alexandria. The Pentagon Transit Center and Ballston Transit Hub are two other major transit transfer locations in Arlington.

Specialized Transit for Arlington Residents (STAR)

STAR is the County's designated Americans with Disabilities Act (ADA) paratransit service. This service is provided to Arlington residents who are not able to use fixed-route transit due to a qualifying disability. It offers curb-to-curb service for residents eligible for WMATA's MetroAccess service.

STAR is available between 5:30 a.m. and midnight, seven days a week. All peak period, night, and weekend trips must begin or end in Arlington. This service is intended to provide a comparable level of transportation to that provided by ART, Metrobus, and Metrorail.

REGIONAL TRANSIT SERVICES IN ARLINGTON

Arlington is also served by regional transit providers, as outlined below.

Washington Metropolitan Area Transit Authority (WMATA)

WMATA provides regional bus and rail transit service between and within various localities across the Washington, DC metropolitan area, including Arlington.

Metrorail

Metrorail is WMATA's heavy rail service that includes 11 stations within Arlington served by the Yellow, Blue, Orange, and Silver Lines.

Metrorail service runs on all lines from 5:00 a.m. to midnight, Mondays through Thursdays; 5:00 a.m.–1:00 a.m. on Fridays; 7:00 a.m.–1:00 a.m. on Saturdays; and 7:00 a.m. to midnight on Sundays. As of August 2024, Metrorail trains run approximately every six to eight minutes on the Yellow Line and every 10 to 15 minutes on the Blue, Orange, and Silver Lines. Due to the lines sharing alignments in most of Arlington, effective service frequencies along Arlington's Metrorail corridors are higher than the individual line frequencies would suggest.

Metrobus

Metrobus is WMATA's bus service that provides coverage in the District of Columbia, Maryland, and Virginia. Arlington's Metrobus service provides connections to major regional destinations and/or Metrorail stations.

Metrobus service generally operates from 5:00 a.m. to midnight on weekdays and Saturday and from 6:00 a.m.–11:00 p.m. on Sundays. Some routes begin service as early as 4:00 a.m. and run as late as 3:00 a.m. Metrobus' frequent routes run every 12 to 20 minutes or better from 7:00 a.m.–9:00 p.m. daily, with less frequent service during early morning and late-night times. Metrobus also operates local, commuter, and limited-stop service at varying days, times, and service levels. Weekday service frequencies range between 10 and 60 minutes, while weekend service operates at frequencies between 12 and 60 minutes.

Metroway

Metrobus service also includes Metroway, a Bus Rapid Transit (BRT) line also known as the Potomac Yard Line. It operates between Pentagon City in Arlington and Braddock Road in Alexandria. Metroway operates partially within bus-only guideways.

Metroway service runs from 5:30 a.m.–10:00 p.m. Mondays through Thursdays; 5:30 a.m. to midnight on Fridays; 6:30 a.m. to midnight on Saturdays; and 7:30 a.m.–10:00 p.m. on Sundays. During peak hours, Metroway buses run every six minutes from Crystal City to Potomac Yard and every 12 minutes between Braddock Road and Pentagon City. Buses run every 12 minutes during daytime off-peak hours, every 15 minutes in the evening off-peak hours, and every 20 minutes on weekends.

Columbia Pike Premium Transit Network

Arlington County is implementing premium transit service along Columbia Pike, connecting Columbia Pike, Pentagon City, and Crystal City, as part of the planned Premium Transit Network (PrTN). The first phase of improvements was implemented in 2018 and included the restructuring of a Metrobus route with a net increase in service, Metrobus schedule improvements, and an updated “Pike Ride” logo. The planned PrTN, including Columbia Pike, will include high-quality transit stations with near-level boarding and real-time bus arrival information, off-vehicle fare collection, transit signal priority, and branded vehicles. The PrTN is and will continue to be used by both Metrobus and ART routes.

MetroAccess

WMATA provides MetroAccess ADA paratransit service to complement the local and regional rail and bus network. To use MetroAccess, riders must meet the criteria specified under the Americans with Disabilities Act (ADA). Eligibility is based on a person’s functional limitations and not whether they have a disability or based on their age. The service area includes the District of Columbia, Montgomery County, Prince George’s County, Arlington County, Fairfax County, and the cities of Alexandria, Fairfax, and Falls Church.

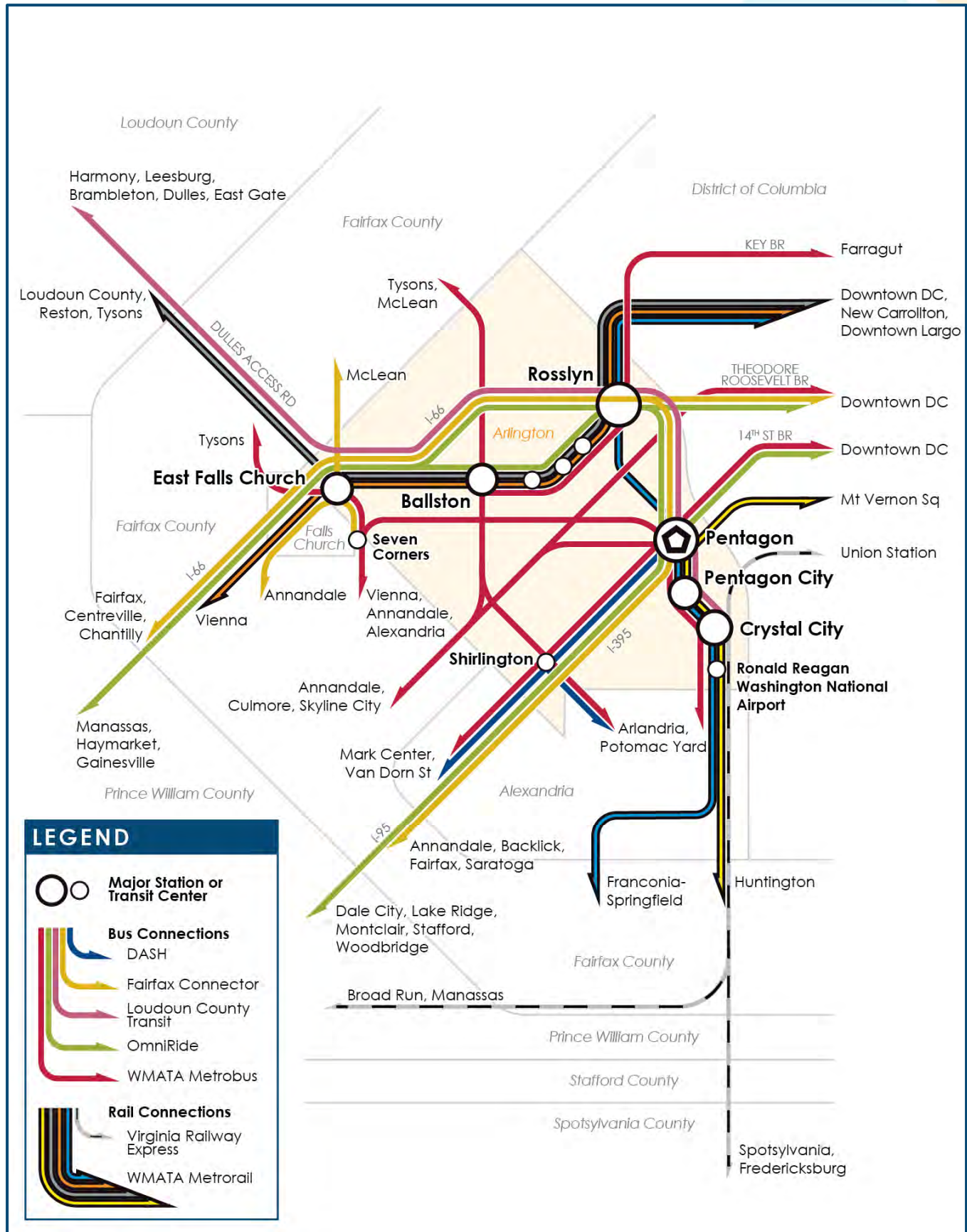
Core hours of MetroAccess operation mirror the core service hours of Metrorail and Metrobus. Reservations can be made for service outside those hours if fixed-route service is offered at the same time along the requested route of MetroAccess travel.

OTHER CONNECTING TRANSIT SERVICES

In addition to ART and regional transit services, Arlington is served by several transit agencies of adjacent jurisdictions, as shown in **Figure 14**.²⁸

²⁸ Service shown current as of October 2024.

Figure 14: Arlington County External Transit Connections



Virginia Railway Express (VRE)

VRE is the commuter rail service connecting the Northern Virginia suburbs along the Interstate 95 and Interstate 66 corridors from Fredericksburg and Manassas to Alexandria, Arlington (Crystal City), and L'Enfant Plaza and Union Station in Washington, DC.

The only VRE station in Arlington is the Crystal City station located on South Crystal Drive, about five miles south of Union Station. The combined headway of both the Fredericksburg and Manassas lines provides Crystal City with 14 northbound trains to Union Station between 6:00–9:30 a.m. and 15 southbound trains between 1:00–7:30 p.m. VRE service at the Crystal City station is northbound-only in the morning and southbound-only in the afternoon and operates on weekdays only.

Connections to other modes from the Crystal City VRE station are possible, namely to the Metrorail Crystal City station (Yellow and Blue Lines), Metroway, Metrobus (Routes 23A and 23B), and ART (Route 43).

DASH

DASH is the bus service operated by the City of Alexandria. The system has 11 routes, several of which terminate at major transfer points in Arlington County. Route 36A/B terminates at the Shirlington Bus Station while Routes 35, 103, and 104 terminate at the Pentagon Metro station.

Fairfax Connector

Fairfax Connector, operated by Fairfax County, is the largest local bus system in Northern Virginia. The system has 91 routes, several of which provide service into and/or through Arlington County, connecting at the East Falls Church, Pentagon, Pentagon City, and Crystal City Metro stations.

Loudoun County Transit

Loudoun County provides several transit services both within and outside its county limits, including several commuter routes into Washington, DC, that stop in Arlington County at Rosslyn, Crystal City, and the Pentagon. Loudoun County Transit commuter routes serving Arlington County operate on weekdays only.

Omni-Ride

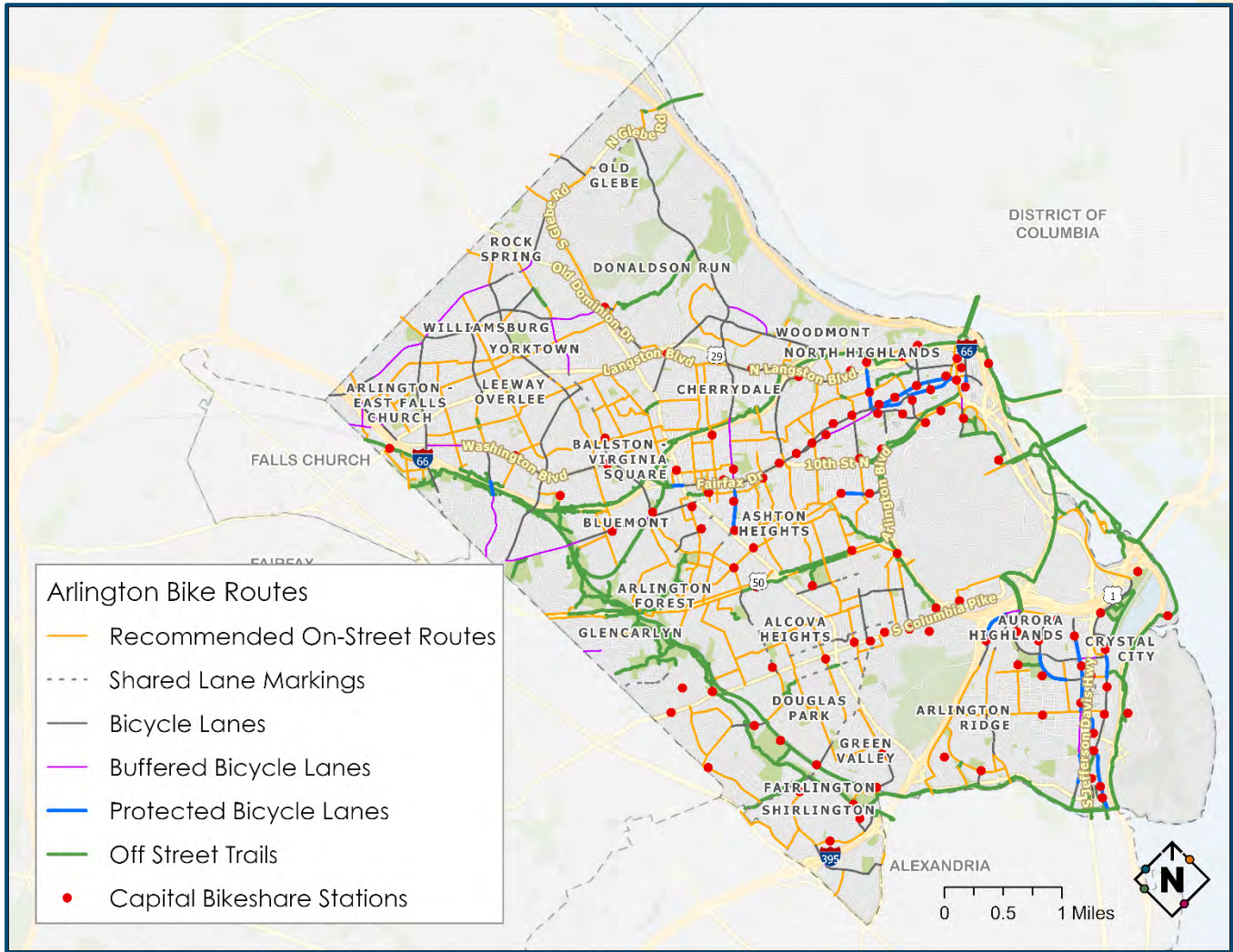
Omni-Ride is the operating name for the mobility services offered by the Potomac and Rappahannock Transportation Commission in the Prince William County area. Omni-Ride services include several express bus routes into Washington, DC with stops in Arlington County at Ballston, Rosslyn, Crystal City, and the Pentagon. Omni-Ride express routes serving Arlington County operate on weekdays only.

WALKING, BIKING, AND ROLLING MODES

Arlington provides a variety of infrastructure and programming to support walking, biking, and rolling. A map of Arlington County's bicycle facilities and Capital Bikeshare station locations as of January 2024 is provided in **Figure 15**.²⁹

²⁹ Bicycle facilities and Capital Bikeshare stations current as of January 2024.

Figure 15: Arlington County Bicycle Facilities and Capital Bikeshare Stations



Walking

Arlington has a high-quality pedestrian network and has been designated as a platinum-level Walk Friendly Community due to its emphasis of growth around transit lines, Vision Zero efforts, Complete Streets program, ACCS’s PAL (Predictable, Alert, Lawful) campaign for sharing the street with others, and several other factors.³⁰ Approximately 90 percent of residential streets in Arlington have sidewalks. Arlington’s goal is to design sidewalks to be safe from conflicts with vehicular traffic and to provide easy access to mixed-use destinations.

All new construction in Arlington is built to ADA standards. Additionally, the County has retimed traffic signals to improve pedestrian safety at intersections. The Pedestrian Element of the Arlington Master Transportation Plan (MTP) focuses on pedestrian travel, which is affected by land use, street design, and transportation system management. Arlington also has nearly 50 miles of paved multi-use trails for walking and biking.

³⁰ Source: <https://www.walkfriendly.org/communities/arlington-va/#:~:text=Arlington%20is%20designated%20as%20a,offerings%20for%20staff%20and%20residents.>

Bicycling

Arlington's emphasis on mixed-use development and its compact size produces many short trips for which bicycling is an effective travel mode. In addition to its over 50 miles of paved trails, the County has over 25 miles of on-street bike lanes, protected bike lanes, shared lane markings, and on-street bike routes. Bicycle and pedestrian count data from 2022 along the Custis Trail, Mount Vernon Trail, and W&OD Trail showed between 400,000 and 600,000 annual bicycle and pedestrian trips at each location, and over 1,200,000 annual bicycle and pedestrian trips crossing the Key Bridge between Arlington (Rosslyn) and the District of Columbia.

Both ART and Metrobus have bicycle racks on their buses that can accommodate two standard length bicycles. Bikes are permitted on Metrorail at no additional cost, with Metro having the right to restrict bicycle access during special events or high passenger volume. Bike racks are also provided outside each Metrorail station.

As part of the special development approval process, ACCS's TDM for Site Plans program works with developers and Arlington County Public Schools to incorporate bicycling infrastructure, such as secure bike parking facilities, visitor bike parking, showers, and lockers, into new or renovated developments and schools at the time of construction. This increases the availability, awareness, and use of biking as a travel option.

The Bicycle Element of the Arlington MTP focuses on bicycle travel, which is affected by land use, street design, traffic volumes, fuel prices, public perception, and transportation system management.

Capital Bikeshare

For short point-to-point bicycle trips, Capital Bikeshare, one of the largest and most successful public bikeshare systems in North America, has 111 stations in Arlington County, as shown in **Figure 15**. Capital Bikeshare stations are concentrated in the Rosslyn-Ballston Corridor, Crystal City, Columbia Pike, Shirlington, Langston Boulevard, and Pentagon City areas. Its fleet includes classic pedal bikes and, as of 2023, new dockless e-bikes, which are being deployed in Arlington and other jurisdictions.

Capital Bikeshare completed its thirteenth fiscal year of service in Arlington in June 2023. Ridership continues to strengthen after a COVID-19 pandemic dip. In FY 2023, ridership returned to pre-pandemic levels, with 266,036 trips starting in Arlington (up 25 percent from FY 2022). FY 2023 also saw 1,905 Arlington-based registered annual customers, which was slightly down from FY 2022 which had 1,931 registered annual customers.³¹

Shared Micromobility Devices

Arlington has adopted a shared micromobility device permit program to promote and regulate the use of this technology to support connections to other transit modes throughout the county. Arlington considers a micromobility device to be any type of motorized vehicle that can be classified as a pedal bike, electric power assisted bike (e-bike), motorized scooter

³¹ Source: https://www.bikearlington.com/wp-content/uploads/2023/12/FY23-CaBi-Summary-Report_.pdf

(e-scooter), or motorized skateboard. As of 2024, Bird, Lime and Spin have been authorized to supply shared micromobility devices within Arlington.

ROADWAYS AND VEHICULAR-BASED OPTIONS

Arlington County is served by a comprehensive network of local streets, collectors, arterials, and expressways. Non-SOV trips are accommodated on Arlington's roadways through a variety of infrastructure and services, as outlined below.

Carpooling

ACCS works closely with programs such as The Commuter Store® and Arlington Transportation Partners to promote, coordinate, and facilitate use of carpooling for trips both within the County as well as throughout the DC region. This service is vital for reducing congestion on the roadway network and improving quality of life through reduced travel times and improved air quality.

Vanpooling

ACCS refers riders and local employers who are interested in vanpooling to local providers. Vanpool services are similar to carpools, except vanpools can accommodate four to 15 passengers and must use a vehicle having at least seven seats. Vanpool program participants can also pay for their ride with a transit benefit, as the federal government considers vanpools a form of transit.

Guaranteed Ride Home (GRH)

The Metropolitan Washington Council of Governments (MWCOCG) administers this program, which provides registered commuters who regularly take transit, bike, walk, or carpool/vanpool to work with a free reliable ride home for emergencies or unscheduled overtime. This service can be used by registered commuters up to four times per year.

Transportation Network Companies (TNCs)

Transportation Network Company (TNC) service is available in Arlington. TNCs are companies such as Uber or Lyft that use an online platform to connect passengers with drivers using their personal vehicles. TNC services operate much like a taxi but provide the ability to immediately reserve trips on-demand and book and pay for door-to-door travel with a geolocated mobile application. The UberPool service allows TNC passengers to reduce fares by sharing trips with other riders traveling in the same direction, similar to carpooling.

Not yet operating within Arlington, the company Via provides an additional service model that uses technology to facilitate the private operation of agency-supported on-demand and deviated-route service. TNCs in Arlington are not regulated by the County but by the Virginia Department of Motor Vehicles.

Express Lanes

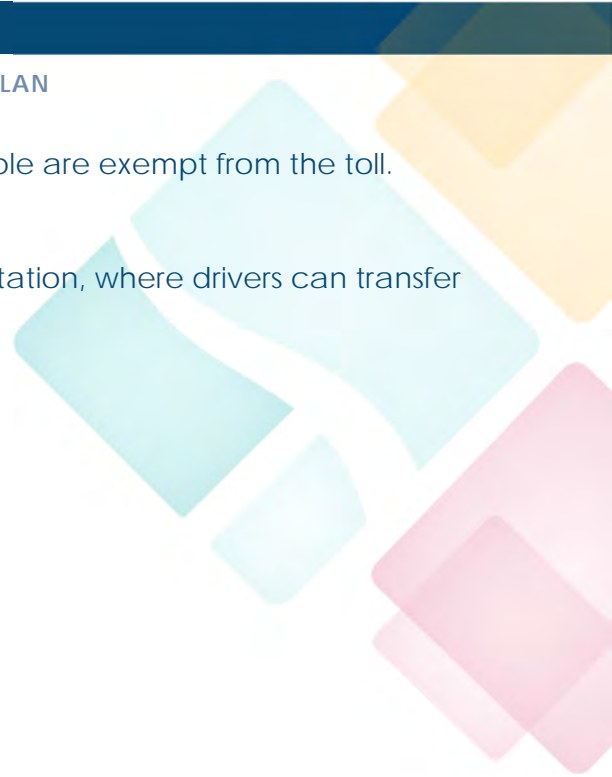
Arlington has two Express Lane facilities that are owned, operated, and maintained by others. Both sets of Express Lanes use E-ZPass and E-ZPass Flex to administer tolls.

- Interstate 66 inside the Beltway (including in Arlington) is designated as Express Lanes during the morning and afternoon rush hours, where a toll is administered for solo drivers, and those traveling with three or more people are exempt from the toll.
- Similarly, the entire Virginia alignment of Interstate 395 (including in Arlington) has Express Lanes in addition to its regular (non-tolled) lanes. Solo drivers can use the Express Lanes by

paying a toll, while those traveling with three or more people are exempt from the toll.

Park-and-Ride

A park-and-ride lot is available at the East Fall Church Metro station, where drivers can transfer to Metrorail to complete their trip into or through Arlington.



3. Strategic Vision, Mission, Goals, and Objectives

3.1. Introduction

This chapter introduces ACCS’s updated vision, mission, goals, and objectives, which were developed through an internal and external stakeholder engagement process. The resulting strategic framework, outlined here, will guide the development of the CAP Strategic Plan and ACCS’s work for FY2025–FY2029.

3.2. Stakeholder Engagement Process

The strategic framework was developed in coordination with ACCS staff, contractors, and external stakeholders. The study team conducted two workshops—one with ACCS staff and contractors, and one with external ACCS stakeholders—participating organizations for both are shown in **Table 13**. Both workshops included an exercise to identify strengths, weaknesses, opportunities, and threats (SWOT) for ACCS (the guiding questions for the SWOT exercises are included in the **Appendix**). Following the SWOT analysis, the groups identified major goals, each with a set of actionable objectives to achieve the goals. (See **Chapter 7: Monitoring and Evaluation Plan** for how progress will be measured.) At the workshop with ACCS staff and contractors, a further exercise was conducted to define key words for the organization’s updated vision and mission. Following the workshops, additional interviews were conducted with specific stakeholders who were unable to attend.

The vision, mission, goals, and objectives were then finalized using a feedback form sent to the participants of both workshops that provided them with options developed for each element of the strategic framework, based on the input received during the workshops. The study team used the feedback to refine and finalize the elements presented in this chapter.

Table 13: Strategic Framework Workshop and Follow Up Participants

Internal Workshop Organizations	External Workshop Organizations
<ul style="list-style-type: none"> ■ ACCS ■ Arlington County Office of Sustainability and Environmental Management ■ Arlington County Transportation Planning and Capital Project Management Bureau ■ Arlington County Development Services Bureau ■ Arlington County Transit Bureau* ■ ACCS contractor staff from DS&MG, NeoNiche, Pulsar, and The Convention Store 	<ul style="list-style-type: none"> ■ Arlington Chamber of Commerce ■ ENDependence Center of Northern Virginia ■ Ballston Business Improvement District (BID) ■ Langston Boulevard Alliance ■ National Landing BID ■ Rosslyn BID ■ Metropolitan Washington Council of Governments (MWCOCG) ■ Northern Virginia Transportation Commission (NVTC) ■ Virginia Department of Transportation (VDOT) NOVA District ■ Washington Area Bicyclist Association (WABA) ■ Arlington Transportation Commission*

* Follow-up interview

3.3. Vision and Mission

ACCS previously developed a vision and mission in 2017 as part of its TDM Plan for FY2018–FY2023. This Strategic Plan contains an updated vision and mission to be more inclusive of all people, including the targeted customers outlined in Chapter 4, and relevant to today’s post-pandemic environment.

VISION

During the workshops the participants brainstormed ideas for what the new vision should contain, including concepts such as **multi-modal connectivity, micromobility, sustainability, accessibility, safety, equity, inclusivity, and choices**, among others. The discussion around the new vision statement also raised a lot of questions about what sustainability means, what independence looks like for people traveling within the County, and what the scope of the vision statement should be. Other discussion topics included affordability, leadership, resources, education, and connectivity. Ideas that garnered substantial support from the focus group were prioritized for the development of a comprehensive vision statement.

Following the focus group, the study team developed three draft vision statements which were delivered to participants to comment through a feedback form. Participants ranked draft vision statements and provided their reasoning for their ranking. Based on participant feedback, the study team developed the following vision statement.

ACCS Vision Statement

ACCS supports and champions Arlington as a place where people of all ages, abilities, and backgrounds find it easy, desirable, and safe to choose transit, walking, biking/scooter, and carpooling/vanpooling for all types of trips.

MISSION

During the workshops the participants brainstormed ideas for what the new mission should contain, including concepts such as **accessible information, resources, behavior change through education, encouragement, convenience, and inclusivity for all users (residents, visitors, etc.)**. Participants engaged in a discussion that highlighted the need for inclusivity of users. Other discussion topics included the need for resources, the importance of safety, and the value of education in creating behavior change. Another major theme that emerged was the attainability of a new mission statement and the importance of keeping ACCS’s mission specific and achievable.

Following the focus group, the study team developed four draft mission statements that were delivered to participants to comment through a feedback form. Participants ranked draft mission statements and provided reasoning for their ranking. Based on participant feedback, the study team developed the following mission statement.

ACCS Mission Statement

To educate and empower everyone who travels to, through, and within Arlington with timely and useful information about transit, walking, biking/scooter, and carpooling/vanpooling.

GOALS AND OBJECTIVES

Utilizing the SWOT analysis conducted during the stakeholder workshops, the study team developed four draft goals, each with key objectives that add specificity to enable ACCS to

achieve the goals. Progress toward the goals will be measured using a set of performance metrics, as outlined in **Chapter 7: Monitoring and Evaluation Plan**. After sharing these with the stakeholder groups for review and comments through the aforementioned feedback form, ACCS finalized the following goals and objectives for use during FY 2025-2029. Any revisions to these goals and objectives will be reported in the annual plan updates to DRPT.

Goal 1: Outreach/Education. Provide education, outreach, and encouragement about non-single occupancy vehicle travel modes to all audiences using a wide range of media and messaging styles that results in travelers choosing a trip mode other than driving alone.

- **Objective 1A:** Expand outreach, programs, and services to audiences and communities that have been historically underserved or have not previously been the primary focus of ACCS's TDM efforts.
- **Objective 1B:** Improve online presence and leverage access to virtual materials.
- **Objective 1C:** Expand marketing messaging to reach broader audiences.

Goal 2: Changing Behavior. Increase the share of all Arlington trips taken by transit, walking, biking, and carpooling/vanpooling through actions that facilitate and encourage behavior change and reduce vehicular emissions.

- **Objective 2A:** Address factors that are preventing travelers from using transit, walking, biking, or carpooling/vanpooling.
- **Objective 2B:** Equitably test and use incentives to impact mode shift among travelers for a variety of trip types.
- **Objective 2C:** Leverage and assist partner organizations in communicating about new service offerings, improvements, changes, or regional efforts.

Goal 3: Organizational Health. Optimize the organizational and operational effectiveness of ACCS and identify and apply for additional funding sources to diversify ACCS's funding structure while leveraging partnerships to expand ACCS's reach.

- **Objective 3A:** Reevaluate the breadth of ACCS's responsibilities and refocus its programming and resources to reflect the post-pandemic landscape.
- **Objective 3B:** Evaluate ACCS's organizational structure and roles to maximize the impact, efficiency, and effectiveness of current resources to best support ACCS programs.
- **Objective 3C:** Explore more diversified funding from USDOT, VDOT, and others, with a particular focus on equity-oriented funding sources.

Goal 4: Reporting – Leverage data and performance metrics to evaluate the performance and impact of ACCS services and communicate program success to stakeholders and funding partners.

- **Objective 4A:** Streamline data collection and reporting to save time and improve accuracy and consistency.
- **Objective 4B:** Use data to communicate and improve on performance metrics and program impacts.

4. Target Markets and Customers

ACCS helps people find means of transportation other than single-occupancy vehicles (SOV). Operating with finite resources requires focusing on specific target markets and customers to ensure that resources are utilized efficiently and effectively to meet the needs of select commuters and travelers. This section identifies the program's target markets and explains the reasons for their selection.

4.1. Methodology

Target markets and customers were identified by considering several key information sources and inputs, including ACCS service area demographics, an equity analysis conducted specifically for this Strategic Plan, and feedback received during stakeholder focus groups.

As outlined in **Chapter 2**, Arlington is a diverse, fast-growing jurisdiction with a younger median age and higher proportion of working-age residents compared to the rest of Virginia. It also has both substantial residential and commercial density, making it both a popular residential origin and workplace destination within the greater Washington, DC region. While the Commuter Assistance Program will continue to emphasize work commute trips, it will also consider the transportation needs of Arlington residents traveling to places other than work, such as retail and dining locations, doctors' offices, places of worship, and special events.

The selection of target markets and customers was also informed by an equity analysis conducted for this Strategic Plan, which uses Arlington-specific Equity Emphasis Areas to highlight parts of the County that should be considered for deploying TDM programs targeting historically marginalized groups. The equity analysis is outlined in further detail in a later section of this chapter.

Finally, the selection of target markets and customers was informed by ACCS's updated vision and mission, which were developed as part of a stakeholder engagement process conducted with ACCS staff, contractors, and external stakeholders, and documented in **Chapter 3**.

4.2. Target Markets

ACCS determined two overall markets to which it will target its efforts and expenditures in implementing this CAP:

- **Recurring trips**, including anyone traveling to work or school on a regularly scheduled basis (regardless of time of day).
- **Non-recurring trips**, including anyone traveling for any reason other than a recurring trip (e.g., shopping, doctor, dining, worship, special events).

These markets were selected to maximize trip reduction results in the most cost-effective manner, given ACCS's finite funding and resources. These markets are further broken down into subgroups of target customers in **Section 4.3**.

4.3. Target Customers

This section further identifies the program's target customers within the target markets to assist ACCS in developing an effective strategy for increasing use of non-SOV modes,

RECURRING TRIPS

This target market includes anyone traveling to work or school on a regularly scheduled basis, regardless of the time of day. This market is further subdivided into the customer and trip types outlined below. Data within this section are drawn from and cited in **Chapter 2** of this plan.

Travelers with Recurring Trips to/from Large Generators/Attractors in Arlington

Commuters to Large Employers in Arlington

Arlington County is home to 9,648 employers, 78 percent of which have fewer than 10 employees and 95 percent of which have fewer than 50 employees. This leaves nearly 500 employers with more than 50 employees, who are good candidates for TDM programs due to the large pool of employees they have access to and their administrative capacity to manage TDM programs. This customer category includes both Arlington residents and non-residents, as the focus of TDM programming for these commuters would occur at the workplace. Commuters at the 750 companies with at least 20 employees but fewer than 50 (another 8% of employers in the County) would be secondary customers.

Low-Wage Earning Workers at Large Employers in Arlington

This customer group is comprised of low-wage earning workers at large employers in Arlington with a substantial number of low-wage workers. This customer group was identified in order to pursue an equity-focused rebalancing of employer-based TDM programming. As noted in the **Equity Analysis**, Arlington's employer TDM programming has historically been focused on higher earning office workers. Targeting employees of retail and service-oriented establishments is likelier to include low-income and minority populations as compared to office employees.³² Dining, retail, and hotel employees are ideal targets for employer-based outreach, as their employers will have resources for mass communication with employees, as well as the ability to replicate efforts at multiple locations.

Multifamily Housing Residents in Arlington's Equity Emphasis Areas Making Recurring Trips

This customer group is comprised of residents of multifamily residential buildings or developments. While residents of multifamily residential properties have long been a focus of ACCS and will continue to be, this target customer group is being refined to expand to and focus on residents of multifamily buildings located in Arlington's Equity Emphasis Areas (defined in the equity analysis) making recurring trips to work or school.

This customer group was identified to pursue an equity-focused rebalancing of residential TDM programming. Arlington's Equity Emphasis Areas are mostly located outside of the Metrorail corridors; multifamily housing within Metrorail corridors tend to be newer and more expensive, and residential TDM programs have been historically focused in these areas due to zoning requirements for new developments. Targeting residents of older multifamily residential buildings outside of Metrorail corridors and in Equity Emphasis Areas is likelier to include low-

³² US Bureau of Labor Statistics Occupational Employment and Wage Statistics tables generally show higher wage estimates for office-based occupations than food preparation/serving and other service-oriented occupations: <https://www.bls.gov/oes/tables.htm>

income and minority populations, as illustrated on the American Community Survey (ACS)-based income and racial minority maps on **Figure 24** and **Figure 25**.³³

Travelers with Recurring Trips Going into or out of Arlington

Arlington Resident Commuters to Other Northern Virginia Jurisdictions

Other Northern Virginia jurisdictions are the commute destination of 35 percent of Arlington residents. This customer category would be a target for residential TDM programming, particularly in areas of Arlington from which there are good non-driving commute options to other Northern Virginia jurisdictions. Areas most suitable for residential outreach would be the Route 1 and Rosslyn-Ballston corridors, and Shirlington, all of which have high levels of transit access conducive to encouraging its use. While residents in other parts of the county traveling to other Northern Virginia jurisdictions could use other modes, such as carpooling or vanpooling, that outreach might be better suited to be conducted by the TDM program of the destination jurisdiction.

Alongside promotion of all applicable ACCS programs, outreach to these customers should focus on the non-SOV modes they would most likely use for commuting to other Northern Virginia jurisdictions, namely:

- Metrorail and Metrobus.
- Other Virginia-based transit services connecting in and serving Arlington, such as DASH, Fairfax Connector, Loudoun County Transit, OmniRide, and Virginia Railway Express.
- Carpooling/vanpooling.
- Major off-street bicycle trails connecting Arlington with other Northern Virginia jurisdictions, such as the Washington and Old Dominion Trail, Mount Vernon Trail, and Four Mile Run Trail.

Arlington Resident Commuters to the District of Columbia, Montgomery County, and Prince George's County

The District of Columbia, Montgomery County, Maryland, and Prince George's County, Maryland combined are the commute destination of 37 percent of Arlington residents. This customer category would be a target for residential TDM programming, particularly in areas of Arlington from which there are good non-driving commute options to the District of Columbia and Maryland. Like the category of customers traveling to other Northern Virginia jurisdictions, this customer category's most suitable areas for residential outreach would be the Route 1 and Rosslyn-Ballston corridors, and Shirlington, all of which have high levels of transit access conducive to encouraging its use. This is particularly true for commuters to Maryland, whose job location once they get to a rail station might still require another transit connection (there is, at present, no bus service between Arlington County and Maryland). While residents in other parts of the county traveling to DC and Maryland could use other modes, such as carpooling or vanpooling, that outreach might be better suited to be conducted by the TDM program of the destination jurisdiction.

Alongside promotion of all applicable ACCS programs, outreach to these customers should focus on the non-SOV modes they would most likely use for commuting to the District of Columbia and Maryland, namely:

- Metrorail, Metrobus, Ride On (Montgomery County), The Bus (Prince George's County),

³³ Source: American Community Survey (ACS) Five-Year Estimates (2021) and One-Year Estimates (2022)

and MARC Commuter Rail.

- Carpooling.
- Major off-street bicycle trails connecting with river crossings to the District of Columbia (and by extension, Maryland), such as the Mount Vernon Trail and Custis Trail.

Travelers with Recurring Trips during Second or Third Shift, or on Weekends

This group includes travelers making recurring trips both within Arlington and to/from outside Arlington, with a focus on non-traditional commute times like second or third shifts (approximately 5:00 p.m. – 1:00 a.m. and 12:00 – 8:00 a.m., respectively) and weekends. This group is likely to have substantial representation from residents of Equity Emphasis Areas, many of whom work nights and/or weekends. Messaging for this group will include details about available transit service, which will be generally more limited than weekday and/or peak hour service, as well as carpool/vanpool options.

NON-RECURRING TRIPS

This target market includes anyone traveling for any reason other than a recurring trip (with recurring trip defined as trips to work or school on a regularly scheduled basis, regardless of the time of day). This market is further subdivided into the following customer and trip types.

Arlington Residents' Individual Trips within Arlington

This category includes Arlington residents' trips to non-recurring, but everyday destinations like doctor appointments, grocery shopping, libraries, and restaurants. These destinations are likely to be located within or close to Arlington and will therefore be shorter trips.

Arlington Residents Traveling to Elsewhere in the Region, and People from Elsewhere in the Region Traveling to Arlington

This category includes interjurisdictional trips to non-recurring and more unique destinations both inside and outside Arlington like sporting events, museums, cultural sites, and other one-time destinations such as marathons/races, National Mall events, and conventions. These customers would be the target of marketing and outreach to promote modes suited to longer-distance travel and for information regarding the scarcity and high cost of parking.

Multifamily Housing Residents in Arlington Equity Emphasis Areas Making Non-Recurring Trips

This customer group is comprised of residents of multifamily residential buildings or developments in Arlington's Equity Emphasis Areas (as defined in the equity analysis) making non-recurring trips. This customer group has the same geographic focus as the multifamily housing residents group in the **Recurring Trips** section, but outreach efforts will be focused on irregular, one-time trips.

4.4. Equity Analysis

ARLINGTON'S EQUITY FOCUS

Arlington has identified equity as a central component of its planning efforts. The County adopted an Equity Resolution in 2019 stating its commitments to assessing whether the County's plans and programs exacerbate disparities and establishing equity targets and developing an equity scorecard as part of an Equity Action Plan, along with other equity-

focused initiatives.³⁴ As a result of the resolution, the County developed an equity vision through the program Realizing Arlington’s Commitment to Equity (RACE). RACE identifies Arlington’s county-wide mission for racial equity “to eliminate, reduce and prevent disparities in the County’s policies, procedures, practices, engagement and interaction with and service to the community.”³⁵ The County makes this information publicly available on a webpage dedicated to Arlington’s racial equity efforts and commitments, including a Racial Equity Action Plan framework, annual reports, a race and ethnicity dashboard, racial history timelines, and other tools and resources.³⁶

Specifically, regarding transportation, Arlington’s Vision Zero program is identified as an equity initiative, and “emphasize equity and engagement” is one of the program’s core tenets.³⁷ The Vision Zero Action Plan further emphasizes equity in terms of the high correlation between the High-Injury Network (roadways where fatal and serious crashes are concentrated) and Arlington’s census tracts with high racial and ethnic diversity.³⁸ These are areas where ACCS’s efforts to promote non-driving transportation options can have an impact on equity.

Finally, Arlington Transit’s vision is for “a safe, equitable, accessible, reliable, and convenient transportation system that effectively and efficiently sustains the environment, economy, and quality of life in Arlington.”³⁹ Arlington County’s FY 2025–2034 Transit Strategic Plan (TSP), adopted in November 2023, also included an equity analysis that identified equity populations, developed a Transit Equity Demand Index, and outlined equity solutions to be incorporated into the TSP.

EQUITY ANALYSIS INTRODUCTION

This equity analysis presents a framework for delivering TDM benefits more equitably throughout Arlington, as well as identifies the locations of equity populations—defined as areas having higher minority and/or low-income populations (consistent with the County’s Title VI Program) as well as zero-car households and low-wage jobs—to help further target TDM efforts in the County.

Arlington’s Equity Emphasis Areas

The analysis uses Arlington-specific Equity Emphasis Areas to highlight parts of the County that should be considered when deploying TDM programs to historically marginalized groups. An *Equity Emphasis Area in Arlington* is defined as a Census block group having either or both of the following characteristics:

³⁴ Source: <https://arlingtonva.s3.amazonaws.com/wp-content/uploads/sites/21/2020/02/Equity-Resolution-FINAL-09-21-19.pdf>

³⁵ <https://www.arlingtonva.us/files/sharedassets/public/topics/documents/equity/realizing-arlingtons-commitment-to-equity-annual-report-12-16-22.pdf>

³⁶ <https://www.arlingtonva.us/Government/Topics/Equity>

³⁷ <https://www.arlingtonva.us/Government/Programs/Transportation/Vision-Zero>

³⁸ Source: https://www.arlingtonva.us/files/sharedassets/public/v/1/transportation/documents/action-plan_revised_draft_v3.pdf

³⁹ Source:

https://www.arlingtonva.us/files/sharedassets/public/v/1/commissions/documents/transportation/23_02_02_tc/arlington-transit-strategic-plan-%e2%80%93-ver2-clean-gaps-and-needs-assessment_tc02022023_1.pdf

- 17.5 percent or more households with median income below \$50,000
- 38 percent or more Black, Indigenous, or people of color (BIPOC)

The Equity Emphasis Areas were identified as part of Arlington Transit's Title VI Program developed for the Federal Transit Administration.⁴⁰ The Title VI Program identified block groups with a Black, Indigenous, or people of color (BIPOC) population of 38.5 percent or more as a minority block group, and low-income block groups are where 17.5 percent or more of households have a median income of \$50,000 or less, i.e., less than 50 percent of the Metropolitan Statistical Area (MSA) median household income, adjusted for family size.⁴¹ Any block group that meets either or both of these criteria is considered an equity emphasis area by Arlington County's Title VI program and therefore by this plan. Note that these Equity Emphasis Areas are distinct from [MWCOCG's Equity Emphasis Areas](#), which are based on income and demographics at the regional level and included relatively few parts of Arlington County.

Role of TDM in Assisting Populations in Equity Emphasis Areas

TDM plays an important role in providing access to jobs, services, healthcare, education, retail, and leisure activities while enhancing sustainability and reducing traffic congestion. If designed intentionally, TDM programs can reduce existing inequities by removing travel-related barriers to jobs and opportunities, specifically by providing more travel mode choices.⁴² However, access to multimodal travel options has historically been unevenly distributed, reflecting a broader pattern in transportation networks of prioritizing convenience and access for wealthier, often whiter populations, while low-income and racial and ethnic minority groups experience longer, more unpredictable trips and higher exposure to pollution.

Many transportation projects and policies undertaken in the last century have further exacerbated these inequalities. Recently, local and national policies have focused on addressing these historic inequalities. Notable among such policies is Justice40, a Federal Government goal that 40% of the overall benefits of certain Federal investments flow to disadvantaged communities that are marginalized, underserved, and overburdened by pollution.⁴³ ACCS has long focused on initiatives, policies, and programs to bolster equity and equitable access to TDM services in the region. These include engagement of those with limited English proficiency, particularly Spanish speakers, equity programs and policies for Capital Bikeshare and micromobility devices, and Commuter Stores that offer cash-based services for unbanked users.

As noted earlier in this section, Arlington County's CAPSP identifies equity populations as areas that are Arlington County Equity Emphasis Areas as well as those areas with a prevalence of zero-car households and areas with low-wage jobs – and it considers these populations a target market. Specific target customers in these markets listed in the **Target Markets** section include low-wage earning workers at large employers in Arlington, multifamily housing

⁴⁰ Source:

https://www.arlingtontransit.com/sites/art/assets/file/2021_2023_TITLE_VI_REVISIED_REPORT_02282022.pdf

⁴¹ Median income of the MSA is \$117,432, as compared to \$128,145 for Arlington County.

<https://censusreporter.org/profiles/31000US47900-washington-arlington-alexandria-dc-va-md-wv-metro-area/> and <https://www.census.gov/quickfacts/arlingtoncountyvirginia>)

⁴² Source: https://ops.fhwa.dot.gov/plan4ops/trans_demand.htm

⁴³ <https://www.whitehouse.gov/environmentaljustice/justice40/>

residents in Arlington's equity emphasis areas making recurring trips, and travelers with recurring trips during second or third shift or weekends. Therefore, looking toward the future of the TDM program in Arlington County, there is a need to more intentionally broaden the focus beyond white-collar workplaces/commute trips and new multifamily residential buildings. TDM programming should also focus outreach on people who work non-standard hours and who live in older multifamily residential buildings, who are more likely to be low-income and/or racial or ethnic minorities.

Facilitating easier access to non-single occupancy vehicle (SOV) modes of travel for equity populations is also a strategy for ameliorating some of the aforementioned racial and economic disparities in Arlington, as low-income and racial and ethnic minorities are more likely to live further from major job/activity centers and transit centers and therefore have fewer options to choose when making a trip. Furthermore, based on the Vision Zero Equity Analysis, people living in those areas of Arlington that have higher racial minority and low-income populations are more likely to experience fatal or serious injury crashes.⁴⁴ Because these same populations are also more likely to not own a car,⁴⁵ facilitating easy access to non-SOV travel modes is an important equity strategy not only for access to opportunity, but for safety.

EQUITY EVALUATION AND IMPACTS

The remainder of this section is made up of three parts: a short demographic overview of the region and the effects of the COVID-19 pandemic on populations and travel patterns, a high-level overview of equity considerations in TDM, and the identification of potentially underserved populations where additional TDM efforts in Arlington should be focused.

Demographic and Travel Trends

As noted in **Chapter 2**, Arlington has a unique demographic profile compared to the rest of Virginia. It has a faster-growing population, a lower median age, and a higher ratio of working-age residents. Arlington's population is approximately 60 percent white non-Hispanic/Latino, 17 percent Hispanic/Latino, 11 percent Asian non-Hispanic/Latino, and nine percent Black non-Hispanic/Latino (**Figure 16**). Seventeen percent of Arlington's full-time, year-round workers earn less than \$50,000 a year, while 37 percent earn between \$50,000 and \$100,000, and 46 percent earn over \$100,000 (**Figure 17**). Additionally, nearly 29 percent of Arlington residents speak a language other than English at home, while 30 percent speak English less than very well.⁴⁶ A TDM equity analysis must consider where these socioeconomic groups live, work, and travel in Arlington County.

⁴⁴ https://www.arlingtonva.us/files/sharedassets/public/v/1/transportation/documents/action-plan_revised_draft_v3.pdf

⁴⁵ <https://www.sciencedirect.com/science/article/pii/S1361920923000196?via%3Dihub>

⁴⁶ US Census Bureau, American Community Survey (ACS) Five-Year Estimates (2021), Table S1601 <https://data.census.gov/table/ACSST5Y2021.S1601?q=language%20spoken%20at%20home&q=050XX00US51013>

Figure 16: Race and Ethnicity in Arlington

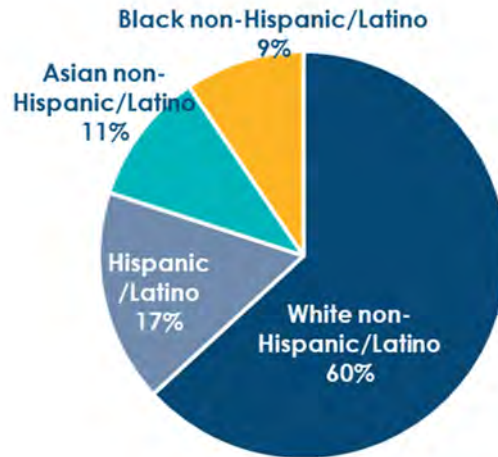


Figure 17: Individual Earnings of Full-Time, Year-Round Workers in Arlington



The COVID-19 pandemic had substantial adverse effects on transit operations at the county and regional levels. Arlington, like much of the country, has not seen transit ridership recover to pre-pandemic levels. Arlington’s Metrorail stations’ average daily entries for 2023 was 45 percent lower than 2019 average daily entries, while annual ridership of Metrobus routes that serve Arlington⁴⁷ from January through September of 2023 was 24 percent lower than in the same period of 2019, as seen in **Figure 18** and **Figure 19**.⁴⁸

⁴⁷ This includes ridership of the entire routes, including the portions of the routes that travel outside Arlington.

⁴⁸ <https://www.wmata.com/initiatives/ridership-portal/>, accessed November 2023

Figure 18: Average Daily Entries at Arlington Metrorail Stations (2017-2023)

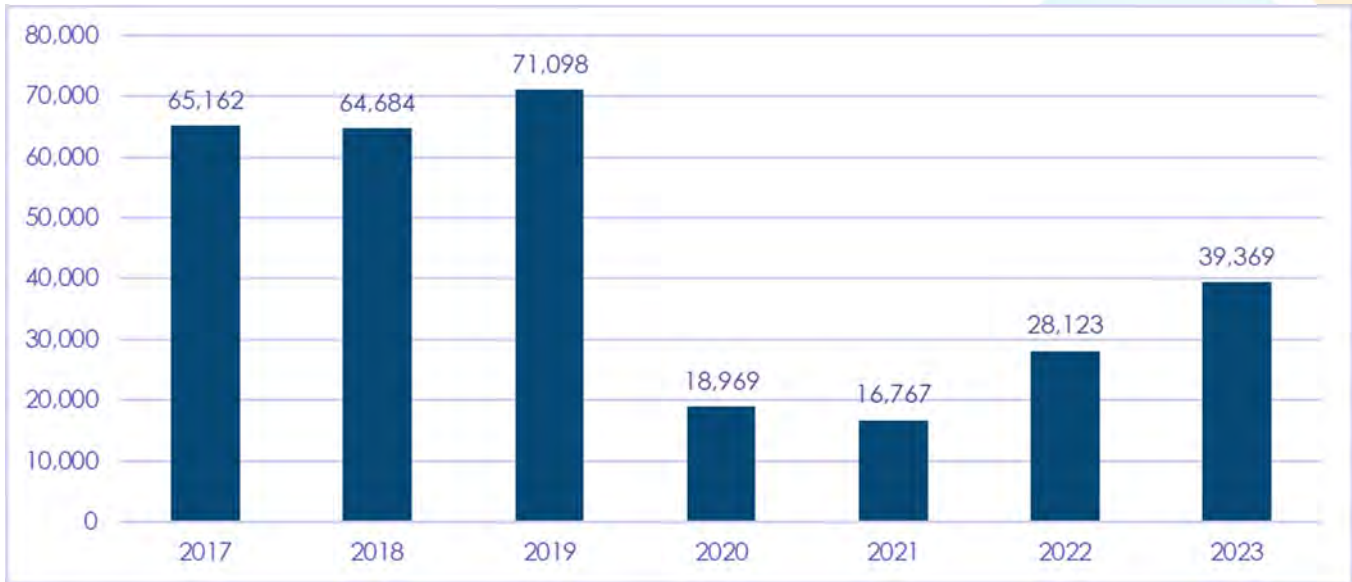
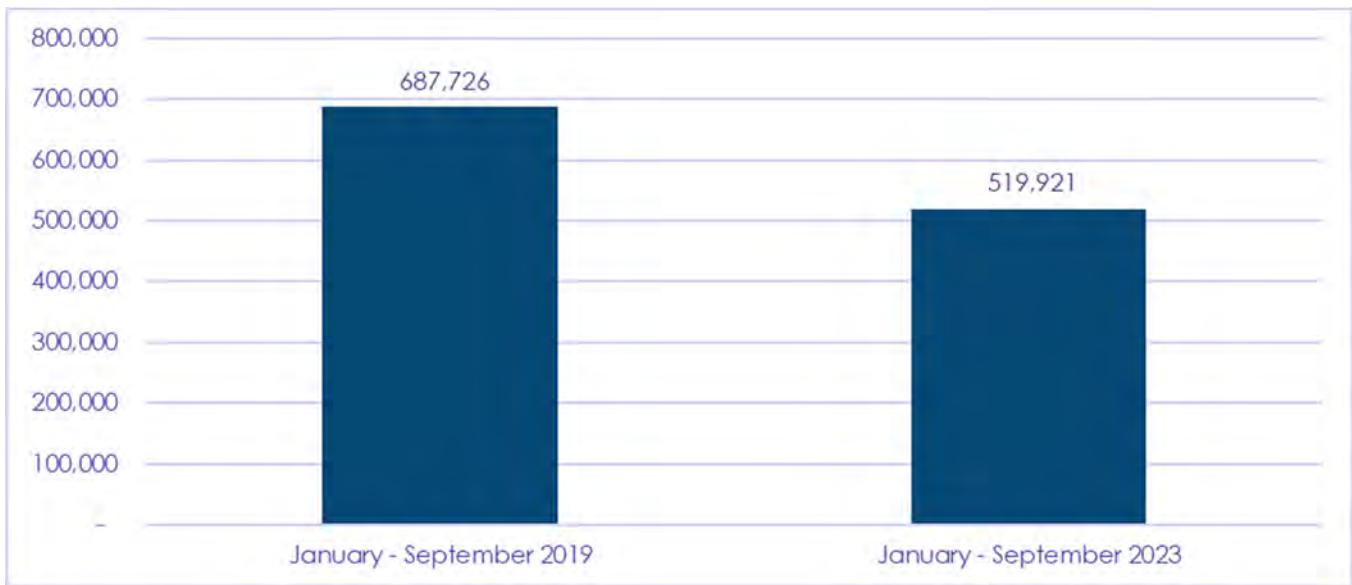


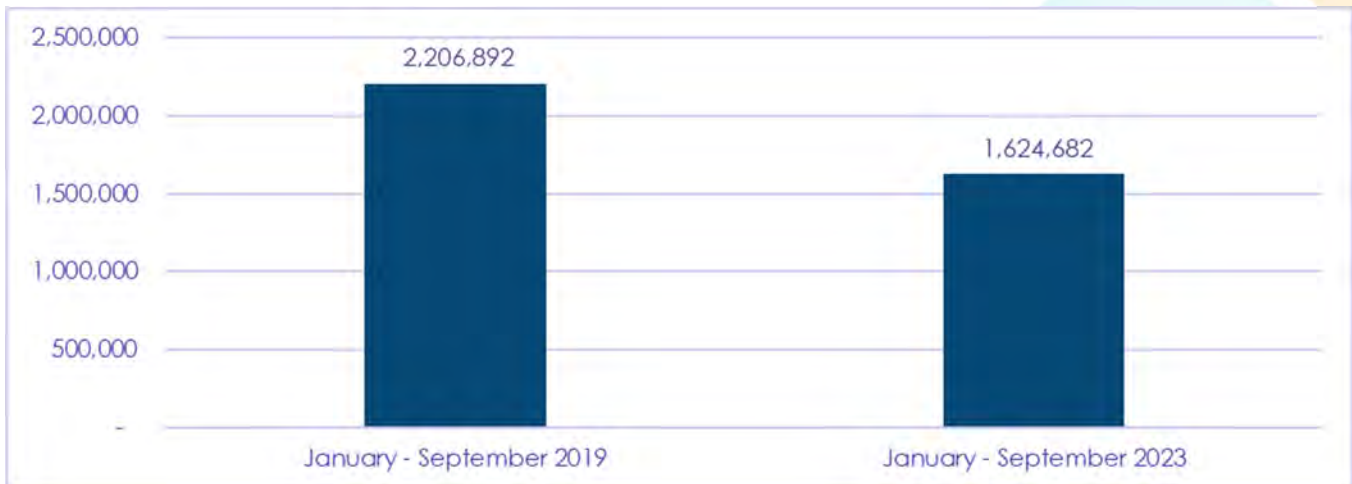
Figure 19: Ridership of Metrobus Routes Serving Arlington (Jan-Sep 2019 and Jan-Sept 2023)



Similarly, ART’s total ridership for January through September of 2023 was 26 percent lower than the same time period in 2019 (Figure 20).⁴⁹ The impact of continued reduced ridership on systems that had already been facing fiscal constraints is a major financial concern for transit providers.

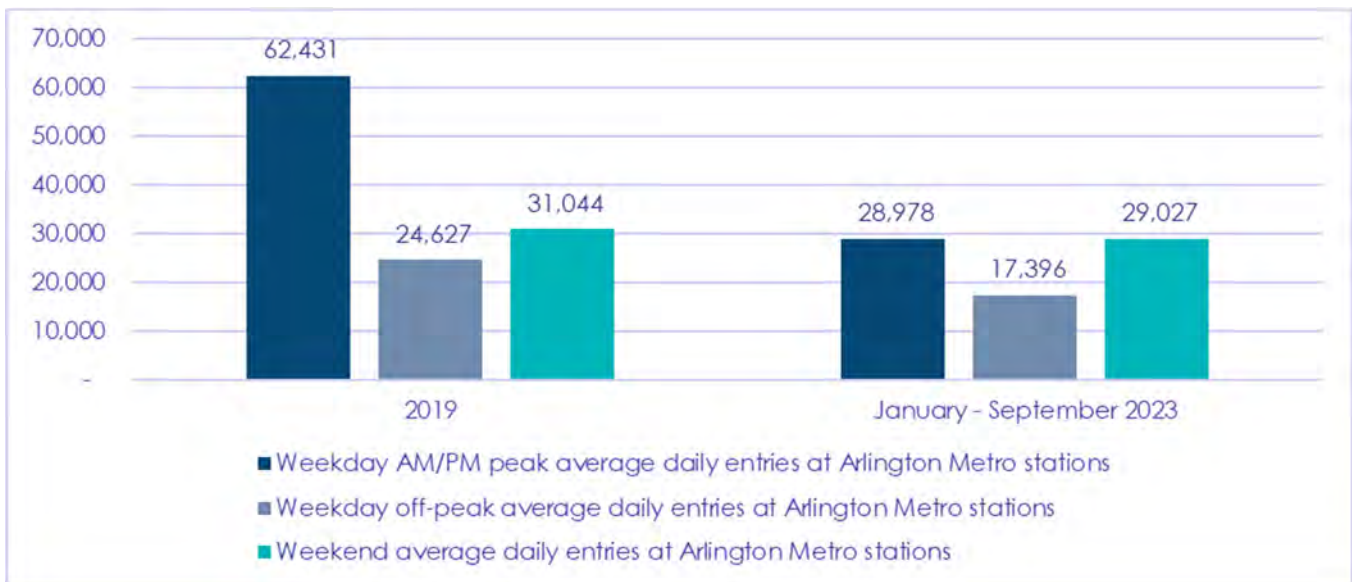
⁴⁹ <https://www.arlingtontransit.com/about/monthly-service-ridership-reports/>, accessed November 2023

Figure 20: ART Ridership (Jan-Sep 2019 and Jan-Sept 2023)



Transit demand by time of day and day of week has also shifted since the pandemic. Several transit agencies across the country are reporting that off-peak service demand was less impacted by pandemic-driven ridership changes than peak-period service.⁵⁰ Some of these changes can be attributed to a long-term trend toward telework for office workers but continued reliance on transit for service workers. This national trend is also present in Arlington and the Washington, DC region. Arlington’s Metrorail stations’ average weekday peak hour entries for January through September of 2023 were 54 percent lower than the 2019 average weekday peak hour entries, but only 29 percent lower for weekday off-peak trips and six percent lower for weekend trips (Figure 21).

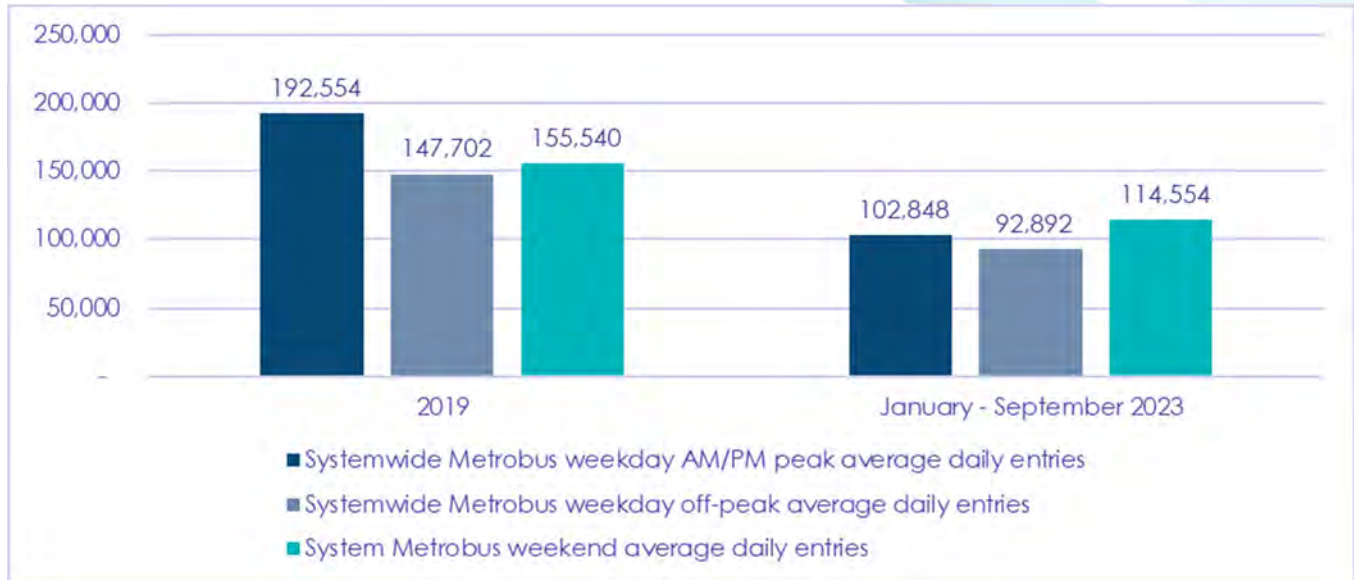
Figure 21: Arlington Metrorail Weekday Average Daily Entries (2019 and Jan-Sep 2023)



⁵⁰ <https://nap.nationalacademies.org/catalog/26487/assessing-equity-and-identifying-impacts-associated-with-bus-network-redesigns>

Similarly, systemwide Metrobus average weekday peak hour ridership for January through September of 2023 was 47 percent lower than the 2019 average weekday peak hour ridership, but only 37 percent lower for weekday off-peak trips and 26 percent lower for weekend trips (Figure 22).⁵¹

Figure 22: Systemwide Metrobus Weekday Average Daily Ridership (2019 and 2023)

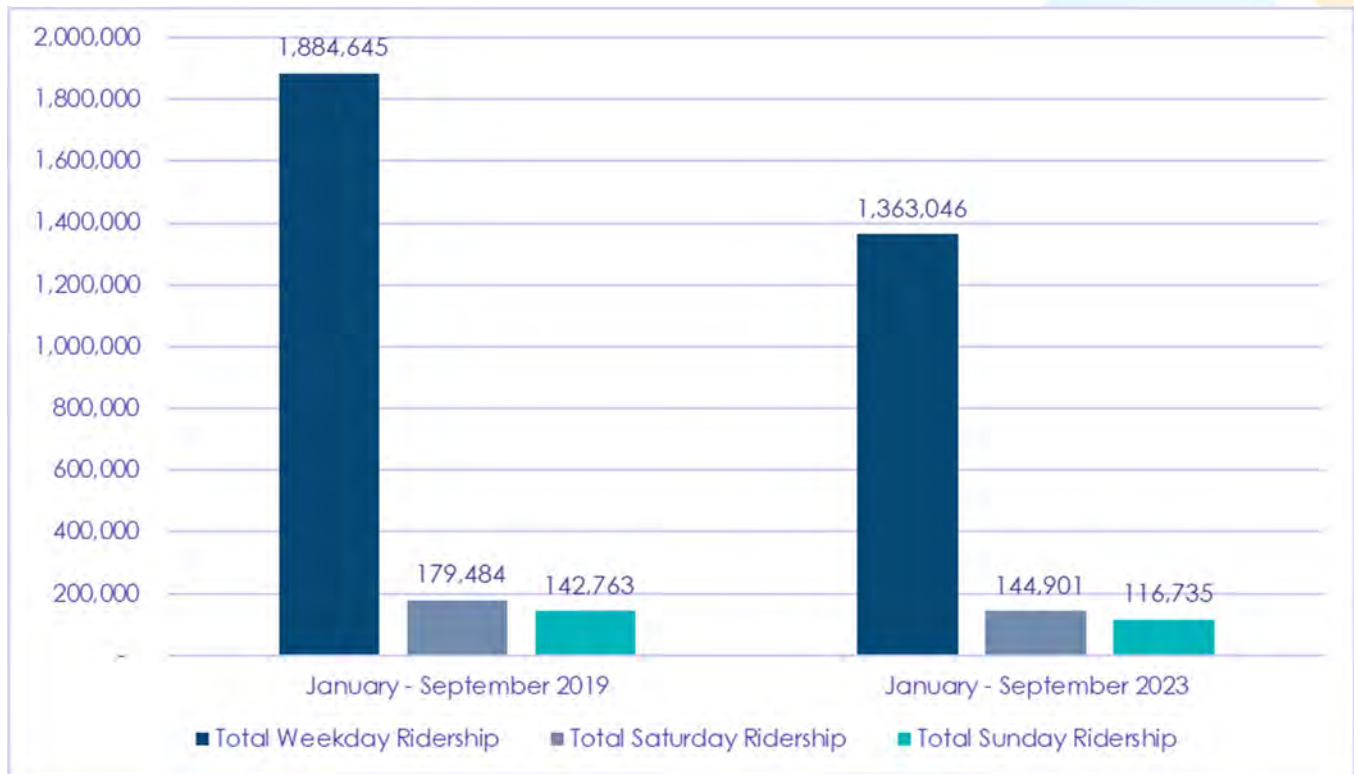


Finally, ART’s total weekday ridership for January through September of 2023 was 28 percent lower than the same months in 2019, but only 19 percent lower for Saturday trips and 18 percent lower for Sunday trips (Figure 23).⁵²

⁵¹ <https://www.wmata.com/initiatives/ridership-portal/>, accessed November 2023

⁵² <https://www.arlingtontransit.com/about/monthly-service-ridership-reports/>, accessed November 2023

Figure 23: ART Total Ridership by Day of Week (Jan-Sep 2019 & Jan-Sep 2023)



Transportation Equity Considerations

Impact of Transportation Emissions on Vulnerable Communities

One of the goals of ACCS is to increase the share of all Arlington trips taken by transit, walking, biking/scooter, and carpooling/vanpooling, which in turn results in a reduction in greenhouse gas emissions (GHG) emissions and local tailpipe pollutants, which include carbon dioxide (CO₂), nitrogen oxides (NO_x), hydrocarbons (HC), sulfur dioxide (SO₂), particulate matter (PM₁₀), and ozone (O₃). In 2021, transportation emissions accounted for 28.5 percent of the United States’ total GHG emissions. Of that, 81 percent of emissions came from cars and personal trucks, with the remainder from other transportation sources.⁵³ Although climate change is often cited as the main impetus for the reduction of GHG emissions, researchers have found that socially vulnerable populations—defined by income, educational attainment, race, and ethnicity, and age—are projected to face more severe harm from climate change.⁵⁴

Many BIPOC populations live in communities bisected by highways and interstates and are directly exposed to harmful tailpipe pollutants such as carbon monoxide, oxides of nitrogen, black carbon, and particulate matter. Research suggests that populations that live near roadways with heavy traffic experience elevated risk for development of asthma and reduced lung function in children.⁵⁵ As an urban county, there are many surface level, high

⁵³ Source: <https://www.epa.gov/system/files/documents/2023-04/US-GHG-Inventory-2023-Main-Text.pdf>

⁵⁴ Source: <https://www.epa.gov/newsreleases/epa-report-shows-disproportionate-impacts-climate-change-socially-vulnerable>

⁵⁵ Source: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1971259/>

volume arterial roads—in addition to state and interstate highways—which contribute to degraded air quality throughout the County.

Arlington County has a troubling past regarding transportation infrastructure and its effects on marginalized communities. In the 1930s, several transportation-related projects exacerbated segregation in the County: the construction of Route 50 in 1931, also known as Arlington’s “segregation wall,” created a “physical and social divide between north and south Arlington.”⁵⁶ The following year, the streetcar line that connected Washington, DC and Mount Vernon in Alexandria was replaced by the George Washington Memorial Parkway in favor of automobile owners who were, at the time, considerably wealthier. The effects of these infrastructure projects remain today; the communities that live along Route 50 (or Arlington Boulevard as it is known today) have been identified as Equity Emphasis Areas by Arlington County and as disadvantaged communities under Justice40. These communities are bearing the health burdens of noise and additional pollution that come with living next to the highway, almost 100 years since its construction.

The same can be said for many of the communities along I-395 in south and east Arlington. Many Black residents in Queen City and East Arlington were displaced using eminent domain to make way for the development of the Pentagon, Ronald Reagan Washington National Airport, and I-395, which provided vehicular access to the new developments. The communities that remain along I-395 today, many of which are Arlington Equity Emphasis Areas, suffer the adverse impacts of transportation-related noise and pollution due to their location near the Interstate.

TDM strategies that reduce single occupancy vehicle travel and congestion can mitigate the detrimental effects that climate change and greenhouse gas emissions have on vulnerable communities. Although these strategies only play a part in the reduction of emissions, they can produce changes that reduce the risk of health issues for people of color and low-income populations in Arlington that have been historically adversely affected by large roadways cutting through their communities.

Shift Work and Non-Standard Hours

Many equity issues in transportation stem from the development of highways and the dependence on automobiles. Public transit, carpooling/vanpooling, and other forms of alternative transportation follow development or planning patterns that can further aggravate equity issues. Historically, many transit systems were planned to connect suburban residents to downtown job centers and to prioritize service at morning and afternoon peak hours. While there are many benefits to providing peak service at these hours, such as the reduction of congestion, service for 9-to-5 jobs in the downtown has often been prioritized over jobs that require non-standard hours or shift work.⁵⁷

Arlington County’s FY2025-2034 Transit Strategic Plan (TSP), adopted in November 2023, included a goal of deploying infrastructure and services equitably, with specific objectives that included identifying current transit service disparities for low-income and minority populations and ensuring that transit amenities and service provide a positive impact on

⁵⁶ Source: Arlington Racial History Timeline. Retrieved from: <https://sway.cloud.microsoft/LDWSWfLwS49GT0Af?ref=Link>

⁵⁷ Source: https://www.apta.com/wp-content/uploads/APTA_Late-Shift_Report.pdf

underserved communities. WMATA's ongoing Better Bus Network Redesign project, with anticipated completion in 2024 and implementation thereafter, is likewise prioritizing equity in developing updated Metrobus routes and level of service by time of day and day of week.

Cost as a Factor in Mode Shift

A key equity consideration in TDM planning from an equity perspective is the impacts of costs on travel mode shift for different income groups. For example, low-income individuals have reported a higher likelihood of switching to transit, walking, and bicycling in response to rising gas prices than middle- and high-income individuals, even as they still evaluate both time and money costs of each available mode.⁵⁸

In addition to gas prices, the high cost of car ownership—purchase, maintenance, insurance, and parking—makes TDM services more critical for equity populations. Because Arlington is a dense, urban jurisdiction with a wide variety of non-vehicular travel options only highlights the importance of making sure low-income individuals have access to these modes through TDM services tailored to them.

Distribution of Services

An equity-informed TDM approach requires ensuring that TDM services are distributed with a particular focus on equity populations. This applies both to direct TDM programming and marketing and to coordination with other County departments on providing non-SOV travel options to and within areas with greater equity needs.

Arlington's employer- and residential-focused TDM efforts have historically focused primarily on white-collar office workers whose employers offer transit benefits, and on new multifamily residential buildings whose TDM programs are tied to their zoning approvals. While this focus will continue, going forward, TDM employer and residential programming should also include a focus on retail and service-oriented employers, as well as older multifamily residential buildings, as these employers and residential buildings are likelier to include low-income and minority populations.

TDM marketing and promotions should also be planned with equity in mind, including media campaigns and easily accessible online information advertising programs oriented toward low-income individuals. TDM programming should also allow easier access to alternative modes such as discounted/reduced price bikeshare, shared scooters, and transit fares for low-income individuals. TDM services should also coordinate with other County agencies to continue ensuring an equitable distribution of micromobility devices,⁵⁹ and advocate for improved transit, bicycle, and pedestrian facilities in areas with greater equity needs.

Identifying Potentially Underserved Populations

This section provides more detail about how equity populations are defined and identifies where areas well-suited for equity-focused TDM engagement are located within Arlington County. It includes an analysis of equity populations in the county, as defined by several demographic factors. These factors are each presented with a short narrative and map. Each

⁵⁸ Source: https://transweb.sjsu.edu/sites/default/files/2806_10-02.pdf

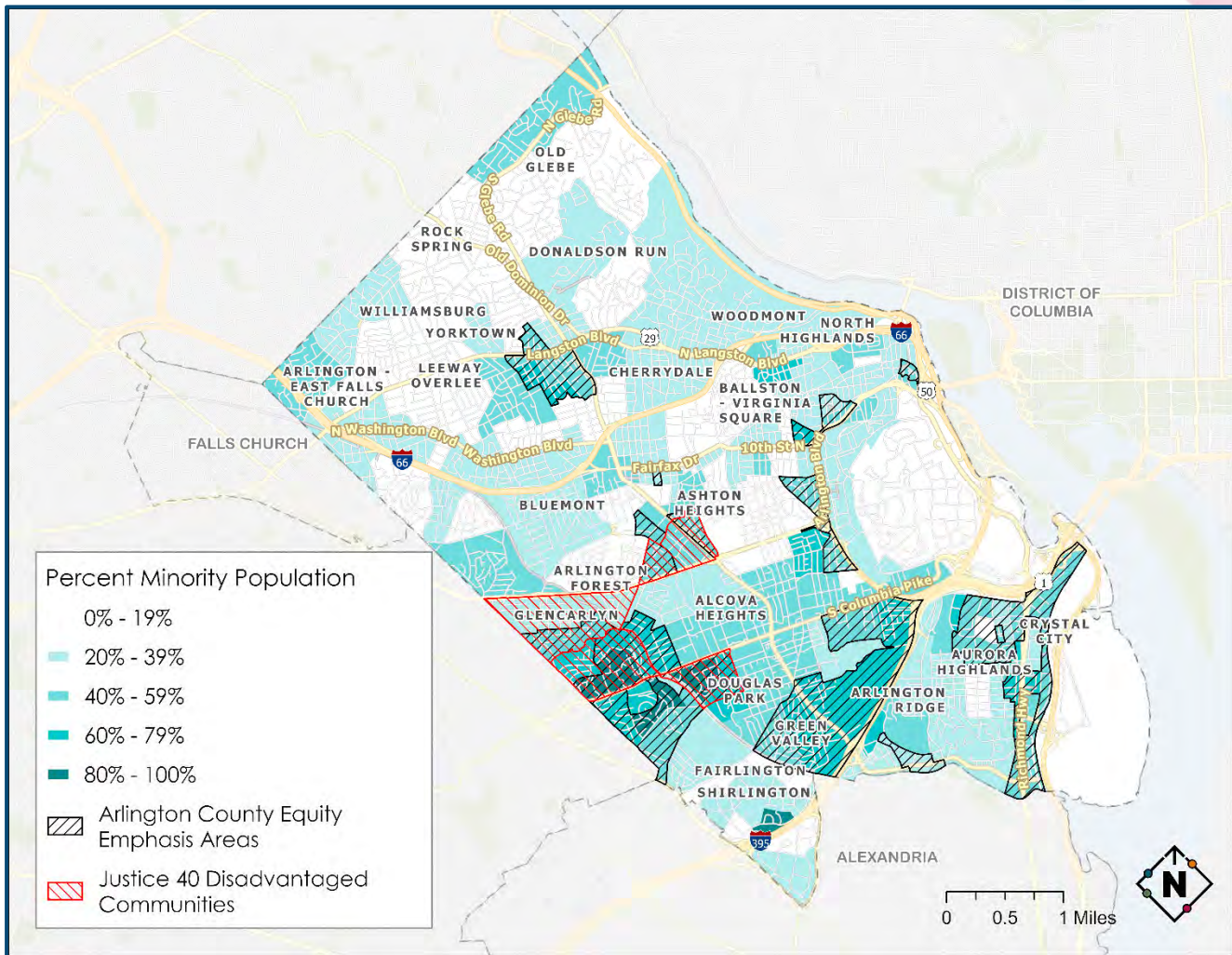
⁵⁹ Source: <https://www.arlingtonva.us/Government/Programs/Transportation/Scooters-and-Dockless-Bikeshare>

map also includes an overlay of Arlington’s Equity Emphasis Areas, as defined earlier in this section.

Minority Populations

Figure 24 shows the geographic distribution of Arlington’s racial and ethnic minorities by census block group. Racial and ethnic minority populations are concentrated in the southern portion of the County, particularly along Columbia Pike. ⁶⁰ High concentrations of racial and ethnic minorities are also generally aligned with Arlington’s Equity Emphasis Areas. Arlington’s Equity Emphasis Areas are partially defined by Arlington Transit’s Title VI requirements and guidelines, which define block groups with a Black, Indigenous, or people of color (BIPOC) population of 38.5 percent or more as a minority block group.

Figure 24: Minority Population

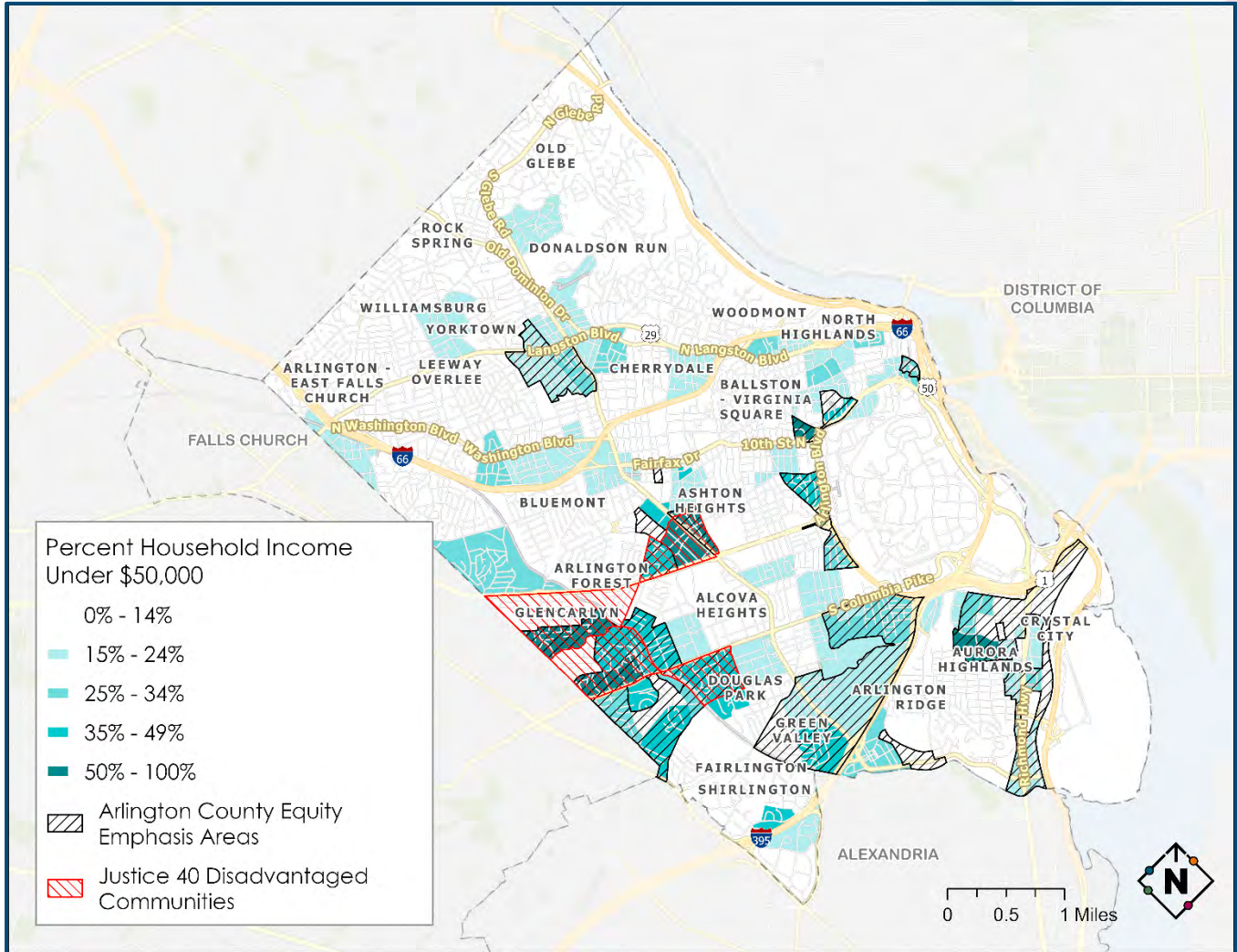


⁶⁰ Source: American Community Survey (ACS) Five-Year Estimates (2021) and One-Year Estimates (2022)

Low-Income Populations

Figure 25 shows the geographic distribution of Arlington’s low-income households by census block group (block groups with more than 17.5 percent of households earning less than \$50,000 per year, adjusted for family size). Low-income households are distributed similarly to racial and ethnic minority populations, with high concentrations in the southern portion of the County, particularly along Columbia Pike. High concentrations of low-income households are also generally aligned with Arlington’s Equity Emphasis Areas.⁶¹

Figure 25: Low-Income Population

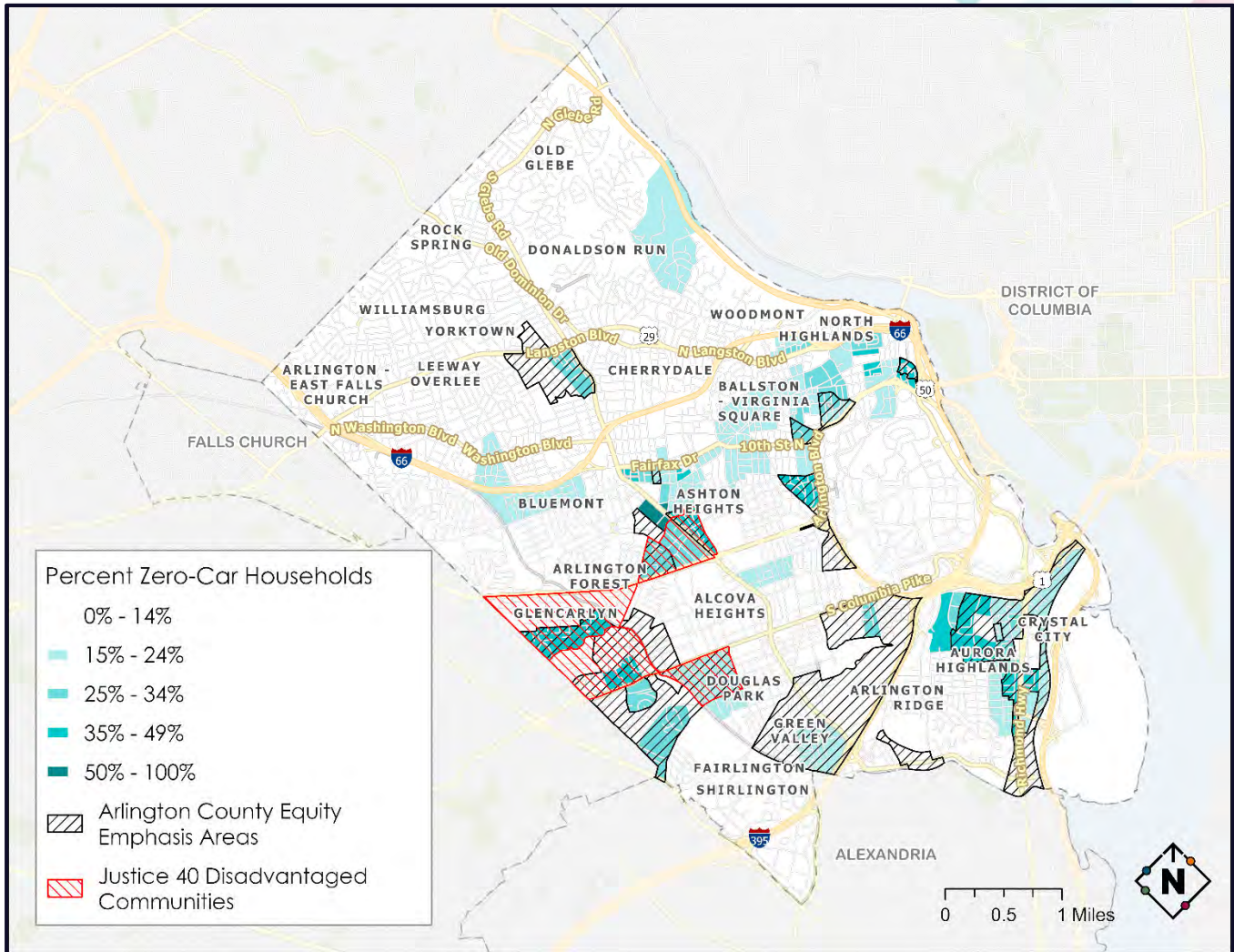


⁶¹ Source: American Community Survey (ACS) One-Year Estimates (2022)

Zero-Car Households

Figure 26 shows the geographic distribution of Arlington’s households that do not own a car. These households are concentrated along Columbia Pike, Glebe Road, the Rosslyn-Ballston corridor, as well as in Pentagon City and Crystal City.⁶² While some of these households may not own a car due to financial constraints, others are likely higher-income households in the County’s denser, transit-accessible neighborhoods who choose not to own a car as a lifestyle choice. High concentrations of zero-car households are somewhat aligned with Arlington’s Equity Emphasis Areas, but only to a limited degree.

Figure 26: Zero-Car Households

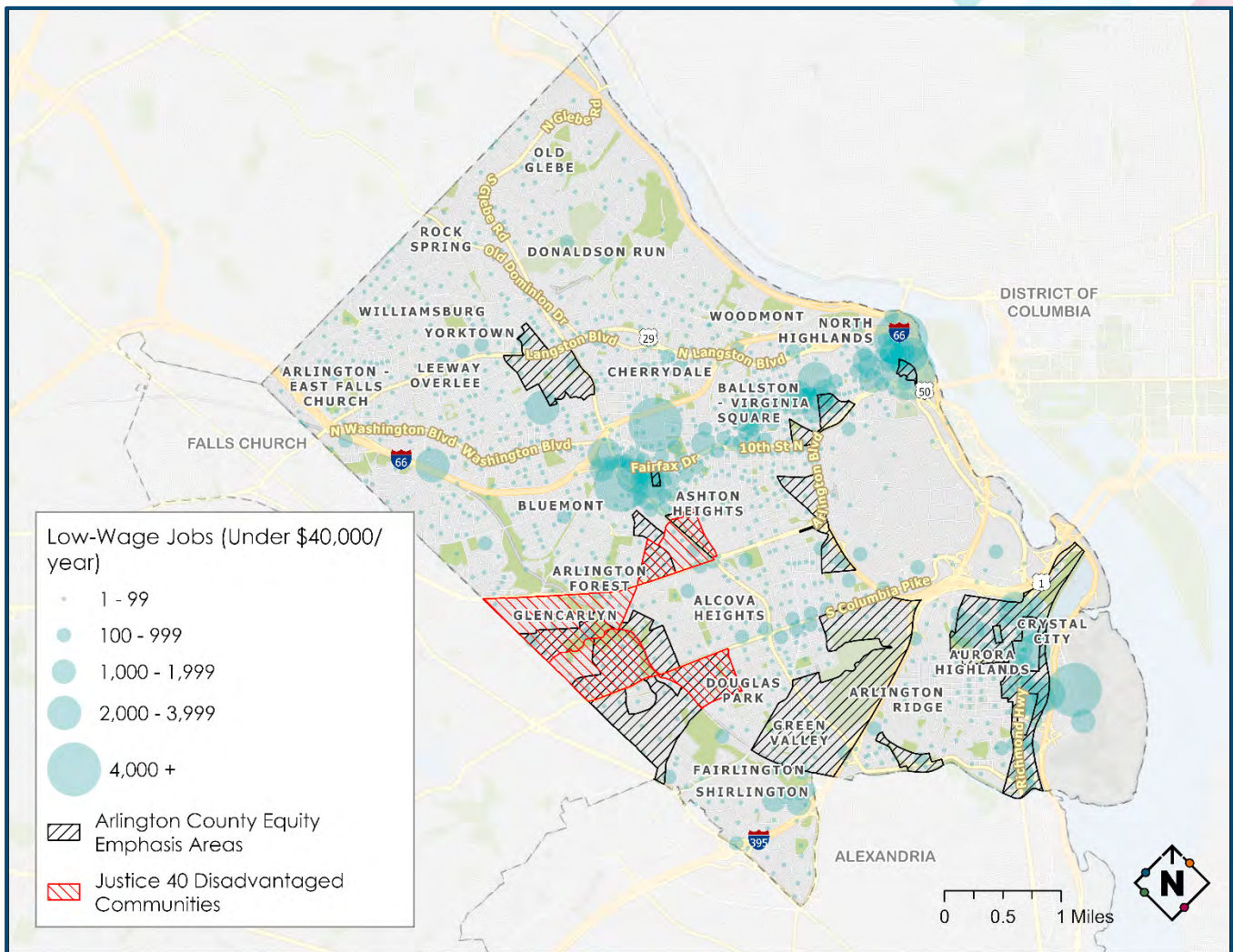


⁶² Source: American Community Survey (ACS) One-Year Estimates (2022)

Low-Wage Job Concentration

Figure 27 shows the geographic distribution of Arlington’s low-wage jobs, defined as jobs paying under \$40,000 per year. Low-wage jobs are mostly concentrated along the Rosslyn-Ballston corridor and Pentagon City and Crystal City, and to a smaller degree along Columbia Pike and Langston Boulevard, and in Shirlington. ⁶³ Notably, there is little correlation between low-wage jobs and Equity Emphasis Areas, highlighting the need for reliable, affordable non-SOV travel options connecting workers from Arlington’s Equity Emphasis areas—as well as workers from outside the County—to these areas with high concentrations of low-wage jobs.

Figure 27: Low-Wage Job Concentration



⁶³ Source: American Community Survey (ACS) One-Year Estimates (2022)

4.5. Gap Analysis and Needs Assessment

COMMUTER TRENDS AND PATTERNS

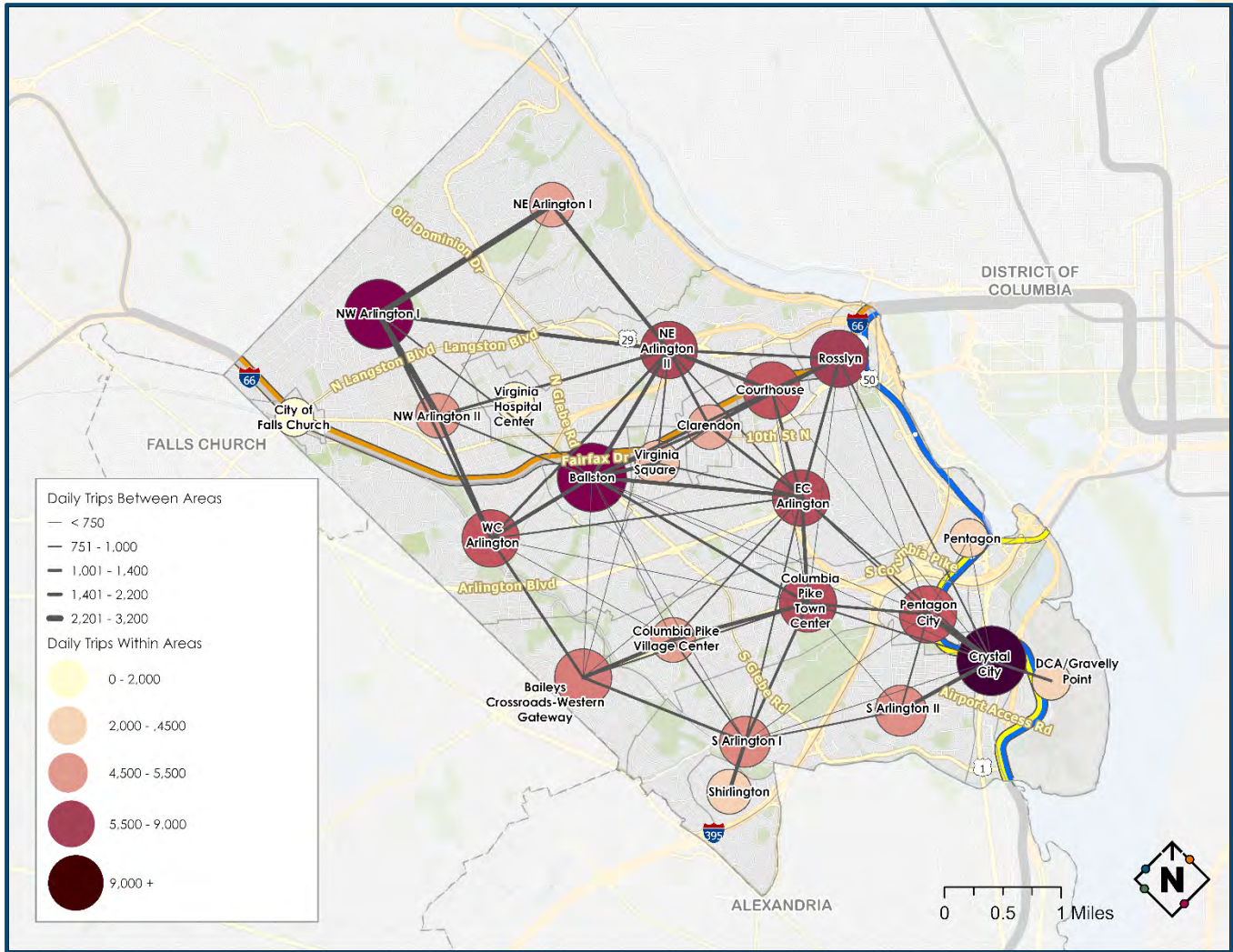
As outlined in **Chapter 2**, Arlington’s existing commute trip patterns include three main groups:

- Approximately 89,000 people who live in Arlington but work outside it, for whom the most common commute destination is the District of Columbia.
- Approximately 135,000 people who work in Arlington but live outside it, for whom the most common commute origin is Fairfax County.
- Approximately 23,000 people who both live and work in Arlington.

While driving alone is the most common travel mode both for trips to work and trips to other destinations, Arlington residents and commuters have large non-drive-alone mode shares as compared to the rest of the region and Virginia. Regarding the 23,000 people who both live and work in Arlington, insights about the locations of these trips can be seen in **Figure 28**, which presents data from Replica, a location-based data platform.⁶⁴ The figure shows thicker straight lines representing higher volumes between zones, and yellow and orange circles representing higher volumes within a zone. Major inter-zone travel flows are seen following the Rosslyn-Ballston corridor, Columbia Pike to both Crystal City and Pentagon City, and the “NW Arlington 1” zone to more central areas of the County. The largest flows of intra-zonal travel are found in NW Arlington 1, Ballston, and Crystal City.

⁶⁴ Source: Replica Spring 2021 data

Figure 28: Travel Patterns Within Arlington County



POPULATION AND EMPLOYMENT GROWTH

Based on the most recent regional forecasts from the Round 9.2 Cooperative Forecast model developed by the Metropolitan Washington Council of Governments (MWCOCG), Arlington’s population growth through 2030 will be concentrated in densely-populated areas including Rosslyn, Arlington Mill, Ballston-Virginia Square, Pentagon City, Crystal City, Clarendon-Courthouse, Bluemont, Columbia Heights, Arlington View, and Green Valley (Figure 29). Based on the same model, employment growth will be concentrated in the Rosslyn-Ballston corridor, Pentagon City, Crystal City, Green Valley, and Arlington Mill (Figure 30).⁶⁵

While there is no way to predict the travel patterns of these new residents and know where the employees will be coming from, especially given the post-COVID introduction of non-

⁶⁵ Source: MWCOCG Cooperative Forecast Round 9.2 (Round 10.0 is newer but is not available at the Transportation Analysis Zone, or TAZ, level)
<https://www.mwcog.org/documents/2023/11/03/cooperative-forecasts-employment-population-and-household-forecasts-by-transportation-analysis-zone-cooperative-forecast-demographics-housing-population/>

traditional in-office requirements, these growth areas can be a place to focus on TDM outreach with the needs being generally accommodated by existing and planned transportation options.

Figure 29: Forecasted Population Growth 2025 to 2030

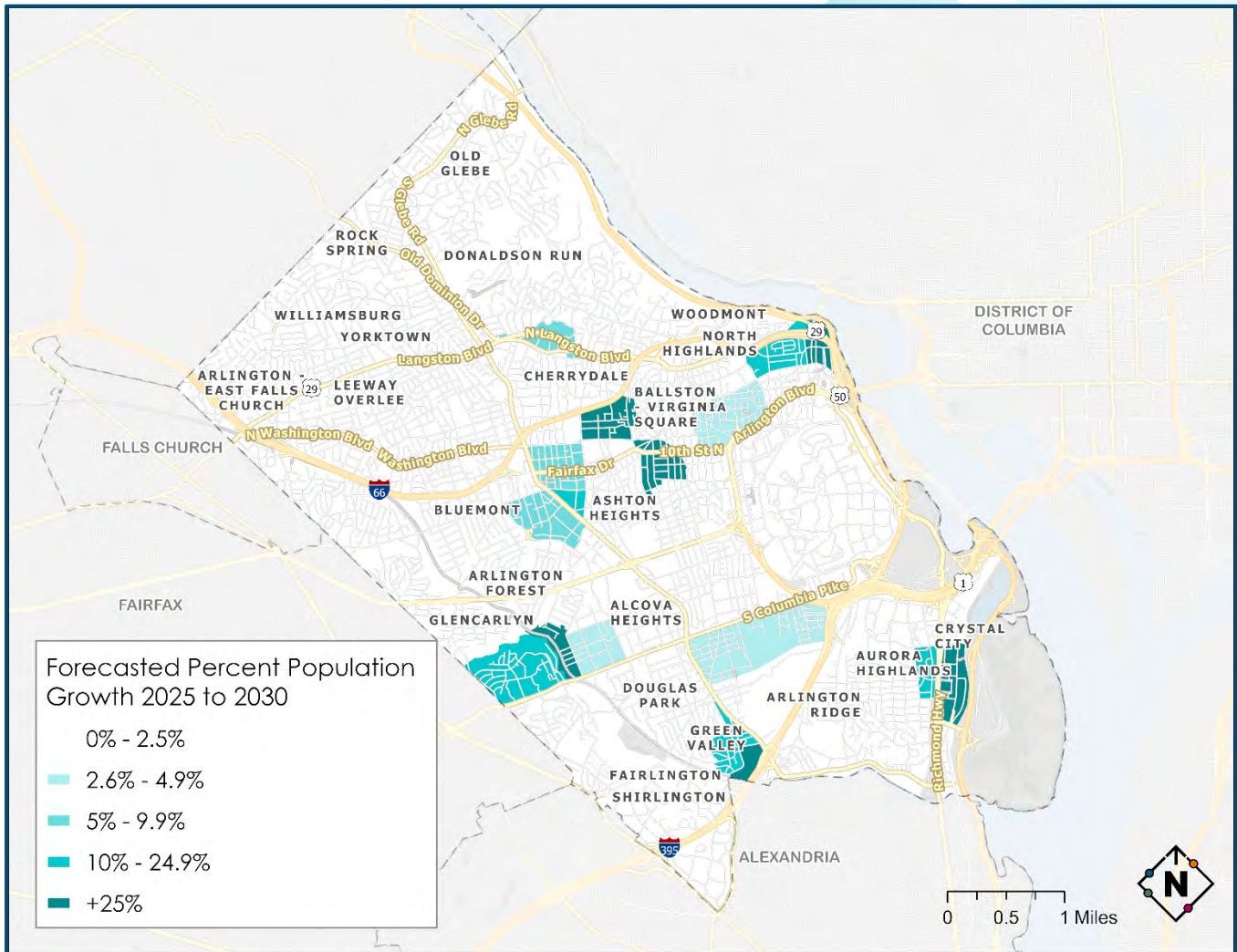
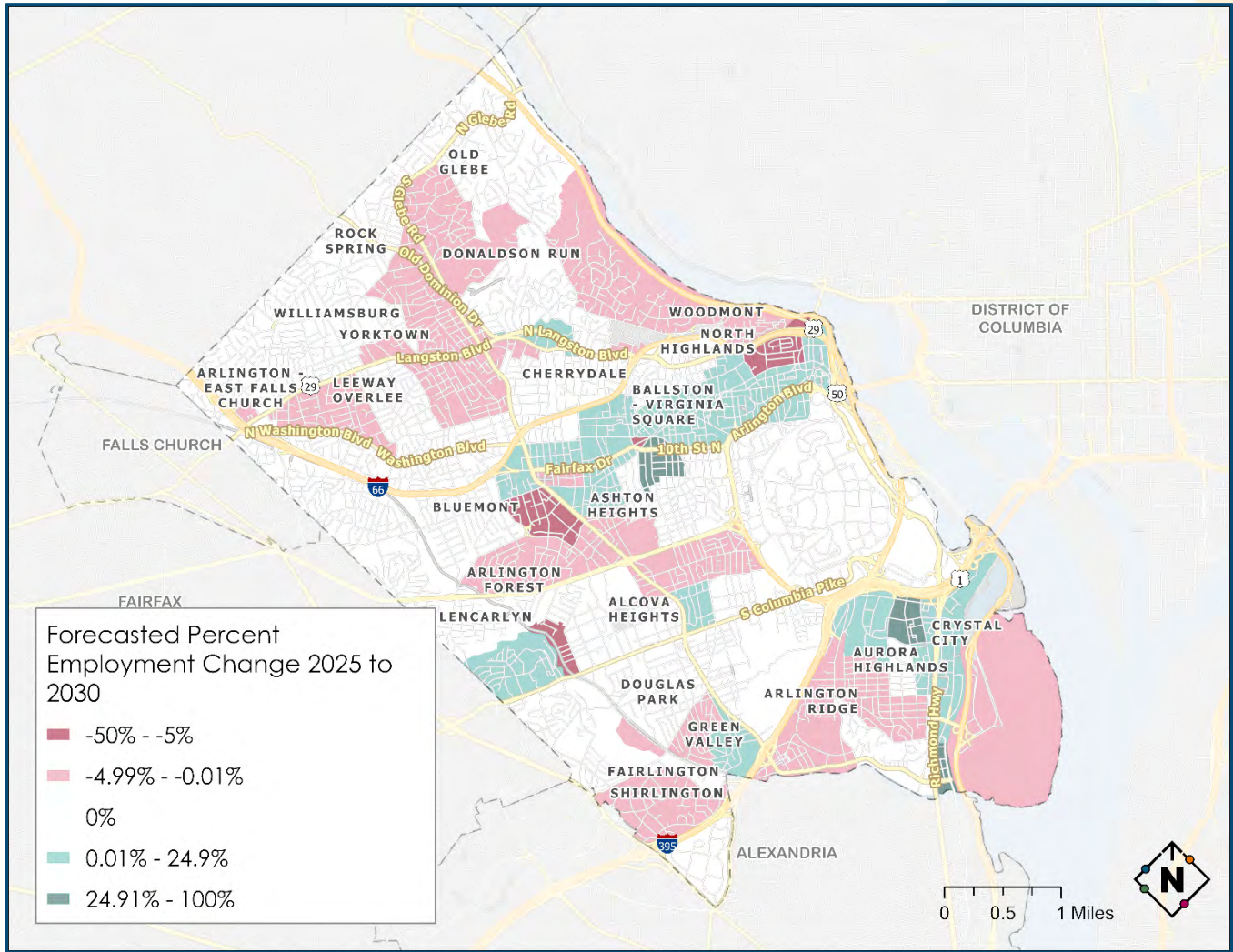


Figure 30: Forecasted Employment Growth 2025 to 2030



PLANNED TRAVEL OPTIONS

In addition to the existing transportation modes and services outlined in **Chapter 2**, the following Arlington Transit (ART) bus service recommendations were identified as part of the Arlington Transit Strategic Plan, approved by the County Board in November 2023:

- Service improvements (including increased service, extended routes, consolidation of unproductive routes, new connections in equity-focused areas, and simplified patterns and service designations) to ART Routes 41, 42, 43, 45, 51, 52, 53, 55, 72, 74, 75, 77, 84, and 87.
- Proposed new ART Route 54 (between Ballston Metro station and communities to the north that are slated to lose Route 72) and Route 85 (between Shirlington Transit Center and Potomac Yard Metro station by way of Crystal City).
- Discontinuation of ART Route 61 (to be absorbed by Routes 51 and 53) and 62 (to be absorbed by Routes 52 and 53).

ACCS is already a key partner to ART in proactively communicating to Arlington residents, employees, and visitors about proposed transit services changes.

DEMOGRAPHIC TRENDS AND ECONOMIC DEVELOPMENT

As noted in **Chapter 2**, Arlington’s population grew faster than the state of did during the 2010s. The County’s population is expected to grow by approximately 11 percent between 2020 and 2030, after which growth is expected to slow to approximately eight percent. A County population of approximately 266,000 is projected by 2030, up from approximately 236,000 today.

As shown in **Figure 31**, office vacancy rates across Arlington have risen in the wake of the COVID-19 pandemic, from approximately 15 percent in the fourth quarter of 2019 to approximately 22 percent in the third quarter of 2023, and seem to have plateaued since the fourth quarter of 2022.⁶⁶ It should be noted that while this was a large increase in vacancy rates over pre-pandemic levels between 2017 and 2020, vacancy rates between 2014 and 2016 were not much lower than they are currently (around 18-19 percent). While most submarkets of the County have vacancy rates near the 22 percent countywide rate as of the third quarter of 2023, there are some outliers, notably Crystal City, which is slightly higher at 25 percent, and North Arlington/East Falls Church with one percent (though this submarket has a comparatively low supply of office space).

Lower office occupancy rates are another indicator of fewer peak period work commute trips, traditionally a big part of ACCS’s target market. While ACCS should continue to work with employers of office workers and commercial buildings that house these employers, it will need to target its messaging and outreach to this evolving reality, as well as coordinate with funding sources to facilitate the non-traditional use of funds for the promotion of non-commute travel.

Figure 31: Arlington County Office Vacancy



⁶⁶ Source: CoStar. Downloaded 2/27/2024.

CHALLENGES FOR PROVISION OF COMMUTER ASSISTANCE PROGRAMS AND SERVICES

The post-pandemic world presents certain challenges for delivering commuter assistance programs and services. One of these is declining transit ridership and its effect on transit agencies' revenues, a trend seen both nationwide and in Arlington specifically. With declining fare revenues, transit agencies are faced with the prospect of reducing service to meet budgetary constraints. The resulting decline in transit service quality makes it more difficult to promote as a TDM measure.

The ACCS stakeholder engagement process outlined in **Chapter 3** also identified several ACCS-specific challenges related to staffing, administration, and funding, as well as external changes such as hybrid work arrangements that make carpooling arrangements more difficult to establish and sustain.

5. Operations Plan

5.1. Introduction

This chapter outlines the operations plan for Arlington County's Commuter Services program. As part of the operations plan, ACCS will continue to provide most of its existing services while leveraging opportunities to enhance or modify services based on the analyses conducted in previous chapters, as well as add new services. The operations plan and associated financial plan is built on the premise that ACCS will conduct its work within its existing budget; any additional work that is recommended will be offset by reductions in other areas.

OPERATIONS PLAN INPUTS

This operations plan is based on a series of inputs, including the County's demographics, travel patterns, and existing transportation services and facilities; stakeholder input as described in the **Stakeholder Engagement Process** section; a review of the performance and impacts of existing services; the program's goals and objectives as described in **Chapter 3 Strategic Vision, Mission, Goals, and Objectives** and the target markets and customers as described in **Chapter 4: Target Markets and Customers**; and current program performance.

Demographics and Travel Patterns

The operations of ACCS are based on existing county demographics, as detailed in **Chapter 2**. For example, these demographics indicate that it was important to serve the needs of many sizes of employers, while being cognizant of the greater impact of working with the relatively few large employers in the county; to address the needs of people traveling into Arlington from outside the county; serving a relatively younger population and one of mixed income levels; and leveraging the county's robust transit and active transportation facilities.

Stakeholder Input

Focus groups with both internal and external stakeholders at different parts of the planning process identified both a desire to keep operating successful programs as well as to think critically about what might need to change to address changing travel patterns and needs. The focus groups provided an opportunity to discuss the program with the people who run it every day and understand what works and what doesn't, as well as to obtain input from those with an outside perspective. The stakeholder input was used to ensure that the future operations plan leverages strengths while pivoting to make improvements.

Goals and Objectives and Target Markets

Following the description of each program there are two sections, **5.10** and **5.11**, that list how each of the programs serves the target market segments and the goals and objectives, respectively. With regard to target markets, the recommendations overall are focused on gearing programming to multiple trip types and focusing more intentionally on equity populations and low-wage workers. The recommendations also focus on meeting the goals and objectives, with continued focus on behavior change as well as renewed focus on organizational effectiveness and performance tracking.

Program Performance

The performance metrics outlined in **Chapter 7 Monitoring and Evaluation Plan** were also used to inform the future operations plan. Examples of this include understanding current status and trends of how many business-to-business engagements and community events were held,

employers that offer transit benefits, changes to partner levels of participation, sales of fare passes, and use of the customer information center and commuter stores.

PROGRAM OVERVIEW

The services that will be offered by ACCS over the timeframe of this plan are, for the purposes of this plan, categorized into six service areas, shown in **Table 14**. Each one is addressed in turn beginning in **Section 5.4**.

Table 14: ACCS Service Areas

ACCS Service Area	Service Area Description
Business-to-Business Outreach, Education, and Incentives	Outreach and education, both one-on-one and by group, to a variety of “business types,” primarily employers, commercial buildings, multifamily residential buildings, hotels, and schools.
Marketing, Promotion, and Incentives	Marketing and promotion of non-SOV modes to travelers: people traveling for commute trips and other trip types.
Commuter and Traveler Support	Support travelers by helping them with trip planning information and fare payment.
Innovation, Planning, Research, and Reporting	Data collection and reporting on ACCS programs, research into alternative funding sources, and research into travel trends and planning based on them.
TDM for Site Plans	Coordinates the design and implementation of transportation elements in large building projects. Tracks adherence to conditions over time.
Support for Arlington Transit (ART) and Capital Bikeshare	Provide marketing and graphics support for ART and oversee and manage Arlington’s Capital Bikeshare (CaBi) program.

Each program listed has a section in this chapter that describes the service and the **technology, systems, and tools** that it uses. Following these six sections is a summary of how each of the programs supports the target markets and customers of ACCS, as well as how each will help achieve the program’s goals and objectives.

5.2. Staffing

CURRENT

To lead ACCS’s programming, Arlington County employs four staff members, shown in **Table 15**, who are dedicated to ACCS programs full-time.

Table 15: ACCS County Staff

Name	Title	Responsibilities
Wendy Klancher	Bureau Chief	Lead and manage ACCS organization via strategic planning, service evaluation, and oversight of unit managers. Collaborate with other local/regional/state entities and negotiate county vendor contracts.
Bobbi Greenberg	Marketing Director and Program Manager	Day-to-day leadership for ACCS operations and oversees contracts for the Commuter Information Center, Distribution Center, Commuter Stores, Marketing, and Outreach.

Name	Title	Responsibilities
Eric Balliet	Transportation Research and Site Plan Development Manager	Manage site plan development efforts, coordinate with developers, and oversee contractor-staffed TDM for Site Plans team. Coordinate with Mobility Lab on research deliverables. Assist with management of Capital Bikeshare and Mobility Device programs.
Sharion Crossley	Budget and Finance Specialist	Manage ACCS budget, including accounting, procurement, and financial reporting duties.

ACCS’s programs are largely implemented using contracted staff. Current contracted staff and their responsibilities are shown in **Table 16**.

Table 16: ACCS Contracted Staff

Position/Title	Number of Staff	Contractor	Percent Dedicated	Current Program	Primary Responsibilities
Sr. Project Manager	1	The Destination Sales & Marketing Group (DS&MG)	100%	Multiple	Oversee TDM programs, including performance reporting, proposal development for TDM public policy, and grant proposal management. Coordinate contractor personnel matters.
Arlington Transportation Partners (ATP) Sales Lead	1	DS&MG	100%	ATP	Lead day-to-day operations of TDM direct sales and outreach functions, ensuring they align with community needs and County initiatives. Represent ACCS at regional/state level meetings.
ATP Marketing Lead	1	DS&MG	100%	ATP	Lead operations of ATP marketing efforts, including supporting engagement and marketing strategies, creating marketing materials, tracking and reporting data, and budgeting.
ATP Art Director	1	DS&MG	100%	ATP	Produce digital and print marketing materials, develop social media messaging, and develop maps and other media for ATP.
ATP Digital Specialist	1	DS&MG	100%	ATP	Create graphics and other visual assets for websites and social media. Manage and maintain digital platforms. Assist with customer relationships and special events.
Business Development Manager – Employer Services	4	DS&MG	100%	ATP	Maintain and coordinate relationships with employers regarding transportation program implementation. Also assist with implementation of TDM site plan requirements through training and engagement.
Business Development Manager – Multifamily Residential	2	DS&MG	100%	ATP	Maintain and coordinate relationships with residential properties regarding transportation program implementation. Also assist with implementation of TDM site plan requirements through training and engagement.

Position/Title	Number of Staff	Contractor	Percent Dedicated	Current Program	Primary Responsibilities
Bike Pedestrian Lead	1	DS&MG	100%	Active Transportation	Manage operations of biking and walking education/promotion programs, including identifying target audiences, developing new initiatives, planning and staffing events, and developing maps, videos, and other content. Coordinates with infrastructure and long-range planning activities of the County and Arlington Public Schools.
Active Transportation BikeArlington Program Manager	1	DS&MG	50%	Active Transportation	Engage the community and County departments to promote active transportation choices, including community events, business outreach through ATP, and classes and workshops. Moderate bike-related online communities and support Capital Bikeshare Community Partners Program.
Mobility Lab Research Lead	1	DS&MG	100%	Mobility Lab	Manage operations of Mobility Lab research program and assist with strategic design of evaluations to understand TDM impacts. Direct and conduct analysis of data, develop surveys, and write reports.
Mobility Lab Research Manager	1	DS&MG	100%	Mobility Lab	Create maps, graphics, and other visual assets to synthesize travel behavior data. Develop travel surveys to measure progress on TDM objectives. Review and otherwise support travel surveys conducted by others. Write and publish research.
Mobility Lab Marketing Manager/Website Developer	1	DS&MG	100%	Mobility Lab	Create, edit, and maintain servers, domains, and domain records for all websites and assets and manage web hosting accounts. Perform debugging requests, test websites for functionality, and otherwise ensure quality of web-based products.

Position/Title	Number of Staff	Contractor	Percent Dedicated	Current Program	Primary Responsibilities
TDM for Site Plans Development Lead	1	DS&MG	100%	TDM for Site Plans	Manage operations of TDM for site plan development compliance and monitoring functions. Keep current with construction/development activities and associated TDM needs. Supervise Planning Specialists. Report TDM monitoring and compliance activities to the County.
TDM for Site Plans Planning Specialist	3	DS&MG	100%	TDM for Site Plans	Work with developers and property managers/owners to monitor implementation of and compliance with TDM site plan conditions. Provide technical assistance to developers/owners as needed.
Capital Bikeshare Lead	1	DS&MG	100%	Capital Bikeshare	Manage day-to-day planning, budgeting, permitting, purchasing, and installation of Capital Bikeshare stations, system, and service. Oversee fulfillment of operations and maintenance and equipment contracts. Represent County at regional bikeshare coordinating meetings.
Capital Bikeshare Communications Coordinator	1	DS&MG	50%	Capital Bikeshare	Promote Capital Bikeshare to Community Partners, including non-profit organizations, government agencies, and community groups. Manage the CaBi for All equity program.
Shared Mobility Director	1	MetroBike LLC	50%	Capital Bikeshare/ Shared Micromobility Devices	Lead development of Capital Bikeshare and shared mobility device procurement and contract amendments. Guide development/evolution of the shared mobility program. Update annual Capital Bikeshare Summary Report.
Bikeshare Manager	1	MetroBike LLC	100%	Capital Bikeshare	Manage and supervise Capital Bikeshare operator. Participate in station planning, system maintenance, asset management, regional coordination, system analysis, and long-term planning.

Position/Title	Number of Staff	Contractor	Percent Dedicated	Current Program	Primary Responsibilities
Micromobility Planner	1	MetroBike LLC	100%	Shared Micromobility Devices	Plan, purchase, and install shared mobility device (SMD) corrals. Manage SMD operators. Conduct data and policy analysis. Coordinate permits. Manage SMD data platform. Respond to service requests. Conduct regional coordination and outreach.
Project Manager of TDM Operations	1	The Convention Store	75%	Multiple	Oversee, monitor performance, and improve operations for Commuter Stores, CIC, and Distribution Center.
Revenue Controller	1	The Convention Store	100%	Multiple	Reconcile daily paperwork, accounts payable, monthly reconciliation reports from stores, and complete monthly billing and period summary reports.
Operations Manager	1	The Convention Store	100%	Commuter Stores, Distribution Center	Oversee Distribution Center. Provide logistical support for ACCS, ART, STAR, other ACCS contractors and The Convention Store departments, and manage Arlington Commuter Store staff.
Commuter Store Supervisor	5	The Convention Store	100%	Commuter Stores	Oversee day-to-day operations at the Commuter Stores, including reporting requirements and identifying and resolving issues. Address escalated customer calls/issues.
Commuter Store Specialist	8	The Convention Store	100%	Commuter Stores	Provide services including trip planning and transit pass sales, both face-to-face and by telephone.
Distribution Specialist	1	The Convention Store	100%	Distribution	Distribute materials to Commuter Stores and Arlington Transportation Partners; stock brochures and other media; transport and ship inventory; maintain and clean Commuter Stores.
Commuter Information Center (CIC)/ART Call Center Manager	1	The Convention Store	80%	CIC	Oversee CommuterDirect.com operations and sales. Reconcile sales reports and conduct operational reporting. Address escalated customer calls/issues. Track credits/refunds and collections.

Position/Title	Number of Staff	Contractor	Percent Dedicated	Current Program	Primary Responsibilities
CIC Supervisor	1	The Convention Store	100%	CIC	Floor supervisor for the CIC.
CIC Corporate Specialist	1	The Convention Store	100%	CIC	Process corporate account orders for fare media and balance SmartBenefits.
CIC Transit Benefit Administrator	1	The Convention Store	100%	CIC	Oversee all employer-sponsored benefits with CommuterDirect.com and Commuter Store clients.
CIC Inventory Specialist	1	The Convention Store	100%	CIC	Process daily inventory tracking and updates for the CIC.
CIC Commuter Specialist	7	The Convention Store	100%	CIC	Correspond with customers by phone and email. Process fare media orders.

Positions currently unfunded					
Position/Title	Number of Staff	Contractor	Percent Dedicated	Current Program	Primary Responsibilities
Business Development Manager – Commercial and Hotel Services	1	DS&MG	100%	ATP	Maintain and coordinate relationships with commercial and hotel properties regarding transportation program implementation. Assist with implementation of Transportation Management Plan (TMP) requirements through training and engagement.
Capital Bikeshare Community Partners Coordinator	1	DS&MG	100%	ATP	Promote Capital Bikeshare to Community Partners, including non-profit organizations, government agencies, and community groups. Manage the CaBi for All equity program. (This role is currently being performed by the Capital Bikeshare Communications Coordinator.)
Mobility Lab Research Analyst	1	DS&MG	100%	ATP	Additional support for Mobility Lab programs.
Active Transportation Marketing Manager <i>(position defunded in FY25)</i>	1	DS&MG	100%	Active Transportation	Develop marketing campaigns and materials, maintain print and digital branding, update websites, and manage social media regarding active transportation programs.

5.3. Overview of Operations

This section lists several overarching themes as to how ACCS will operate over the next six years.

ACCS BRANDING

Within ACCS, a series of contractors operate upwards of ten separate brands, all with different websites and staff. Given the target markets of the program go beyond just commute trips, ACCS might consider renaming itself within the county structure. More importantly, the many brands that comprise ACCS services—including Arlington Transportation Partners, Commuter Page, Commuter Direct, Car Free Diet, BikeArlington, WalkArlington, and Mobility Lab—might be consolidated and streamlined to make marketing and outreach easier to conduct and easier for the target audiences to consume.

CONSOLIDATED CUSTOMER TRACKING

Several of ACCS's programs utilize disparate customer relationship management (CRM) software and reporting tools. For example, Arlington Transportation Partners, ACCS's Business-to-Business outreach arm, and the TDM for Site Plans team, use different systems. ACCS might consider consolidating these systems to streamline outreach to ACCS partners, making things easier for both ACCS and the partners.

WORK PLANNING AND REPORTING

ACCS' many programs produce a myriad of data that can be used on an ongoing basis to evaluate and improve operations. ACCS might consider centralizing and formalizing program metrics and reporting. Centralizing data collection and reporting would allow each program to be able to reflect on its successes and build on them, while also informing when efforts should be redeployed elsewhere. Further, developing and tracking progress of annual work plans for all program components is critical to responsible stewardship of the programs.

ACCS might consider changes to its work planning approach. Currently only the ATP, TDM for Site Plans, BikeArlington/WalkArlington, Mobility Lab, and Capital Bikeshare programs have an annual work plan. ACCS will consider both streamlining that work plan and developing and integrating additional work plans for all ACCS programs.

FUNDING FOR RECOMMENDED SERVICES

ACCS's main funding source, Congestion Mitigation and Air Quality grant funds, is determined several years in advance. As a result, recommendations for new, enhanced, or modified services would need to be funded by efficiencies or reductions in other programs or by applying for new grant funding.

5.4. Business-to-Business Outreach, Education, and Incentives

SERVICE AREA DESCRIPTION

ACCS provides outreach services to a variety of business partners. The outreach services assist the partners as they work to help commuters and visitors travelling to the partners' locations using modes other than single-occupancy vehicles. This outreach is conducted by "Business Development Managers" whose job is to work directly with these partners to provide a variety of services. Currently, these efforts focus on employers and multifamily residential properties. While that will continue moving forward, ACCS might consider modifying the program offerings to work with commercial properties and hotels and with schools outside of their role as an employer. Additionally, ACCS might consider more direct coordination between the Business Development Managers and the Site Planning Specialists to provide client partners with one point of contact.

Changes to commute travel patterns and traffic volumes post-pandemic, a renewed focus by Arlington on equitable distribution of resources, and opportunities for ACCS to reach new audiences all contribute to a desire to both continue what has worked well in the past but also improve on the program's robust business-to-business outreach and education.

MULTIPLE AUDIENCES

Continued Services	Recommended New, Enhanced, and Modified Services
<ul style="list-style-type: none"> ■ Offer the Champions program for employers, residential buildings, commercial buildings, and hotels, working with these partners to help them add new offerings to increase their Champions tier. ■ Conduct marketing campaigns to attract new partners using a variety of materials. ■ Develop and update resource guides for partners. ■ Hold transportation coordinator, manager, and concierge trainings for residential, commercial, and hotels. ■ Offer employer, residential, and commercial partners customized "Quick Glance" reports with information about existing nearby transit facilities and other mobility tools that serve their locations. 	<ul style="list-style-type: none"> ■ Designate standard email addresses for business partners and other client partners (i.e., not the general public) to use to connect with ACCS's services. This will provide consistent contact methods not tied to a particular individual. ■ Develop and administer a program to provide micro-grant funding to partners to implement capital improvements to support non-SOV travel, e.g., bike racks, transit screens, and secure bike parking/storage. ■ Develop partnerships to reach people who are positioned to start new habits: new homeowners (realtors), business relocators (commercial realtors), and new hires (employer onboarding), etc. ■ Leverage high-performing partners ("Champions") as program ambassadors to encourage stronger participation by others. ■ Evaluate marketing content, such as blogs, social media, and resource guides to maximize impact by creating content schedules for ACCS programs, setting intervals for updating materials, and streamlining social media channels to allow for consistent updates. ■ Streamline client outreach responsibilities between business-to-business outreach staff and TDM for Site Plans staff.

EMPLOYER

Continued Services	Recommended New, Enhanced, and Modified Services
<ul style="list-style-type: none"> ■ Provide a variety of offerings to employers: <ul style="list-style-type: none"> – Operate a partner program that allows employers to participate at different levels of offerings as part of the Champions program. – Assist with transit benefits, including helping them to decide what program is right for them and assisting with the implementation process. – Provide a survey employers can use to help them understand employees’ commuting patterns, modes, and needs. – Customize location-specific marketing materials for companies, including quick glance sheets, posters, and resource guides. – Provide hard-copy collateral, such as transit maps. – Hold events at company locations geared toward providing information to employees about commuting options. – Assist with enrollment and renewal as a Capital Bikeshare corporate member. – Provide information on vanpools and assist in finding riders for a company vanpool. – Provide information on how to manage parking demand. ■ Assist businesses with applying for recognition as a Bicycle Friendly Business and/or a Best Workplace for Commuters. ■ Provide office relocation assistance, including making recommendations to address the commuting impact on employees. ■ Hold events for current and prospective employer partners to share best practices. ■ Provide parking management services. ■ Provide information on vanpool and carpool in outreach to employers with shift/off-peak workers. (Incentives are available through Vanpool Alliance and MWCOG.) ■ Assist with developing telework and flexible work policies. 	<ul style="list-style-type: none"> ■ Provide a variety of offerings to employers: <ul style="list-style-type: none"> – Modify the marketing and explanations of employer-provided transit benefits beyond the pre-tax benefit and as a “must-have” employer-provided benefit. – Evaluate and update customized materials to minimize use of paper. – Expand information about corporate Capital Bikeshare memberships and provide monetary incentives to employers to support their participation. ■ Evaluate focus of employer partner program: <ul style="list-style-type: none"> – Identify opportunities for improvement, e.g., leveling up to greater offerings to their employers, re-engaging lapsed partners, focusing on employers with greatest potential impact (i.e., larger and with in-person requirements). – Increase employer outreach to more employers of low-wage, shift, and non-office workers. – Explore opportunities to expand relationships with higher education institutions to assist students and employees traveling to campuses in Arlington. – Leverage relationships that ACCS currently has with retail partners to establish them as employer partners. ■ Improve collaboration with Business Improvement Districts, chambers of commerce, and workforce development organizations to share up-to-date information about programs, incentives, and events.

COMMERCIAL

Continued Services	Recommended New, Enhanced, and Modified Services
<ul style="list-style-type: none"> ■ Work with all buildings subject to site plan requirements, encouraging them to participate in Champions program and host events and trainings. 	<ul style="list-style-type: none"> ■ Help commercial building owners leverage their commuting programs to help them get LEED certification (or a higher category of LEED certification, if they already have one) and/or other certifications/recognition/awards. ■ Identify a business development manager—as part of their existing role—to serve as a direct point of contact for commercial building outreach.

RESIDENTIAL

Continued Services	Recommended New, Enhanced, and Modified Services
<ul style="list-style-type: none"> ■ Operate a partner program that allows employers to participate at different levels of offerings as part of the Champions program. ■ Provide a survey for the building staff to administer to help them understand residents' commuting and travel patterns, modes, and needs. ■ Customize location-specific marketing materials for residential building owners, including quick glance sheets, posters, and resource guides. ■ Provide hard-copy collateral, such as transit maps. ■ Hold events at residential buildings to provide information to residents about commuting and travel options. ■ Provide Capital Bikeshare discounted membership opportunities. 	<ul style="list-style-type: none"> ■ Further expand existing multifamily residential outreach beyond site plans to older multi-tenant buildings and affordable housing. <ul style="list-style-type: none"> — Partner with Arlington's Department of Community Planning, Housing, and Development and Department of Human Services to identify older multi-tenant housing and affordable housing managers.

HOTELS

Continued Services	Recommended New, Enhanced, and Modified Services
<ul style="list-style-type: none"> ■ Provide hotels with hard-copy collateral and information for staff to assist with local transportation options. ■ Operate a partner program that allows employers to participate at different levels of offerings as part of the Champions program. 	<ul style="list-style-type: none"> ■ Work with hotels to understand staffing models (i.e., whether the staff are direct vs. contracted employees) and adjust approach to hotels as employers if needed. ■ Work with hotels on reaching out to guests in advance of their trip, as well as with retailers and restaurants to promote non-SOV use on their websites. ■ Identify a business development manager (BDM) to serve as a direct point of contact for hotel outreach. This should be done as part of the BDM’s existing role, not as a new position.

SCHOOLS

Continued Services	Recommended New, Enhanced, and Modified Services
<ul style="list-style-type: none"> ■ School outreach is currently covered under employer outreach, where schools are treated as an employer. ■ Schools are also engaged through tracking implementation of and adherence to TDM site plan conditions. 	<ul style="list-style-type: none"> ■ In partnership and coordination with Arlington Public Schools (APS), implement a coordinated TDM for Schools program, beyond site plan conditions, aimed at staff and students. <ul style="list-style-type: none"> – Promote student free bus ride program. – Expand walking school bus and Bicibus (biking school bus) programs to additional schools. – Provide on-bike cyclist and traveler education on all non-SOV options to middle and high school students. – Support APS elementary school bike education programs. – Offer guidance on establishing bike and walk “buses” to school. ■ Identify a business development manager to serve as a direct point of contact for schools’ outreach. Consider repurposing an employer-focused manager for school outreach.

TECHNOLOGY, SYSTEMS, AND TOOLS

ACCS uses HubSpot, a Customer Relationship Management (CRM) system, to manage and keep track of correspondence and communication with its clients for the Arlington Transportation Partners program. Staff later convert information in these systems into the Association for Commuter Transportation (ACT) database for compliance with MWCOC requirements. This is a similar approach taken by other regional TDM programs, as the ACT database has limited functionality.

ACCS uses a variety of software programs to develop information and materials for its partners, including Microsoft Office, InDesign, and Illustrator. Tools for communication include Microsoft Teams, Zoom, and MailChimp.

5.5. Marketing, Promotion, and Incentives

SERVICE DESCRIPTION

While the preceding section covers promotional activities targeted at employers, multifamily residential properties, and other business partners, this section covers promotion activities targeted directly at individual travelers. ACCS will continue to provide direct-to-consumer marketing, outreach, and education, as it has done in the past, throughout the initial year of the plan and five subsequent years.

Many existing promotion efforts will continue; however, some are recommended to be supplemented or refocused to refresh and consolidate branding, prioritize equity, and include non-recurring trips. Additionally, marketing efforts should be reorganized across the programs to create more holistic marketing messages, hands-on learning experiences, and information to inform travelers of all their options.

Continued Services	Recommended New, Enhanced, and Modified Services
<ul style="list-style-type: none"> ■ Offer bike safety, skills, and learn-to-ride classes (taught by the Washington Area Bicyclist Association) and lead neighborhood walks. ■ Provide online information and marketing about all travel options in Arlington and all the services that ACCS provides—inclusive of transit, biking, walking, and carpooling/vanpooling. ■ Provide a calculator showing the savings (money, calories, and CO2 emissions) of using a mode other than SOV travel. 	<ul style="list-style-type: none"> ■ Add more hands-on learning to the community outreach program, such as educational group bike rides (to provide instruction and confidence-building to encourage intermediate and recreational riders to use biking for transportation) and travel training/bus tours. ■ Consider rebranding ACCS and its programs to be inclusive of trips beyond commuting to work or school and to streamline messaging about trip types and the importance of air quality and congestion mitigation. <ul style="list-style-type: none"> – Leverage professional branding consultant, including focus groups, to understand current brand awareness as an input to rebranding decisions.

Continued Services	Recommended New, Enhanced, and Modified Services
<ul style="list-style-type: none"> ■ Hold events (currently through Car Free Diet and BikeArlington) to promote using modes other than driving alone. Provide a limited selection of printed brochures for use at in-person events. ■ Use a variety of online marketing methods to promote non-SOV use, including social media, videos, and web ads. 	<ul style="list-style-type: none"> ■ Update and consolidate branding and online information and resources to provide more clarity, clear points of contact, and highlight the array of transportation options available. ■ Evaluate and update social media strategy to focus on specific audiences with diverse and dynamic messages and videos. ■ Review the distribution of hard copy brochures and limit distribution to locations where they might be better utilized. Focus on increasing the availability of downloadable materials/on-demand printing and QR codes; make modifications for broader use and distribution. ■ Offer new, dynamic, and changing marketing campaigns (outside Car Free Diet) to keep the message fresh and encourage mode shift. Incorporate marketing campaigns into annual workplan. <ul style="list-style-type: none"> – In collaboration with the Arlington Initiative to Rethink Energy (AIRE), leverage interest in environmental sustainability and climate change to further promote TDM and non-SOV modes. – Promote physical and mental health benefits of non-SOV travel. – Promote financial benefits/cost savings of non-SOV travel. ■ Evaluate and recraft current general-public marketing (Car Free Diet outreach) with revised messaging tailored to both recurring and non-recurring trips. ■ Leveraging the County’s Title VI Program Language Access Plan, evaluate the need for translation of materials into additional languages. ■ Provide incentives for purchasing personal mobility devices, e.g., cargo bikes, e-bikes. ■ Use gamification and community challenges to encourage non-SOV use. ■ Work with Arlington’s Department of Human Services and Arlington Transit and their low-fare pilot to determine ways to leverage the program and its participants, including collaborating with organizations that are part of the Community Partner Program. ■ Evaluate consolidation of the marketing function from ACCS’s individual programs into one overarching marketing function.

TECHNOLOGY, SYSTEMS, AND TOOLS

ACCS uses a variety of software programs to develop marketing materials, including Microsoft Office 365, InDesign, and Illustrator. ACCS’s Car-Free Near Me web tool is hosted and managed by ACCS sub-contractor, Redmon Group, using software they developed and maintain. ACCS might consider focusing its trip planning resources on third-party trip tools such as the use of Moovit on ART’s website.

5.6. Commuter and Traveler Support

SERVICE DESCRIPTION

ACCS provides direct support to commuters and other travelers through physical stores, a call center, and websites that offer information on how to commute and travel using non-SOV modes. These websites also provide a way for travelers to purchase fare media for a variety of transit providers throughout the region, including WMATA, VRE, MARC, MTA Commuter Bus, and STAR.

These services will continue, but ACCS will consider how best to match these services with changing traveler needs and technologies.

Current Services	Recommended New, Enhanced, and Modified Services
<ul style="list-style-type: none"> ■ Offer in-person travel assistance and sell fare media at physical Commuter Stores (both fixed locations and mobile stores). ■ Provide a Commuter Information Center (CIC) that responds to email inquiries and fare sales related calls. ■ Online sales of fare media (and redemption of transit benefits) for transit agencies throughout the region. The fare passes are sent to the individual purchaser. ■ Provide an online store and physical distribution center for hard-copy brochures of transportation information including transit schedules and maps. 	<ul style="list-style-type: none"> ■ Simplify CIC call center menu into fare sales, ART, and traveler information. Clarify branding for callers to be clear that it is a call center for ART (currently branded as Commuter Direct in the call-in menu). Commuter Direct may not be a brand that is familiar to everyone calling in. ■ Explore adding alternative format traveler information (e.g., providing Braille or audio formats) at The Commuter Stores. ■ Re-evaluate Commuter Information Center, CommuterDirect.com, and Commuter Stores with respect to current and projected traveler needs and changing technologies. ■ Re-evaluate breadth of paper brochure distribution.

TECHNOLOGY, SYSTEMS, AND TOOLS

ACCS operates four Commuter Stores and four Mobile Commuter Stores. There are point-of-sale systems in each of these stores, as well as customer point-of-sale machines to enable customers to load money onto their SmarTrip® cards and computers for

consultative trip planning. For ACCS’s online fare sales at CommuterDirect.com, the site is hosted and managed by proprietary software created by Redmon Group.

5.7. Innovation, Planning, Research, and Reporting

SERVICE DESCRIPTION

This service encapsulates ACCS’s efforts to evaluate and improve its offerings to travelers through data collection and research; understand how people are traveling to and within Arlington and the barriers to using non-SOV modes; serve as a thought leader on TDM and mobility technology; and provide a clearinghouse on regional transportation news. Most of this work is conducted through ACCS’s Mobility Lab program. ACCS will continue to offer many of these services throughout the initial year of the plan and five subsequent years.

In addition to research, this program within ACCS can serve as a centralized data collection and reporting function and lead research into alternative funding sources to ensure the program’s long-term sustainability.

Continued Services	Recommended New, Enhanced, and Modified Services
<ul style="list-style-type: none"> ■ Provide current transit and technology news through the CommuterPage eNews report. ■ Conduct research to keep abreast of best practice examples to inform ACCS’s programs. ■ Conduct surveys to evaluate promotions and programs. ■ Evaluate Arlington-specific results for regional and local surveys, including State of the Commute, Household Travel Survey, and Arlington Resident Travel Survey. ■ Assist TDM for Site Plans with required transportation performance studies for site plan developments. ■ Conduct other research efforts as needed. 	<ul style="list-style-type: none"> ■ Re-evaluate the research program’s goals and purpose, and therefore the studies it conducts, to ensure it meets the needs of ACCS and the County’s Transportation Division. ■ Evaluate internal County staff collaboration and coordination and make recommendations (e.g., develop a better connection between TDM and Transit, for provision of transit information to customers). ■ Collaborate with other offices in the Department of Environmental Services to integrate efforts for reducing VMT and parking demand, as well as TDM, into corridor and transportation planning studies, especially on corridors designated as primary bike routes. ■ Work with the Virginia Department of Rail and Public Transportation to broaden the use and application of state-administered CMAQ funding. ■ Develop funding resiliency. Establish a task force to explore new federal funding opportunities for TDM, e.g., from Housing and Urban Development, Centers for Disease Control, National Institutes of Health, Department of Human Services, and Department of Labor. ■ Establish well-defined processes, roles, and responsibilities for pursuing non-CMAQ funding. ■ Partner with Arlington Economic Development (AED) and workforce development programs to leverage workforce funding to help get people to worksites and training programs.

Continued Services	Recommended New, Enhanced, and Modified Services
	<ul style="list-style-type: none"> ■ Partner with AED and other tourism and entertainment partners for funding and leverage Commuter Store staff to provide visitor and tourist information. ■ Restructure and organize the performance data that ACCS collects, how it is collected, by whom it is collected, and how it will be cleaned, stored, reported, and tracked. <ul style="list-style-type: none"> – Include working sessions with other parts of Arlington’s Department of Environmental Services to address potential data overlaps. ■ Collect and analyze performance data from across sources and visualize through internal and external dashboards that enable stakeholders to obtain information for their needs and allow ACCS to monitor progress and make adjustments more easily. ■ Develop a self-service data portal to allow users to search the program’s public-facing data (such as data from ACCS-commissioned studies) or send requests for more specific information. ■ Provide regular, audience-tailored reporting on performance metrics to partners, County leadership, etc. and an annual graphical report for partners, public, and elected officials. <ul style="list-style-type: none"> – Consider separate reports targeted at employers, travelers, etc. to acknowledge their work and encourage future participation. ■ Review and potentially update how program impacts are calculated and communicated. ■ Review performance metrics regularly to proactively identify areas for improvement and change. ■ Establish targets for each metric to easily see if performance is on track.

TECHNOLOGY, SYSTEMS, AND TOOLS

ACCS uses Microsoft Office to produce reports of various types and internal-facing organizational documents. It uses online survey platforms for its program evaluation surveys. Currently, performance data for the program is collected in Microsoft Excel. Moving forward, the program may use an integrated database for collecting data and a dashboard tool, such as Power BI or Tableau, for data visualization.

5.8. TDM for Site Plans

SERVICE DESCRIPTION

ACCS will continue coordinating TDM infrastructure and services for residents, workers, and visitors in large development projects to offset the transportation impacts of these developments. While continuing its current services of coordinating with and monitoring developers and their implementation of TDM commitments, ACCS should streamline and improve information sharing with business-to-business outreach staff, both between the two group and with clients, and streamline the TDM financial contributions process.

Continued Services	Recommended New, Enhanced, and Modified Services
<ul style="list-style-type: none"> ■ Work with developers during the construction phase of site plans to ensure implementation of required TDM infrastructure and services. ■ Monitor developments' implementation of their TDM programs to ensure they meet their commitments on an annual basis. ■ Monitor the transportation performance of Site Plan buildings. ■ Work with the Department of Community Planning, Housing, and Development (CPHD) to regularly review and update TDM developer site plan requirements to keep them current, relevant, and implementable. 	<ul style="list-style-type: none"> ■ Streamline client outreach responsibilities between business-to-business outreach staff and TDM for Site Plans staff and improve information sharing between the two programs. ■ Streamline TDM financial contributions process between County finance staff and Site Plans.

TECHNOLOGY, SYSTEMS, AND TOOLS

ACCS's TDM for Site Plans team uses the Salesforce CRM to track site plan information and its outreach with site plan developments. ACCS uses Microsoft Office to produce documents related to development requirements and monitoring TDM commitments. The TDM for Site Plans program also uses a project management tool from Asana to track its deliverables.

5.9. ART, Capital Bikeshare Services, and Micromobility Services and Provide and Maintain Real-Time Transit Displays

SERVICE DESCRIPTION

In addition to administering its own programming, ACCS will continue to support other related programs, including operating the Arlington Transit (ART) call center, producing informational and marketing materials for ART, overseeing Arlington County's contract with the Capital Bikeshare vendor, and other programs as outlined below.

Continued Services	Recommended New, Enhanced, and Modified Services
<ul style="list-style-type: none"> ■ Arlington Transit <ul style="list-style-type: none"> – Provide a call-center for customers to obtain information about and provide comments and complaints for ART. – Design, update, and print ART schedules. – Manage ART website and social media. – Place and maintain all ART transit signage. – Conduct marketing and outreach for new ART routes and route changes. – Conduct marketing and outreach for iRide Student SmarTrip card. ■ Capital Bikeshare <ul style="list-style-type: none"> – Oversee County's contract with the Capital Bikeshare vendor. – Assist with planning and management of the operation of Arlington's portion of Capital Bikeshare, including purchase, installation, resizing, and relocation of stations and overseeing maintenance needs. – Regularly update Capital Bikeshare Transit Development Plan. – Promote Capital Bikeshare for All and Community Partners Program. ■ Shared Micromobility Devices permit program <ul style="list-style-type: none"> – Review operator permit applications. – Oversee deployment and work with operators on ordinance compliance. ■ Provide and maintain real-time transit displays in buildings throughout the county. 	<ul style="list-style-type: none"> ■ Build connections between Arlington Transit, ACCS, and respective contractors to ensure that travel options are cross promoted through all organizational materials. ■ Investigate adding accessibility functions to real-time transit screens in County buildings.

TECHNOLOGY, SYSTEMS, AND TOOLS

The ART call center, which is part of the Commuter Information Center (CIC), is operated using the Sangoma call management service. Documents related to the oversight of the Capital Bikeshare vendor are produced using Microsoft Office. Real-time transit displays are obtained through Actionfigure® and are managed and maintained (physical maintenance and backend functionality) by a subcontractor under one of ACCS's two main contracts.

5.10. Market Segments and Customers

As described in **Chapter 4**, ACCS has organized its target market into recurring and non-recurring trips. The customers within those markets include travelers within Arlington, travelers to and from places outside Arlington, and travelers of various demographics making trips during different times of day. For each of the six service areas, **Table 17** indicates whether the service area is directly targeted at each market segment and/or customer using a ✓ (green checkmark) symbol. Market segments and customers not directly targeted by the service are left blank.

Table 17: Service Areas' Relationship to Market Segments and Customers

Service Area											Market Segment/Customer
B2B *						Mktg & Promo	Traveler Support	Research & Reporting	Site Plans	ART, CaBi	
M	E	C	R	H	S						
											Recurring Trips
✓	✓	✓	✓		✓	✓	✓				Travelers with recurring trips to/from Large Generators/Attractors in Arlington
✓	✓				✓	✓	✓				- Commuters to large employers in Arlington
✓	✓	✓				✓	✓				- Low-wage workers at large employers in Arlington
✓			✓			✓	✓				- Multifamily housing residents
✓	✓		✓		✓	✓	✓				Travelers with recurring trips into or out of Arlington
✓			✓			✓	✓				- Resident commuters to other NoVA jurisdictions
✓			✓			✓	✓				- Resident commuters to DC, Montgomery County, and Prince George's County
✓	✓	✓		✓		✓	✓				Travelers with recurring trips during second or third shift, or on weekends
											Non-Recurring Trips
✓			✓			✓	✓				Arlington residents' individual trips within Arlington
✓			✓			✓					Arlington residents traveling to elsewhere in the region, and people from elsewhere in the region traveling to Arlington
✓			✓			✓	✓				Multifamily housing residents in Arlington Equity Emphasis Areas
<p>* B2B outreach is subdivided into the following audiences: M = Multiple Audiences E = Employer C = Commercial R = Residential H = Hotels S = Schools</p> <p>* This subdivision is only provided in this table (and not Table 18) as the different partner types relate more to individual customer types than they do to Strategic Plan goals and objectives.</p>											

5.11. Strategic Plan Goals and Objectives

Each service area supports various Strategic Plan goals and objectives, as shown in **Table 18**. Goals and objectives that each service helps progress are noted with a ✓ (green checkmark) symbol, while those without a direct impact are left blank.

Table 18: Service Areas' Relationship to Strategic Plan Goals and Objectives

Service Area						Strategic Plan Goals and Objectives
B2B	Mktg & Promo	Trav. Supp.	Rsrch. & Report	Site Plan	ART, CaBi	
✓	✓	✓	✓		✓	Goal 1: Outreach/Education - Provide education, outreach, and encouragement about non-single occupancy vehicle travel modes to all audiences using a wide range of media and messaging styles that results in travelers choosing a trip mode other than driving alone.
✓	✓		✓			Objective 1A: Expand outreach, programs, and services to audiences and communities that have been historically underserved or have not previously been the primary focus of ACCS's TDM efforts.
	✓					Objective 1B: Improve online presence and leverage access to virtual materials.
	✓					Objective 1C: Expand marketing messaging to reach broader audiences.
✓	✓	✓	✓	✓	✓	Goal 2: Changing Behavior - Increase the share of all Arlington trips taken by transit, walking, biking, and carpooling/vanpooling through actions that facilitate and encourage behavior change and reduce vehicular emissions
✓		✓		✓	✓	Objective 2A: Address factors that are preventing travelers from using transit, walking, biking, or carpooling/vanpooling.
✓	✓	✓	✓		✓	Objective 2B: Equitably test and use incentives to impact mode shift among travelers for a variety of trip types.
✓	✓	✓	✓	✓	✓	Objective 2C: Leverage and assist partner organizations in communicating about new service offerings, improvements, changes, or regional efforts.
✓	✓	✓	✓	✓	✓	Goal 3: Organizational Health - Optimize the organizational and operational effectiveness of ACCS and identify and apply for additional funding sources to diversify ACCS's funding structure while leveraging partnerships to expand ACCS's reach.
✓	✓	✓	✓	✓	✓	Objective 3A: Reevaluate the breadth of ACCS's responsibilities and refocus its programming and resources to reflect the post-pandemic landscape.
✓	✓	✓	✓	✓	✓	Objective 3B: Evaluate ACCS's organizational structure and roles to maximize the impact, efficiency, and effectiveness of current resources to best support ACCS programs.
✓	✓	✓	✓	✓	✓	Objective 3C: Explore more diversified funding from USDOT, VDOT, and others, with a particular focus on equity-oriented funding sources.
✓	✓	✓	✓	✓	✓	Goal 4: Reporting – Leverage data and performance metrics to evaluate the performance and impact of ACCS services and communicate program success to stakeholders and funding partners.
✓	✓	✓	✓	✓	✓	Objective 4A: Streamline data collection and reporting to save time and improve accuracy and consistency.
✓	✓	✓	✓	✓	✓	Objective 4B: Use data to communicate and improve on performance metrics and program impacts.

5.12. Partnerships and Coordination with Other Programs and Agencies

ACCS has and will continue to collaborate with various partner agencies and organizations for the administration of the above services. **Table 19** identifies the common partners that the service areas often work with, denoted with a ✓ (green checkmark) symbol, while those without a direct connection are left blank.

ARLINGTON COUNTY GOVERNMENT AGENCIES AND DEPARTMENTS

ACCS will continue to partner with other Arlington County government agencies and departments, with ACCS itself operating under the Department of Environmental Services (DES). ACCS should continue to partner with others within DES to design, maintain, and replace the County's transit signage; work with Arlington Economic Development (AED) to leverage workforce engagement; and work with Arlington Public Schools to include students in TDM programming, rather than only considering schools as an employer.

OTHER GOVERNMENT AGENCIES

ACCS will also partner with non-Arlington government agencies and organizations. It will continue to partner with MWCOG's Commuter Connections and MWCOG's TDM Marketing Group to connect employers and commuters with non-driving transportation options and to help promote those options, including the Guaranteed Ride Home (GRH) service. ACCS should also coordinate with the Virginia Department of Rail and Public Transportation (DRPT) to broaden the use of CMAQ funding to provide TDM programming for multiple trip types, not just commuting.

TRANSPORTATION PROVIDERS

ACCS will continue to partner with transportation providers such as transit agencies, bikesharing and micromobility providers, and vanpooling providers. Specifically, ACCS should promote these services as ways to get around, connect travelers with applicable transportation benefits, and ensure ACCS's own marketing and messaging materials stay current with transportation providers' services.

NON-PROFITS AND BUSINESS ORGANIZATIONS

ACCS will continue working with other organizations such as the League of American Bicyclists and the USF Center for Urban Transportation, which administer the Bicycle-Friendly-Business (BSB) and Best Workplace for Commuter designations, respectively. Additionally, ACCS's work with the several Business Improvement Districts operating within Arlington should continue to ensure that each is leveraging the reach of the other. ACCS should continue outreach at the Arlington Food Assistance Center (AFAC) to reach lower-income residents and outreach at English as a second language classes to reach people with limited English proficiency.

PRIVATE ORGANIZATIONS

ACCS will also work with private sector partners. Specifically, ACCS will continue supporting employers, multifamily residential buildings, and retail and hotel locations as they offer TDM programming to employees, residents, and visitors. ACCS will also work with developers regarding TDM site plan requirements.

Table 19: Service Areas' Relationship to Partner Agencies/Organizations

Service						Partner Agency/Organization
B2B	Mktg & Promo	Trav. Supp.	Rsrch. & Report	Site Plans	ART, CaBi	
						Arlington Public Agencies and Organizations
✓			✓			Arlington Department of Environmental Services (DES)
✓			✓			Arlington Economic Development (AED)
✓			✓	✓		Arlington Department of Community Planning, Housing, and Development (CPHD)
✓	✓			✓	✓	Arlington Public Schools
						Non-Arlington Public Agencies and Organizations
✓	✓					Commuter Connections
✓	✓	✓				Guaranteed Ride Home (GRH)
			✓			Virginia Department of Rail and Public Transportation (DRPT)
						Transportation Providers
✓	✓	✓	✓		✓	Transit agencies (e.g., ART, WMATA, Maryland MTA, VRE, etc.)
	✓	✓			✓	Paratransit providers (e.g., STAR, MetroAccess)
	✓	✓				Micromobility providers (e.g., Bird, Link, Lime, etc.)
✓	✓	✓				Vanpooling providers
✓	✓	✓		✓	✓	Capital Bikeshare
						Non-Profits and Business Organizations
✓						League of American Bicyclists (Bicycle-Friendly Business designation)
✓						USF Center for Urban Transportation (Best Workplace for Commuter designation)
✓	✓					Business Improvement Districts (BID)
						Private Sector Partners
✓				✓		Employers
✓				✓		Multifamily residential buildings
✓				✓		Retail/commercial/hotel partners
✓				✓	✓	TransitScreen®
✓				✓	✓	Developers (TDM for Site Plans)

6. Financial Plan

6.1. Review of Sources and Uses

EXISTING FUNDING SOURCES

ACCS operates with funds from several sources, as outlined in this section. The amount provided by each funding source in the past five years is listed in **Table 20**, with projections for the next five years in Table 21. More details about the funding sources follow the tables.

Table 20: FY2020–FY2024 ACCS Funding History

Item	Source	FY2020	FY2021	FY2022	FY2023	FY2024
Fees	User fees	\$3,525,000	\$3,525,000	\$2,500,000	\$2,100,000	\$1,800,000
TDM Site Plans	Site plan condition fees	\$430,000	\$515,000	\$575,000	\$708,000	\$729,000
CMAQ/RSTP	Federal	\$5,000,000	\$5,930,000	\$5,930,000	\$5,930,000	\$7,107,000
VDOT/TIEF	State	\$127,000	\$108,000	\$111,000	\$114,000	\$118,000
DRPT Rideshare Grant ⁶⁷	State	\$635,000	\$635,000	\$0	\$0	\$0
General Fund ⁶⁸	County	\$404,000	\$0	\$0	\$100,000	\$0
NVTC I-66 Commuter Choice Grant ⁶⁹	State	\$300,000	\$300,000	\$300,000	\$300,000	\$0
TCF-C&I	County taxes	\$0	\$0	\$0	\$0	\$70,000
NVTC	State	\$0	\$106,000	\$450,000	\$450,000	\$0
Total		\$10,421,000	\$11,119,000	\$9,866,000	\$9,702,000	\$9,824,000

Note: Figures are rounded to the nearest thousand.

Source: ACCS Budget FY20-FY24

⁶⁷ This is a DRPT CAP grant that was discontinued after FY2021. It is no longer a potential funding source.

⁶⁸ These funds came from the County’s revenues that support general operations. ACCS only received these funds in select previous years, and they are no longer a potential funding source.

⁶⁹ This is competitive grant funding associated with the I-66 Commuter Choice program that ended on January 31, 2024. ACCS only received these funds through FY2023. It is no longer a potential funding source.

Table 21: FY2025–FY2029 Funding Projections

Item	FY2025	FY2026	FY2027	FY2028	FY2029
Commission Fees	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000
TDM Site Plans	\$800,000	\$900,000	\$900,000	\$900,000	\$900,000
CMAQ/RSTP	\$6,548,000	\$6,540,000	\$6,511,000	\$6,509,000	\$5,575,000
VDOT/TIEF	\$114,000	\$114,000	\$114,000	\$114,000	\$114,000
TCF-C&I	\$150,000	\$155,000	\$160,000	\$165,000	\$170,000
Total Revenue	\$9,412,000	\$9,509,000	\$9,485,000	\$9,488,000	\$8,559,000

Note: Past sources of funding that are no longer available include rideshare, General Fund, Northern Virginia Transportation Commission, and Commercial and Industrial tax revenues.

Fees

These are commission fees paid by transit providers and other transportation services who sell their products through ACCS, including at Commuter Store locations and through CommuterDirect.com. Fee payments are received from Maryland MTA/MARC, VRE, WMATA, and E-ZPass.

Commission fees declined during the COVID-19 pandemic due to increasing telework but have since stabilized and are currently holding constant. As shown in Table 21, fees are projected to remain at approximately \$1,800,000 annually through FY2029, but this revenue could be affected if there are changes in how transit agencies sell their passes or changes in how WMATA manages its SmartBenefits program. The sources of this fee revenue are further broken down in Table 22.

Table 22: FY2025 – FY2029 Annual Revenue Projections from Fees

Fee Type	Commuter Store	CIC/Commuter Direct	Total Commission Revenue
MARC/MTA ⁷⁰	\$25,000	\$1,385,000	\$1,410,000
VRE CIC sales and VRE Commuter Store sales	\$20,000	\$335,000	\$355,000
WMATA convenience fees	\$0	\$0	\$0
E-Z Pass and E-Z Flex Pass	\$10,000	\$0	\$10,000
MARC and Commuter Bus Transit Link Card ⁷¹	\$5,000	\$10,000	\$15,000
VRE Transit Link Card ⁷²	\$0	\$10,000	\$10,000
Total	\$60,000	\$1,740,000	\$1,800,000

⁷⁰ This is for MARC commuter train and MTA commuter bus passes.

⁷¹ Transit Link Cards are a specific type of ticket for customers that use WMATA, plus either MARC, MTA, or VRE as part of their commute.

⁷² VRE Transit Link Cards are a small portion of the overall VRE sales made at CIC and at the Commuter Stores. It is a special pass used on both VRE and WMATA.

Transportation Demand Management (TDM) Site Plans

This is revenue from TDM site plan conditions on private developments in the County. New buildings have site plan condition language that stipulates payments must be made annually to ACCS or its successor to sustain direct and indirect on-site and off-site transportation management activities. As shown in Table 21, TDM site plan revenue is currently budgeted for \$800,000 in FY2025 and will be raised to \$900,000 in FY2026. This revenue is increasing due to new site plans approved each year by the County, resulting in additional sites making contributions to ACCS.

Congestion Mitigation & Air Quality (CMAQ) and Regional Surface Transportation (RSTP)

CMAQ funding from the federal government is allocated to projects by the Northern Virginia Transportation Authority (NVTA), which functions as the metropolitan planning organization for Northern Virginia in this capacity, although it is not federally designated as such. Per Title 23 of the United States Code and the VDOT Employer Agreement contract, both of which outline Arlington's allowed uses of this funding, the purpose of CMAQ funding is to provide educational, promotional, and/or other related TDM assistance with the goal of reducing single-occupancy auto usage. RSTP funding, also from the federal government, provides funding for capital projects such as federal-aid highways, public bridges and tunnels, bicycle and pedestrian infrastructure, and transit.

CMAQ and RSTP funds are currently approved for ACCS use through FY2029 through the Statewide Transportation Improvement Plan (STIP). As shown in Table 21, CMAQ revenue increased to \$7.1M in FY2024, but is projected to range between \$5.5M and \$6.5M for FY2025 and thereafter, subject to federal authorization and available revenues.

VDOT TEIF

The Transportation Efficiency Improvement Fund (TEIF) is an annual formula-based funding source. Per the VDOT Employer Agreement contract, which outlines Arlington's allowed uses of this funding, the funding is not dependent on achievement of specific values. As shown in Table 21, this revenue was reduced to \$114,000 in FY2025 and is expected to remain constant.

Transportation Capital Fund (TCF) - Commercial and Industrial (C&I) Property Taxes

These are property taxes on commercial and industrial properties in Arlington that may be used towards transportation improvements as outlined in the State Code of Virginia. As shown in Table 21, this revenue is expected to increase by a small amount each year.

POTENTIAL NEW FUNDING SOURCES

This section identifies potential new funding sources that may support ACCS programs, as outlined in **Table 23**.

Table 23: Potential New Funding Sources

Program	Agency	Type	Description
Federal Programs			
Flexible Funding Programs	FTA	Formula	The Flexible Funding Programs funded through the Surface Transportation Block Grant Program provide funding for states and local jurisdictions to improve surface transportation. Projects may include highway, transit, intercity bus, bicycle, and pedestrian projects.
Transportation Alternatives	FHWA	Formula	The Surface Transportation Block Grant Program for Transportation Alternatives provides funding for smaller scale transportation projects, which may include safe routes to school projects and pedestrian and bicycle facilities.
Congestion Relief Program	FHWA	Discretionary	This program provides discretionary grants to advance innovative, integrated, and multimodal solutions to congestion relief in highly congested areas of the United States. Eligible projects include incentive programs encouraging travelers to carpool, use transit, or travel during non-peak periods.
Advanced Transportation Technologies and Innovation (ATTAIN)	FHWA	Discretionary	This program awards funding to support advanced transportation technologies to improve safety, mobility, efficiency, system performance, and intermodal connectivity. Eligible activities include technology that enhances high-occupancy vehicle toll lanes, cordon or congestion pricing, and on-demand transportation service technologies, such as dynamic ridesharing or other shared-use mobility applications.

Program	Agency	Type	Description
Climate Pollution Reduction Grant Program (CPRGP)	EPA	Discretionary	The CPRGP is designed to incentivize eligible applicants to apply for funding together as a coalition to implement GHG reduction measures regionally, across levels of government. Eligible activities in the transportation sector include: transportation pricing programs that reduce VMT, such as parking pricing and congestion and road pricing; policies to support transportation management incentive programs to reduce vehicle trips or travel and expand transit use, such as vanpool programs, ridesharing, transit fare subsidies, and bicycle facilities; new or expanded transportation infrastructure projects to facilitate public transit, micromobility, car sharing, bicycle, and pedestrian modes; and activities to encourage mode shift from private vehicles to walking, biking, and public transportation.
State and Local Programs			
Commuter Choice	Northern Virginia Transportation Commission	Discretionary	Commuter Choice projects benefit Express Lanes toll payers by expanding travel options and helping more people move more efficiently through the I-66 and I-395/95 corridors, thereby lessening congestion and supporting reliable travel speeds. Local jurisdictions and transit agencies can apply for projects that meet at least one of the program goals. Project categories include expanded transit services and related capital improvements; roadway improvements on the corridor; access to transit improvements; transportation system management strategies; and TDM efforts.
MERIT Grant Program - Capital Assistance	DRPT	Discretionary	The Capital Assistance program is guided by a project prioritization process for capital needs that allows DRPT to allocate and assign limited resources into projects and investments identified as the most critical. Eligible project types include state of good repair, minor enhancements, and major expansion. Applicable project types may include new customer amenities (e.g., parking facilities, bus shelters, benches, accessibility improvements, or signage); new equipment and technology; and technology improvements (such as mobile ticketing solutions).

Program	Agency	Type	Description
SMART SCALE	VDOT	Discretionary	SMART SCALE is a process that helps Virginia meet its most critical transportation needs using limited tax dollars. It evaluates potential transportation projects based on key factors like how they improve safety, reduce congestion, increase accessibility, contribute to economic development, promote efficient land use, and affect the environment. SMART SCALE funds highway, transit, and rail projects.

EXISTING EXPENDITURES

Table 24 outlines ACCS’s FY2024 expenditure projections. There was a projected \$270,000 deficit between the FY2024 revenues in Table 20 and the expenditures outlined in Table 24. This shortfall was covered by excess revenues carried over from prior fiscal years. More details about each expenditure follow the table.

Table 24: FY2024 Expenditure Projections

Item	Amount
Administrative	
Direct Costs	
Arlington County staff	\$578,000
Sub-total	\$578,000
Indirect Costs	
Rent – Commuter Store	\$48,000
Rent – Commuter Information Center	\$510,000
Sub-total	\$558,000

TDM Contractor (DS&MG)	
Direct Costs	
Arlington Transportation Partners	\$1,757,000
Active Transportation	\$538,000
Mobility Lab Research and Communications	\$651,000
TDM Site Plans	\$610,000
Indirect Costs	
Non-Professional Services	\$139,000
Sub-total	\$3,695,000

Sales and Call Center Contractor (The Convention Store)	
<i>Commuter Stores</i>	
Direct Costs	
Staff	\$1,892,000
Indirect Costs	
Vehicles (one-time purchase)	\$52,000
Sub-total	\$1,944,000
<i>Commuter Information Center</i>	
Direct Costs	
Staff	\$2,471,000
Sub-total	\$2,471,000
<i>Distribution Center</i>	
Direct Costs	
Staff	\$180,000
Sub-total	\$180,000

Marketing Contractors (Pulsar & NeoNiche)	
Marketing	\$668,000
Sub-total	\$668,000
Total	
	\$10,094,000

Administrative

Direct Costs

These are the labor costs (including salary, benefits, employer taxes, training, recruitment, and other employment-related expenses) for the four ACCS County positions.

Indirect Costs

Indirect administrative costs include rent for the Crystal City Commuter Store located in the Crystal City Underground. This Commuter Store location may close in FY2025 due to the uncertainty of the future of the underground mall. As a result, the costs in this category will change in future years, but future rent costs cannot be determined at this point since a replacement location has not been identified. The other three Commuter Store locations are provided as in-kind facilities and have no associated rent costs, which is also true of the Commuter Store's distribution facility on Quincy Street.

The other indirect administrative cost is the rent of the building at 1501 Wilson Boulevard, which houses the CIC call center and operations, as well as DS&MG staff.

TDM Contractor (DS&MG)

Direct Costs

Arlington Transportation Partners (ATP)

This covers the labor costs (including salary, benefits, employer taxes, training, recruitment, and other employment-related expenses) for the ATP team which engages in outreach to workplaces, commercial buildings, multifamily residential communities, schools, and hotels to promote all transportation options.

Active Transportation

This covers the labor costs (including salary, benefits, employer taxes, training, recruitment, and other employment-related expenses) for the BikeArlington and WalkArlington programs, which provide education and interactive events to increase the number of people biking and walking.

Mobility Lab Research and Communications

This covers the labor costs (including salary, benefits, employer taxes, training, recruitment, and other employment-related expenses) for the Mobility Lab team that measures and monitors the effectiveness of Arlington's TDM programs and collaborates with others to communicate TDM best practices.

TDM for Site Plans

This covers the TDM Site Plan team, which supports the design and adoption of effective development conditions and permit plan review processes and monitors ongoing TDM program implementation at site plan and special use permit projects to ensure they meet their development commitments.

Indirect Costs

Indirect costs for the TDM contractor includes supplies and materials, printing, and advertising/promotions.

Sales and Call Center Contractor (The Convention Store)

Commuter Stores

Direct Costs

This includes the labor costs, (including salary, benefits, employer taxes, training, recruitment, and other employment-related expenses) of all Commuter Stores staff positions.

Indirect Costs

The Convention Store owns and operates six vehicles, whose maintenance and eventual replacement costs are funded by commission fees,⁷³ and whose insurance costs are built into The Convention Store's hourly overhead rate. The vehicles are:

- 2006 Ford Super Duty F-550 Stripped Chassis Motorhome
- 2017 Ford Stripped Chassis Motorhome
- 2008 Dodge Sprinter 3500 Van
- 2015 Benz Sprinter Cargo RXT 2500 Van
- 2011 Chevy 2500 Express Van⁷⁴
- 2023 Ford EV Van

Replacement of the two motorhomes and the 2008 and 2015 van (which comprise the fleet of Mobile Commuter Stores) is not covered by commission fees nor is planned during the timeframe of this plan. Their service life has been extended with regular maintenance and because there is typically low mileage put on these vehicles. When replacement of the larger motorhome vehicles is necessary, it will be with a smaller vehicle.

Commuter Information Center (CIC)

Direct Costs

This includes the labor costs, (including salary, benefits, employer taxes, training, recruitment, and other employment-related expenses) of all CIC staff positions, as well as those of Redmon Group, Inc., which is a subcontractor to The Convention Store.

Distribution Center

Direct Costs

This includes the labor costs, (including salary, benefits, employer taxes, training, recruitment, and other employment-related expenses) of all Distribution Center staff positions.

Marketing Contractors (Pulsar and NeoNiche)

This covers the contracts for Pulsar and NeoNiche, who perform marketing and outreach services for ACCS.

Capital Bikeshare

Arlington's portion of the regional Capital Bikeshare system is not reflected in **Table 24** because the costs for operations, maintenance, and equipment are currently funded through Arlington

⁷³ The two motorhomes (which are the two large Mobile Commuter Stores) were grant-funded. ACCS will apply for a new grant when they reach the end of their service life.

⁷⁴ This vehicle is no longer in regular service but is being maintained for occasional longer-distance trips that would exceed the EV's range.

County’s Capital Improvement Plan. These costs are partially offset by bikeshare user fees attributed to Arlington and developer contributions.

6.2. Budget Projections: Baseline Conditions

PROJECTED EXPENDITURES

Table 25 outlines ACCS’s projected expenditures through FY2029 assuming continued business-as-usual conditions, utilizing the staffing levels described in Chapter 5 Operations Plan. ACCS’s primary funding source, CMAQ/RSTP, is determined several years in advance. As a result, recommendations for new, enhanced, or modified services would need to be funded by efficiencies or reductions in other ACCS programs or by applying for new grant funding. Any major changes in services, expenditures, staffing or contracted services will be reported in the annual plan updates to DRPT.

Table 25: FY2024–FY2029 Expenditure Projections

Item	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Administrative (staff)	\$578,000	\$615,000	\$642,000	\$671,000	\$701,000	\$733,000
Administrative (rent)	\$558,000	\$568,000	\$585,000	\$603,000	\$621,000	\$639,000
TDM Contractor	\$3,695,000	\$3,530,000	\$3,379,000	\$3,470,000	\$3,561,000	\$3,652,000
Commuter Stores	\$1,944,000	\$1,797,000	\$1,725,000	\$1,725,000	\$1,725,000	\$1,725,000
Commuter Information Center	\$2,471,000	\$2,208,000	\$2,120,000	\$2,120,000	\$2,120,000	\$2,120,000
Distribution Center	\$180,000	\$364,000	\$304,000	\$407,000	\$510,000	\$613,000
Marketing Contractor	\$668,000	\$641,000	\$615,000	\$615,000	\$615,000	\$615,000
Total	\$10,094,000	\$9,722,000	\$9,370,000	\$9,611,000	\$9,853,400	\$10,097,000

Note(s):

- Figures are rounded to the nearest thousand.
- Overall, projected expenditures in FY2025 and FY2026 reflect planned ACCS budget reductions of seven and four percent, respectively.
- Administrative expenses are escalated 4.5 percent annually from FY2026 through FY2029 to account for staff merit increases.
- TDM contractor includes \$91,000 annually for FY2026-FY2029 to reflect CPI increases. Inflation increases that exceed this amount would need to be accommodated by program cost reductions.
- Distribution includes inflation allowance of \$103,000 each year from FY2027-FY2029, covering cost increases for the Distribution Center, Commuter Stores, and Commuter Information Center. Inflation increases that exceed this amount would need to be accommodated by program cost reductions.
- Rent is adjusted three percent annually in FY2026-FY2029 for inflation.

FINANCIAL POSITION

Table 26 outlines ACCS’s financial position. There are projected shortfalls due to the inflation escalations assumed in the projected expenditures (**Table 25**) and the static revenue assumptions (Table 21). While this plan includes recommendations that will require additional funds, others will reduce costs. ACCS modifies its program annually to match services provided to available funding and will continue to seek out new funding sources.

There is variability in several of ACCS's revenue sources, such as commission fees (dependent on transit ticket sales) and TDM site plan contributions (some payments come in after the end of the fiscal year). As a result, excess revenues in these categories are carried over to future budget years and used to address shortfalls.

For FY2025 and FY2026, ACCS is planning budget reductions to better align revenues and expenditures. To address a larger projected shortfall for FY2029, ACCS will propose to DRPT moving \$250,000 in annual CMAQ funding from fiscal years 2026 through 2028 and shifting these amounts to FY2029.

Table 26: Financial Position

Financial Standing	FY2025	FY2026	FY2027	FY2028	FY2029
Projected Revenue	\$9,412,000	\$9,509,000	\$9,485,000	\$9,488,000	\$8,559,000
<i>Proposed CMAQ Redistribution from FY26-28 to FY29</i>		(\$250,000)	(\$250,000)	(\$250,000)	\$750,000
Projected Expenditures	\$9,722,000	\$9,370,000	\$9,611,000	\$9,853,000	\$10,097,000
Projected Excess/(Shortfall)	(\$310,000)	(\$111,000)	(\$376,000)	(\$615,000)	(\$788,000)
<i>Program Adjustments and/or Use of Carryover Funds</i>	\$310,000	\$111,000	\$376,000	\$615,000	\$788,000
Balance	\$0	\$0	\$0	\$0	\$0

7. Monitoring and Evaluation Plan

This chapter presents performance measures for Arlington County's Commuter Services program. The primary objective of monitoring ACCS's programs is to illustrate their impact and alignment with this Strategic Plan's four goals, identified in **Chapter 3**. ACCS, along with its transit partners and contractors, already gathers extensive data on the various TDM programs and services the County offers. The performance measures outlined in this chapter comprise a selection of established metrics and data already collected by ACCS and its partners, supplemented by new measures, to create a comprehensive monitoring tool for ACCS. These measures will be used to evaluate the cost-effectiveness of ACCS programs over the life of this strategic plan. The chapter is divided into three sections: first it outlines the recommended performance measures, then it explains how these measures will be tracked and reported, and then it describes current measurements.

7.1. Performance Measures

This section provides an overview of the recommended performance measures. **Table 27** lists each measure – each aligned to a goal of this Strategic Plan. Per DRPT requirements, ACCS must report on metrics marked with an asterisk (*) and highlighted in a darker teal colored row. Other details included in the table include:

- **Service Area:** Indicates which of ACCS's six service areas the metric relates to.
 - Business-to-Business Outreach, Education, and Incentives
 - Marketing, Promotion, and Incentives
 - Commuter and Traveler Support
 - Innovation, Planning, Research, and Reporting
 - TDM for Site Plans
 - Support for ART and Capital Bikeshare
- **Metric:** Identifies the name of the metric.
- **Metric Description:** Provides a brief definition of the metric calculation.
- **Disaggregation:** Explains how the results of the measure should be broken down for further detail. For example, total engagements at events can be disaggregated into engagements in English or Spanish.
- **Reporting Frequency:** Indicates how often the metric is reported or updated on a dashboard. Metrics collected as a requirement by DRPT are marked with an asterisk.
- **Source:** Specifies the current source of the performance metric, if already collected or reported by ACCS.

The goals into which the metrics are organized, as shown in **Chapter 3**, are:

1. **Education and Outreach:** Provide education, outreach, and encouragement about non-single occupancy vehicle travel modes to all audiences using a wide range of media and messaging styles that results in travelers choosing a trip mode other than driving alone.
2. **Changing Behavior:** Increase the share of all Arlington trips taken by transit, walking, biking, and carpooling/vanpooling through actions that facilitate and encourage behavior change and reduce vehicular emissions.

3. **Organizational Health:** Optimize the organizational and operational effectiveness of ACCS and identify and apply for additional funding sources to diversify ACCS's funding structure while leveraging partnerships to expand ACCS's reach.
4. **Reporting:** Leverage data and **performance metrics** to evaluate the performance and impact of ACCS services and communicate program success to stakeholders and funding partners.

7.2. Reporting and Using Performance Results

A crucial aspect of ACCS's operational strategy moving forward involves aggregating all data into a single database and utilizing a reporting tool (dashboard) for enhanced communication and performance tracking. This will entail the establishment of an ongoing dashboard featuring automated monthly updates, incorporating targets outlined in the annual work plan.

While the performance metrics are organized by goal in **Table 27**, ACCS may choose to organize this reporting by program area for easier understanding and to quickly relay updates for ongoing performance improvement. ACCS will monitor and assess monthly metrics to gauge short-term success and promptly identify and implement improvements. Some of the monthly performance metrics will also be submitted to DRPT to meet grant reporting obligations.

In the context of developing this centralized reporting program, ACCS will evaluate past metrics and set minimum thresholds/targets that they will aim for to provide a guide as to current performance. ACCS understands that sometimes situations where the target is not being met can be remedied, and sometimes it is beyond their control. Metrics and targets can be regularly evaluated and modified as needed.

Additionally, ACCS hopes to develop an Annual Report summarizing performance metrics for the entire year, in addition to the existing annual Impact Report that calculates metrics such as reductions in vehicle miles traveled and associated reductions in greenhouse gas emissions based on the programs implemented by ACCS. Milestones for implementing coordinated data collection, the dashboard, and the Annual Report would be included to ensure timely progress and accountability. As with the monthly reporting, the annual numbers will be evaluated by program leadership to identify potential changes and improvements to maximize the impact and effectiveness of the program.

Table 27: Recommended Performance Measures

Goal 1: Education and Outreach					
Service Area	Metric	Metric Description	Disaggregation	Reporting Frequency	Source
Business-to-Business	Sales engagements (geared toward specific organizations)*	Number of engagements (sales calls, meetings, and tabling), including total and by program (employer, residential, commercial)	Program, event type	Monthly	DS&MG CRM System
	Sales engagement participation	Number of participants/engagements at sales engagements geared toward a specific organization	Program, event type, language	Monthly	DS&MG CRM System
	Events (geared toward multiple organizations)	Number of events (tabling, webinars, trainings) that are geared toward multiple organizations	Total, by program (Employer, Multifamily Residential [MFR], commercial), by event type	Monthly	DS&MG CRM System
	Event engagements	Number of participants/engagements at events geared toward multiple organizations	Program, event type, language	Monthly	DS&MG CRM System
Marketing, Promotion, and Incentives	Community outreach events	Number of events	Event type, location	Monthly	NeoNiche database
	Residents assisted at community outreach events	Total number of residents participating/assisted at Street Teams/Community outreach events	Event type, location	Monthly	NeoNiche database
	Website use	Number of website visits, total and by high level page	Hits, unique visitors	Monthly	Website Host Data Analytics
	Downloads	Downloads of research reports, guides, and collateral	By report and collateral item	Monthly	New (Website Host Data Analytics)
	Brochures distributed	Number of different types of brochures distributed	By unique item and by distribution location (event, by mail, etc.)	Monthly	The Convention Store database

* Per DRPT requirements, ACCS must report on metrics marked with an asterisk (*) and highlighted in a darker teal colored row.

Goal 2: Changing Behavior					
Service Area	Metric	Metric Description	Disaggregation	Reporting Frequency	Source
Business-to-Business	Transit benefits*	Employer partners (including hotels and schools) offering transit benefits	Total, new, direct, pre-tax	Monthly	DS&MG CRM System
Commuter and Traveler Support	Vanpool benefits*	Employer partners (including hotels and schools) offering vanpool benefits (same number as offer transit benefits)	Total, new, direct, pre-tax	Monthly	DS&MG CRM System
	Ridematches attempted*	Number of people assisted with finding a carpool or vanpool partner.	By county/city of origin	Monthly	MWCOG database
	Hybrid/telework schedule*	Number of employer partners offering hybrid or complete telework.	Number of companies with formal policies, informal policies, or both	Monthly	DS&MG CRM System
Marketing, Promotion, and Incentives	Campaigns and participation	Number of campaigns, number of pledges, and participation for campaigns	By campaign, by language (if applicable)	Monthly	New (CRM System)
	Newsletter distribution	Number of newsletters distributed (for employers, schools, hotels, multifamily residential, and commercial properties separately)	Subscribers, open rate, click through rate by newsletter type	Monthly	Newsletter Program Data Analytics
Innovation, Planning, Research, and Reporting	Partner employees	Number of employees at partner employers	Total, by level, new vs. preexisting	Annual	DS&MG CRM System
Support for ART and Capital Bikeshare	Employer partners with corporate CaBi accounts	Employer partners with corporate Capital Bikeshare accounts	Total, by level, new vs. Preexisting	Annual	New (from Capital Bikeshare and CRM)
	Number of CaBi members through corporate CaBi accounts	Capital Bikeshare members through employer partner Capital Bikeshare accounts	Total, new vs. preexisting	Annual	New (from Capital Bikeshare)
Business-to-Business	Residential property partner units	Number of residential units in the multifamily residential program	Total, by level, by MFR type	Annual	ACCS Impact Reports CRM System
	Commercial property partners on-site employees	Number of employees in commercial building client partner buildings	Total, by level	Annual	DS&MG CRM System

* Per DRPT requirements, ACCS must report on metrics marked with an asterisk (*) and highlighted in a darker teal colored row.

Goal 2: Changing Behavior (cont.)					
Service Area	Metric	Metric Description	Disaggregation	Reporting Frequency*	Source
TDM for Site Plans	Site plans and use permits with TDM conditions	Total number of buildings with site plan TDM conditions	Existing, new	Annual	DS&MG database
Marketing, Promotion, and Incentives	Bike education classes and participants	Number of classes and participants in Bike Arlington Bike Education Classes	-	Annual	Capital Bikeshare
	Electric or cargo bicycle incentives	Total number and value of incentives provided to individuals for purchasing electric or cargo bicycles	-	Annual	New (CRM System)
Support for ART and Capital Bikeshare	Capital Bikeshare Trips	Total number of Capital Bikeshare trips originating in Arlington County	-	Monthly	Capital Bikeshare
	Capital Bikeshare stations	Total number of Capital Bikeshare stations in Arlington County	Total, new vs. preexisting	Annual	Capital Bikeshare
	Capital Bikeshare members	Number of Arlington County residents who are Capital Bikeshare members (note any double counting with members through corporate accounts)	Total, new vs. preexisting	Annual	Capital Bikeshare
Marketing, Promotion, and Incentives	Micro-grants for capital improvements to support non-SOV travel	Total number of incentives provided to partners for capital improvements micro-grants to support non-SOV travel	Program	Annual	New (CRM System)
Commuter and Traveler Support	Fare Products Sold	Number of products sold	Total, by service provider, by location (CommuterDirect.com, Commuter Stores, through CIC); for CD.com, divided into corporate vs. individual	Monthly	The Convention Store

Goal 3: Organizational Health					
Service Area	Metric	Metric Description	Disaggregation	Reporting Frequency	Source
Innovation, Planning, Research, and Reporting	Employer Partners	Number of employer partners (includes hotels and schools)	Total, by level, new vs. existing, employer size by level	Annual	DS&MG CRM System
	Multifamily residential building partners	Number of multifamily residential clients	Total, by level, new vs. existing, by MFR type (market, affordable), MFR size by level	Annual	DS&MG CRM System
	Commercial building partners	Number of commercial building partners	Total, by level, new vs. existing, by size	Annual	DS&MG CRM System
Commuter and Traveler Support	CIC calls	Number of calls Commuter Information Center takes	Total, by program, by service	Monthly	The Convention Store
	CIC chats	Number of chats conducted	Total, by program, by service	Monthly	The Convention Store
	CIC emails	Emails answered	Program, service	Monthly	The Convention Store
	Commuter Store customers	Number of customers	Total, by store (physical and location of mobile), service	Annual	The Convention Store
	Commuter Store transactions	Transactions at Commuter Stores	Store	Monthly	The Convention Store

Goal 4: Reporting					
Service Area	Metric	Metric Description	Disaggregation	Reporting Frequency	Source
Innovation, Planning, Research, and Reporting	Data dashboard views	Total number of data dashboard views	-	Monthly	New (Dashboard Analytics)
	Data dashboard downloads	Total number of data dashboard downloads	-	Monthly	New (Dashboard Analytics)

**Required metrics reported monthly to DRPT.*

7.3. Metrics for Management Purposes

The following metrics should continue to be collected/start being collected for the purposes of managing the ACCS, but they are not considered to be key metrics to tracking program performance as it relates to the program goals. Specifically, the CIC measures are helpful for determining appropriate staffing levels and staff training, while the newsletter article click rate can help hone messaging but doesn't relate to a goal.

- CIC measures:
 - Call answer rate: Percentage of calls answered over total calls received.
 - CIC time to answer a call: Average time to answer a call.
 - CIC call duration: Average call duration.
 - CIC abandoned calls: Total number of calls abandoned.
 - Customer feedback on chats.
- Newsletter article click rate to track what types of information are most interesting to readers.

7.4. Impact Measures

The following metrics are calculations based on other metrics and will be developed annually in an Impact Report:

- Daily vehicles miles traveled (VMT) eliminated.
- Average daily SOV trips eliminated.
- Daily reduction of carbon dioxide (CO₂) emissions (in tons).
- Nitrogen oxides (NO_x) reductions.
- Volatile organic compounds (VOC) reductions.
- Greenhouse gases (GHG) reductions.
- Transit placements: Total number of people who started or increased transit use as travel mode option.
- Bike placements: Total number of people who started or increased bicycle as travel mode option.

7.5. Future Monitoring Efforts

There are several recommendations in the Operations Plan chapter of this CAP Strategic Plan that relate to improving how performance is tracked moving forward. At a high level, the specifics in that chapter suggest:

- Restructure and organize the performance data that ACCS collects in terms of responsibilities and how it will be cleaned, stored, reported, and tracked.
- Visualize the performance data with internal and external dashboards that enable stakeholders to obtain information for their needs and allows ACCS to monitor progress and adjust more easily.
- Review performance metrics and targets regularly to proactively identify areas for improvement and change.
- Establish targets for each metric to easily see if performance is on track.

8. Use of Research and Data

8.1. Identifying Target Markets and Customers

To better understand and plan for potential target markets and customers in and around the service area, Arlington County Commuter Services analyzed demographic and economic information from many sources. This section provides a summary of this research, with data sources and specific data points pulled from those sources listed below. These data sources and data points were used to inform **Chapters 2** and **4** of the Commuter Assistance Program Strategic Plan.

AMERICAN COMMUNITY SURVEY (ACS)

- Service area population
- Age distribution
- Working population who commute
- Race and ethnicity
- Income
- Zero-car households
- Commute mode share

DECENNIAL CENSUS

- Population changes between 2000 and 2020

WELDON COOPER CENTER, UNIVERSITY OF VIRGINIA

- 2030 and 2040 Virginia population projections

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENT (MWCOCG) REGIONAL COOPERATIVE FORECASTS, ROUND 9.2

- 2030 and 2040 Arlington County population projections

US CENSUS LOCAL EMPLOYMENT DYNAMICS (LED)

- Workforce size and turnover

VIRGINIA EMPLOYMENT COMMISSION

- Number of employers in Arlington County
- Largest employers in Arlington County
- Number of employers, by size in Arlington County

BUREAU OF LABOR STATISTICS (BLS)

- Employers by industry
- Employees by industry

ARLINGTON RESIDENT TRAVEL SURVEY

- Commute mode share
- Non-commute mode share

US CENSUS LONGITUDINAL EMPLOYER-HOUSEHOLD DYNAMICS (LEHD)

- Commuter flows
- Commute destinations for Arlington County residents
- Commuter origins for Arlington County workers
- Low-wage job concentration

REPLICA – LOCATION-BASED SERVICES DATA

- Commute trip mode share: Arlington resident commuters to Arlington (internal Arlington)
- Commute trip mode share: Arlington resident commuters to region outside Arlington
- Commute trip mode share: Regional resident commuters outside Arlington to Arlington
- Non-commute trip mode share: Arlington residents traveling within region (including Arlington)
- All trips mode share: Arlington residents traveling to region (including Arlington)

WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY (WMATA) RIDERSHIP PORTAL

- Metrobus average daily ridership
- Metrorail average daily entries in Arlington

ARLINGTON TRANSIT (ART) MONTHLY RIDERSHIP REPORT

- ART total weekday ridership
- ART total weekend ridership

ARLINGTON TRANSIT TITLE VI PROGRAM UPDATE

- Equity Emphasis Areas

8.2. Strategic Framework and Services

The study team conducted internal and external focus groups aimed at developing a strategic framework for the program, which included mission and vision statements and actionable goals, as detailed in **Chapter 3**. Following the development of the strategic framework, the study team reconvened with stakeholders to produce actionable recommendations for the development of specific services ACCS should continue to provide or build into the program.

STRATEGIC FRAMEWORK

The study team conducted two workshops, one with ACCS staff and contractors, and one with external ACCS stakeholders. Both workshops included an exercise to identify strengths, weaknesses, opportunities, and threats (SWOT) for ACCS. Following the SWOT analysis, major goals were identified, each with a set of actionable objectives to achieve the goals. At the workshop with ACCS staff and contractors, a further exercise was conducted to define key words for the organization's updated vision and mission. Following the workshops, additional interviews were conducted with specific stakeholders who were unable to attend. Guiding questions for the focus groups can be found in the **Appendix**.

The vision, mission, goals, and objectives were then finalized through a survey provided to the workshop participants that provided them with options developed based on the workshops for each element of the strategic framework. The study team used the feedback from the survey to refine and finalize the Strategic Framework outlined in **Chapter 3**.

SERVICES

Following the development of the strategic framework, the study team reconvened with both stakeholder groups in two separate workshops to develop specific recommendations and strategies to achieve set goals. Stakeholders were presented with draft recommendations for each goal which they could comment on and were also given the opportunity to draft new recommendations. Following the drafting activity, stakeholders were then responsible for prioritizing recommendations their group members had developed.

Following the workshop, the study team compiled and consolidated all recommendations and created a list of strategies to accomplish goals based on participant responses. Draft strategies and recommendations informed **Chapter 5: Operations Plan**, which includes measurable and specific objectives for the organization.

8.3. Program Evaluation

ACCS currently tracks nearly 100 metrics on its many programs. As part of developing this CAPSP, these metrics were analyzed and evaluated to better understand the operations, strengths, and weaknesses related to the various programs operated under ACCS. Data points were summarized to identify trends across six years before, during, and post-pandemic—FY2018-FY2023. The data was used to identify successful programs and those that might need modifications.

After collecting and compiling all the metrics ACCS currently tracks, the organization was able to identify data gaps as well as make suggestions for streamlining performance monitoring. This included selecting performance metrics to better assess organizational performance; assist with managing certain aspects of the program; and identifying current metrics that no longer need to be tracked.

The current program performance measures that ACCS tracks and whose data was reviewed in the development of the plan follow. As the metrics are tracked as part of several different reports, they are listed under the report in which they are contained.

■ ACCS Budget Narrative

- ATP employer, residential, and commercial clients
- Site plans and use permits with TDM conditions
- ATP employer clients providing transit benefits
- ATP client employees receiving transit benefits
- Capital bikeshare stations, bikes, and trips
- Car-Free Diet pledges and retail partners
- Average daily single occupancy vehicle (SOV) trips eliminated
- Daily vehicles miles traveled (VMT) eliminated
- Daily reduction of carbon dioxide (CO₂) emissions (in tons)
- Commuter Information Center calls received
- ACCS website visits
- Brochure distribution

■ **ACCS Billing Narrative**

- CIC calls received, answer rate, abandon rate, and dropout rate by vendor
- Commuter Store total transactions, total products sold, and total visitors by vendor
- Commuter Direct packages, SKUs, and customers by vendor
- Distribution Center brochure distribution, bulk deliveries, and ART bus stop visits

■ **Virginia Department of Rail and Public Transportation – Grant Data and Activity Tracking**

- ATP trainings and events held
- ATP transportation surveys
- ATP transit benefits programs implemented
- Brochure distribution
- Monthly newsletter distribution, open rate, and click thru rate
- ATP website page views

■ **ACCS Impact Reports**

- Transit placements in new non-SOV mode
- Telework placements in new non-SOV mode
- Carpool/vanpool placements in new non-SOV mode
- Bike placements in new non-SOV mode
- Walk placements in new non-SOV mode
- NO₂, VOC, and GHG reductions

Appendix

Strategic Framework Workshops Discussion Guide

This appendix provides the guiding questions for the SWOT analysis used in the internal and external stakeholder engagement sessions described in **Section 3.2**.

INTERNAL

Strengths

- What do you think is working well when it comes to ACCS's programs and services?
 - What makes ACCS stand out compared to others who help commuters?
 - How well does ACCS meet the different needs of commuters?
 - What resources or partners make ACCS successful in helping commuters?
 - What programs that ACCS offers do you think are most useful and effective?
- Are there any strengths we haven't discussed?

Weaknesses

- What do you feel has room for improvement when it comes to ACCS's programs and services?
 - What problems or complaints do people have about ACCS's programs?
 - How good is ACCS at listening to what people say and making changes?
 - Are there any programs that ACCS offers that could be more effective or useful?
- Are there any weaknesses we haven't discussed?

Opportunities

- What do you see as the biggest opportunity for commuter assistance in the region?
 - How can ACCS make its programs better for new ways people travel?
 - Are there potentially new programs that ACCS could offer or focus on?
 - Are there groups of people who aren't getting help and ACCS can reach out to them?
 - Can technology be used to make the traveling experience better?
- What external factors can help ACCS improve commuter/traveler assistance programs and attract new users?
 - What kinds of opportunities are there for improving commuter service provision to meet the needs of current users and attract new ones?
 - What messaging and information resonates most with customers and potential riders?
 - How can existing internal communications be leveraged or what changes can be made to internal communications to improve in that area?
 - What resources or tools—either existing or new—could ACCS leverage? Examples of resources or tools include, processes, software, relationship strategies, grants and funding, and partnerships.
 - Thinking ahead to implementing the CAPSP, are there any other opportunities that ACCS can leverage to implement the strategic plan and for it to be successful?
- Are there any opportunities we haven't discussed?

Threats

- What are the challenges with providing commuter assistance?
 - What external threats could hurt ACCS's programs and services?
 - Are there concerns with funding, policy, local development, regional changes, etc. that could impact ACCS's programs and services?
- How do external factors impact ACCS's ability to provide commuter/traveler programs and services?
 - What external challenges does ACCS face, such as external economic or governmental forces?
 - Are there any specific or emerging competitors or alternatives to using ACCS programs or services?
 - Are there any political or board pressures that threaten to impact ACCS's ability to meet its objectives?
- Thinking ahead to implementing the CAPSP, are there any other threats that could hamper ACCS's ability to implement the CAPSP or for it to be successful?
- Are there any threats we haven't discussed?

EXTERNAL

Strengths

- What do you think is working well when it comes to ACCS's programs and services?
 - What makes ACCS stand out compared to others who help commuters?
 - How well does ACCS meet the different needs of commuters?
 - What resources or partners make ACCS successful in helping commuters?
 - What programs that ACCS offers do you think are most useful and effective?
- Are there any strengths we haven't discussed?

Weaknesses

- What do you feel has room for improvement when it comes to ACCS's programs and services?
 - What problems or complaints do people have about ACCS's programs?
 - How good is ACCS at listening to what people say and making changes?
 - Are there any programs that ACCS offers that could be more effective or useful?
- Are there any weaknesses we haven't discussed?

Opportunities

- What do you see as the biggest opportunity for commuter assistance in the region?
 - How can ACCS make its programs better for new ways people travel?
 - Are there potentially new programs that ACCS could offer or focus on?
 - Are there groups of people who aren't getting help and ACCS can reach out to them?
 - Can technology be used to make the traveling experience better?
- Are there any opportunities we haven't discussed?

Threats

- What are the challenges with providing commuter assistance?
 - What external threats could hurt ACCS's programs and services?
 - Are there concerns with funding, policy, local development, regional changes, etc. that could impact ACCS's programs and services?
- Are there any threats we haven't discussed?