



Arlington County Commuter Services Transportation Demand Management Plan

Fiscal Years 2018 to 2023



ARLINGTON COUNTY COMMUTER SERVICES

Arlington Transportation Partners | The Commuter Store |
CommuterPage.com | CommuterDirect.com | Bike/Walk Arlington |
Car-Free Diet | Mobility Lab | Capital Bikeshare

**Arlington County Commuter Services
Transportation Demand Management Plan**
Fiscal Years 2018 to 2023

February 2017

Report prepared by:





DEPARTMENT OF
ENVIRONMENTAL SERVICES
Arlington County Commuter Services

Arlington County Commuter Services Transportation Demand Management (TDM) Plan

Fiscal Years: 2018 to 2023

Table of Contents

Preface	10
Arlington County Commuter Services TDM Plan	10
Chapter 1	11
Overview of the TDM Program.....	11
History.....	12
Awards.....	14
Governance.....	17
Organizational Structure and Staffing.....	19
TDM Service Area	23
Population.....	23
Employment and Commute	23
Public Transit.....	24
Partnerships	25
Partners and Advisory Groups	25
Professional Memberships and Committee Affiliations.....	26
Public Engagement and Participation.....	27
Chapter 2	28
Existing TDM Services.....	28
ACCS Business Units Matrix	29
ACCS Service Offerings By DRPT Category.....	30
Other ACCS Programs.....	37
Chapter 3	40
Vision, Mission, Goals, and Objectives	40
Vision and Mission	41
Goals and Objectives	41
Chapter 4	43
Organizational and Operational Review	43
Recent Changes and Trends.....	44
Arlington Transportation Partners (ATP).....	44
Marketing and Promotion	44
Capital Bikeshare	45

Commuter Stores and Information	45
TDM for Site Plan Development	46
Overview of Existing Technologies.....	46
Websites and Social Media.....	46
Evaluation of Emerging and Evolving Technologies	48
Arlington County Land Use Planning.....	48
Land Use Planning Structure in Arlington	48
TDM-Related Land Use Plans.....	49
Review of Regional Stakeholders	50
Core Program Strengths	52
Services Useful to Different Interest Groups.....	52
Gaps in Services / New Program Suggestions	53
Potential Partnerships	55
Other Suggestions or Advice	56
Outreach (Focus Groups)	56
Public Engagement Workshops	57
ATP Client Study - Enhancing ATP’s “Champions” Program.....	58
Outreach Conclusions.....	59
Peer Program Review.....	60
TDM Service Area Profiles	61
Organizational Structure	63
Commuter Services and Programs.....	65
Employer Services.....	68
Marketing Efforts	71
Performance Measurement	72
Role in the Region	74
Major Findings	76
Chapter 5	78
Service Changes and Expansion Plan.....	78
Priority Strategies and Unfunded Expansion Programs.....	80
1. Strengthen Arlington’s Regional Competitiveness	81
2. Reduce Single Occupant Vehicle (SOV) Usage	83

3. Advance Equity in the Use of Transportation Options.....	86
4. Expand ACCS' Organizational Capacity	88
5. Extend the Reach of TDM.....	90
6. Integrate First Mile/Last Mile Technologies and Services.....	92
7. Utilize New Electronic Information to Foster Transportation Behavior Change.....	94
8. Update TDM County Policies	96
9. Strengthen Capital Bikeshare as a Transportation Service.....	98
10. Utilize Return on Investment Measures for TDM	100
11. Conduct Research Activities to Advance the Effectiveness and Use of TDM.....	102
Chapter 6	105
Financial Plan.....	105
Budget Overview: Staff Size and Resources.....	106
Operating Revenue and Expenses.....	106
Summary	106
Operating Expenses.....	107
Operating Revenue	107
Capital Funding.....	108
Funding Needs by Priority Strategy.....	109
Chapter 7	111
TDM Program Monitoring and Evaluation	111
Current Performance Measures	112
Bureau-Wide Performance Measures.....	112
Internal Programmatic Metric Tracking.....	116
Chapter 8	118
TDM Plan Monitoring and Evaluation	118
TDM Plan Monitoring and Evaluation	119

List of Figures and Tables

Figure 1: Arlington County Commuter Services Programmatic Milestones	13
Figure 2: ACCS Organizational Chart	22
Figure 3: DRPT TDM Categories Key.....	80
Figure 4: Projected Operating Revenue and Expenses (In Thousands of Dollars), FY2018-FY2023	106
Figure 5: Drive Alone Commute Mode Share, 2001-2013.....	113

Figure 6: Average Weekday Vehicle Trips and Vehicle Miles Reduced by ACCS, FY2011-FY2014..... 114

Figure 7: Daily Reduction of Carbon Dioxide (CO₂) Emissions (in tons), FY2013-FY2016..... 114

Figure 8: ART and Metrobus Annual Passenger Trips Served in Arlington, FY2011-FY2016..... 115

Figure 9: Average Weekday Boardings at Arlington Metrorail Stations, FY2011-FY2016 115

Table 1: ACCS Awards..... 14

Table 2: ACCS Business Unit Descriptions..... 19

Table 3: Commute Mode Share in Arlington (2015 Five-Year ACS) 24

Table 4: ACCS Business Units Matrix..... 29

Table 5: Commuter Store® Statistics in FY2016 33

Table 6: Commuter Store® Sales by Transit Agency in FY2016 33

Table 7: ACCS Goals and Objectives 41

Table 8: Arlington Transportation Partners Statistics, FY2014-FY2016 44

Table 9: Marketing Statistics, FY2014-FY2016 45

Table 10: Capital Bikeshare Statistics, FY2014-FY2016..... 45

Table 11: Commuter Stores and Information Statistics, FY2014-FY2016..... 45

Table 12: TDM for Site Plan Development Statistics, FY2014-FY2016..... 46

Table 13: ACCS Social Media Accounts 47

Table 14: Stakeholder Review Interview List..... 51

Table 15: Stakeholder Opinions on Most Useful ACCS Services..... 52

Table 16: Potential ACCS Partnerships as Suggested by Regional Stakeholders 55

Table 17: Responses to ACCS Prompts at Public Outreach Events 58

Table 18: Peer Agency Review Overall Information 60

Table 19: Peer Agency Service Area Profiles..... 62

Table 20: Peer Agency Organizational Structures..... 63

Table 21: Peer Agency Commuter/Resident Program Offerings..... 67

Table 22: Peer Agency Employer Service Offerings..... 70

Table 23: Peer Agency Marketing Efforts..... 72

Table 24: Peer Agency Performance Monitoring Efforts 73

Table 25: Peer Agency Role in the Region 75

Table 26: Priority Strategy 1 Expansion Programs..... 82

Table 27: Priority Strategy 2 Expansion Programs..... 84

Table 28: Priority Strategy 3 Expansion Programs..... 87

Table 29: Priority Strategy 4 Expansion Programs..... 89

Table 30: Priority Strategy 5 Expansion Programs..... 91

Table 31: Priority Strategy 6 Expansion Programs..... 93

Table 32: Priority Strategy 7 Expansion Programs..... 95

Table 33: Priority Strategy 8 Expansion Programs..... 97

Table 34: Priority Strategy 9 Expansion Programs..... 99

Table 35: Priority Strategy 10 Expansion Programs..... 101

Table 36: Priority Strategy 11 Expansion Programs..... 103

Table 37: Projected ACCS Base Operating Expenses, FY2018-FY2023..... 107

Table 38: Projected ACCS Operating Revenue, FY2017-FY2023..... 108
Table 39: Projected ACCS Capital Funding, FY2017 – FY2023 109
Table 40: Priority Strategies’ Cost by Fiscal Year 110
Table 41: Output- and Outcome-Based Performance Measures 112
Table 42: ACCS Internal Programmatic Metrics Tracked 116

This page intentionally left blank

Preface

ARLINGTON COUNTY COMMUTER SERVICES TDM PLAN

Arlington County Commuter Services (ACCS) is the Transportation Demand Management (TDM) provider for Arlington County, Virginia. With a six-year outlook from FY2018 through FY2023, this TDM Plan (TDMP) fulfills a state requirement administered by the Virginia Department of Rail and Public Transportation (DRPT) stipulating that TDM agencies complete TDMPs every six years. All TDMPs must also be adopted by each agency's governing board. In Arlington County, the relevant governing board is the Arlington County Board.

As noted in the state TDMP requirements, in the Commonwealth of Virginia, TDMPs serve a variety of purposes, including:

- To improve the efficiency and effectiveness of TDMP programs and services in the Commonwealth of Virginia;
- To serve as a management and policy document for the TDM program operators;
- To maximize the investment of public funds and achieve the greatest possible public benefit; and
- To provide the basis for inclusion of an operator's operating and capital programs in planning and programming documents such as: the Six Year Improvement Program (SYIP), Statewide Transportation Improvement Program (STIP), Transportation Improvement Program (TIP) and Constrained Long Range Plan (CLRP).

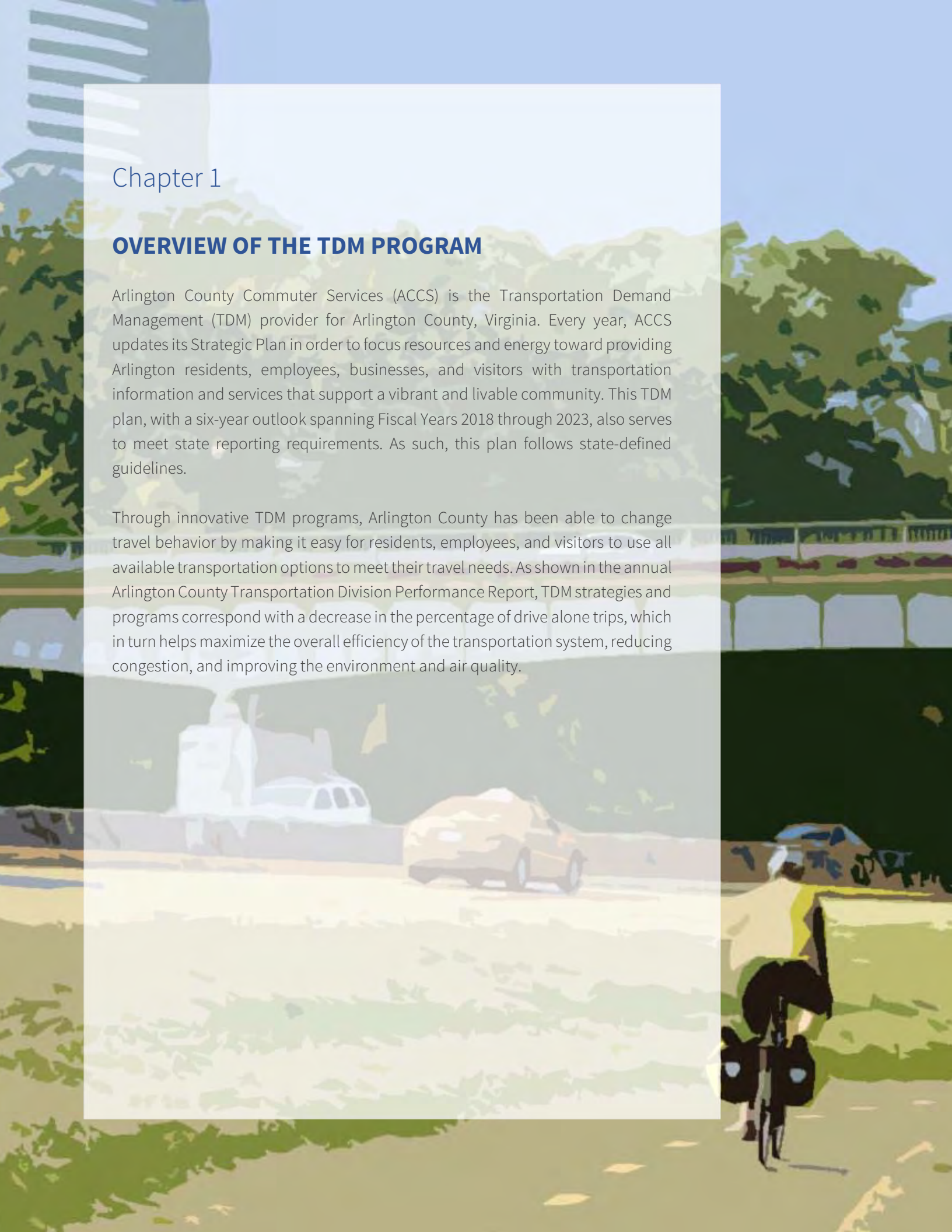
In addition to completing a TDMP every six years, every year, ACCS updates its Strategic Plan in order to focus resources and energy toward providing Arlington residents, employees, businesses, and visitors with transportation information and services that support a vibrant and livable community.

Chapter 1

OVERVIEW OF THE TDM PROGRAM

Arlington County Commuter Services (ACCS) is the Transportation Demand Management (TDM) provider for Arlington County, Virginia. Every year, ACCS updates its Strategic Plan in order to focus resources and energy toward providing Arlington residents, employees, businesses, and visitors with transportation information and services that support a vibrant and livable community. This TDM plan, with a six-year outlook spanning Fiscal Years 2018 through 2023, also serves to meet state reporting requirements. As such, this plan follows state-defined guidelines.

Through innovative TDM programs, Arlington County has been able to change travel behavior by making it easy for residents, employees, and visitors to use all available transportation options to meet their travel needs. As shown in the annual Arlington County Transportation Division Performance Report, TDM strategies and programs correspond with a decrease in the percentage of drive alone trips, which in turn helps maximize the overall efficiency of the transportation system, reducing congestion, and improving the environment and air quality.



HISTORY

Arlington County Commuter Services is the Transportation Demand Management (TDM) agency for Arlington County, Virginia. Established in 1989, ACCS provides information and innovative services that change travel behavior by making it easy and intuitive for users of Arlington’s transportation network to choose walking, biking, public transit, and sharing the ride to meet their travel needs to, from, and within the County. ACCS originally began by providing transit marketing, transit fare media sales outlets (the Commuter Stores®), and employer services. These services have evolved, developed and grown over the history of ACCS. The County’s rapid population and employment growth over this period, which includes the development of the transit-oriented Rosslyn-Ballston and Jefferson Davis corridors, necessitated greater promotion of multi-modal transportation options in order to not only maintain, but also enhance the quality of life in Arlington.

From 1989 to 2002, ACCS operated within Arlington’s Department of Public Works as the Commuter Assistance Program. In 2002, the Commuter Assistance Program changed its name to Arlington County Commuter Services (ACCS) as part of a rebranding effort to reflect a wider scope of programming and services. At the end of 2010, reflecting the elevated status of TDM with the Transportation Division, ACCS was made its own Bureau, reporting to the Transportation Director along with the Transportation, Engineering & Operations, Transit, Planning, and Development Bureaus.

Programming began with the launch of the “Transit Store” in Ballston in 1989, which continues to provide residents, workers and visitors access to transit options information, fare media sales, and highly rated customer service today under the name “Commuter Store®.” This concept now includes four locations and three Mobile Commuter Stores®. ACCS expanded in the 1990s, adding sophisticated marketing capabilities and cutting edge websites in addition to its retail stores. In 1998, ACCS played an integral role in informing the public about the introduction of Arlington’s fixed-route bus service, Arlington Transit (ART). That same year, ACCS scaled-up employer services programming and began providing employer and residential sales and services through a new program – Arlington Transportation Partners (ATP). The addition of ATP consolidated employer services that were formerly provided by several small area transportation management associations, making it possible for ACCS to serve employers across Arlington County in a more streamlined manner. By 1999, ACCS had launched its fare media sales and transit benefit services through a new online portal, CommuterDirect.com®.

In the early to mid-2000s, ACCS further expanded to include specific walk and bike programming via the WalkArlington and BikeArlington initiatives. In 2003, the TDM for Site Plan Development program began as a mechanism through which to coordinate large development projects with TDM infrastructure and services and to ensure that property managers comply with TDM responsibilities. In 2006, ACCS began its first research program. The following year, the Arlington’s Car-Free Diet Program was launched. In 2008, the program opened a new Commuter Store in Shirlington and installed the first real-time transit information display in the County. By 2010, along with the introduction of Capital Bikeshare in Arlington, the ACCS research program evolved into Mobility Lab, an original repository of TDM research, a convener of thought leaders, a laboratory to test and pilot new tech solutions for public transportation, and a communications platform for disseminating best practices in TDM. It was a Mobility Lab program that eventually birthed TransitScreen, an innovative technology that provides consolidated, real-time information on transit in a given area. Finally, in the last few years, ACCS has developed even more targeted marketing and technology to

support the provision of TDM services. The graphic below (Figure 1) shows a timeline of ACCS' programmatic expansions from 1989 to the present.¹

Figure 1: Arlington County Commuter Services Programmatic Milestones



¹ Source for Enterprise vanpool photograph: sustainabilitynews.com

Awards

As shown in **Table 1**, over the years, ACCS has received numerous awards recognizing the successes of its programs.

Table 1: ACCS Awards

Year	Organization / Award Ceremony	Award
2000	Association for Commuter Transportation, Chesapeake Chapter	Outstanding Marketing Campaign
2002	Virginia Transit Association	Innovative Program: CommuterDirect.com and CommuterChoice Program
	Association for Commuter Transportation	Leadership Award
		Bob Owens TDM Champion
US Environmental Protection Agency	Commuter Choice Leadership Award, presented by US EPA Administrator, Christine Todd-Whitman	
2003	Association for Commuter Transportation, Chesapeake Chapter	Unsung Hero Staff Member
	Association for Commuter Transportation	Outstanding Marketing Campaign: ART 61
2004	US Environmental Protection Agency	Best Sales Effort: Arlington Transportation Partners, Best Workplaces for Commuters campaign
	Association for Commuter Transportation, Chesapeake Chapter	Outstanding TDM Program for Residential Services Program
	Association for Commuter Transportation	Creative Excellence Award: Arlington Transportation Partners Residential Services Program
2005	Metropolitan Washington Council of Governments	Employer Services Organizational Achievement Award: CommuterDirect.com Corporate Services

Year	Organization / Award Ceremony	Award
2008	League of American Bicyclists	Bicycle Friendly Community (Bronze)
2010	Telly Awards	Telly Silver: "Cadillac Lover Goes Car-Free" Video
	Transportation Marketing & Communications Association	Compass Award of Merit: Car-Free Diet Ad Campaign
	Transportation Marketing & Communications Association Compass Awards	Award of Excellence, Integrated Communications Program: Car-Free Diet
	Association for Commuter Transportation	3 rd Place, Marketing & Outreach Award: Car-Free Diet Skeptics Campaign
	SEACT/ACT Chesapeake Chapter	Outstanding Marketing Campaign: Car-Free Diet Skeptics
	Northern Virginia Technology Council Social Media Awards	Best Integrated Social Media Campaign: Car-Free Diet
2011	Transportation Marketing & Communications Association	Compass Awards Award of Excellence: Web-Based Marketing
	Telly Awards	Telly Bronze: Green/Eco-Friendly Video
	PRSA Virginia Public Relations Richmond Chapter	PR Award of Merit: Social Media
	SEACT/ACT Chesapeake Chapter	Outstanding Marketing Campaign: Car-Free Diet Skeptics
	Virginia Transit Association	Transit Award: Car-Free Diet
	American Public Transportation Association	Group 1 AdWheel Award: Promotional Campaign: Car-Free Diet
	Go Green Advertising Awards	Government/Multi-Media Marketing Award: Arlington's Car-Free Diet Skeptics Challenge
	Walk Friendly Community Awards	Walk Friendly Community (Gold)
	Association for Commuter Transportation, Southeastern and Chesapeake Chapters	President's Award: Arlington Transportation Partners

Year	Organization / Award Ceremony	Award
2012	Telly Awards	Telly Silver: Green/Eco-Friendly Video
	TMSA Compass Awards	TMSA Compass Award of Excellence: Multi-Media Marketing
	Association for Commuter Transportation	1 st Place, Marketing & Outreach Award – Public Category: Car-Free Diet Skeptics Season II
	2012 Virginia Chapter of the American Planning Association	Shout Out Award: Car-Free Diet Show
	2012 MarCom Awards	Gold Award: Web Video/Branded Content: Car-Free Diet Show
	Go Green Advertising Awards	Special Video Production - Non-Broadcast Series: Car-Free Diet Show
	League of American Bicyclists	Bicycle Friendly Community (Silver)
2013	American Advertising Awards	Silver ADDY: Public Service-Digital Advertising: Car-Free Diet Show
	2013 Communicator Awards	Gold Award of Excellence: Online Video: Branded Content-Green/Eco Friendly: Car-Free Diet Show
	TMSA Compass Awards	TMSA Compass Award of Merit: Integrated Campaign: Car-Free Diet Show
	2013 MarCom Awards	Platinum Award: Marketing/Promo Campaign/Integrated Marketing: “What’s Your One?”
	2013 Go Green Advertising Awards	Gold Award: Multi-Media Marketing Campaign: “Countless Car-Free Trips”
	Association for Commuter Transportation	President’s Award: Mobility Lab
2014	2014 Communicator Awards	Silver Award of Distinction: Online Video - Branded Content - Green/Eco-Friendly: “Countless Car-Free Trips”
	Virginia Transit Association	Outstanding Public Transportation Marketing Campaign: ARTist for PAL
	2014 MarCom Awards	Gold Award: Integrated Marketing/Promo Campaign: “Countless Car-Free Trips”
2015	American Public Transportation Association	AdWheel Award: “La Dieta Fotonovela”
	2015 Communicator Awards	Silver Award of Distinction: Integrated Campaign Green/Eco-Friendly: “Countless Car-Free Trips”
	Walk Friendly Community Awards	Walk Friendly Community: Gold Level

Year	Organization / Award Ceremony	Award
2016	2016 Communicator Awards	Gold Award of Distinction: Outdoor/Environmental: Be a PAL
	2016 Go Green Advertising Awards	Gold Award: Multi-Media Marketing Campaign: Car-Free A to Z
	Metropolitan Washington Council of Governments	Employer Services Sales Team Achievement: Arlington Transportation Partners
	Association for Commuter Transportation, Chesapeake Chapter	Outstanding Marketing Campaign: SafeTrack
	Association for Commuter Transportation	Marketing & Outreach, Public Agency Award: Champions Program
	Association for Commuter Transportation	Transportation TDM Excellence Award

GOVERNANCE

ACCS is a bureau within Arlington’s Transportation Division which operates under the Department of Environmental Services (DES). Like all other Arlington County government departments, DES is overseen by the Arlington County Manager. 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:

- Jay Fiset, 2017 Arlington County Board Chair (Next Election: 2017);
- Katie Cristol, 2017 Arlington County Board Vice Chair (Next Election: 2019)
- Libby Garvey (Next Election: 2020);
- John Vihstadt (Next Election: 2018); and
- Christian Dorsey (Next Election: 2019).

Three advisory committees and one commission in Arlington County provide input to the County government and maintain contact with ACCS on various programs:

- The **Arlington Bicycle Advisory Committee**, consisting of at least 15 members appointed by the County Manager, seeks to focus attention and resources on the role of bicycles and bicycling in the County. With the Arlington Master Transportation Plan’s bicycle section as a guide, the Committee advises the County Manager on issues related to bicycle safety and education, as well as maintenance of bicycle facilities. The Committee acts as a forum for citizen comments and coordinates with BikeArlington (an ACCS initiative) as well as Capital Bikeshare.²

² “Arlington Bicycle Advisory Committee.” Available at: <http://www.bikearlington.com/pages/biking-in-arlington/get-involved/arlington-bicycle-advisory-committee/>

- The **Transit Advisory Committee** is made up of 15 members appointed by the County Manager who live or work in Arlington. The role of this committee is to advise the County Manager and staff on the implementation of the transit element of the Master Transportation Plan and on issues related to transit in Arlington, including Metrorail and Metrobus, Arlington Transit (ART), and STAR.³
- The **Pedestrian Advisory Committee**, comprised entirely of volunteers, advises the County Manager on pedestrian issues in Arlington, including those that relate directly to the pedestrian element of the Master Transportation Plan. The Committee is closely connected to WalkArlington, an ACCS program.⁴

In addition to these advisory committees, Arlington's **Transportation Commission**, consisting of anywhere from seven to 13 members appointed by the County Board, acts as an advisory body to the County Board on virtually all transportation issues, including streets, transit, pedestrians, taxis, and bicycles. Like the Bicycle Advisory Committee, the Transportation Commission monitors Arlington's transportation system as it relates to the Master Transportation Plan.⁵

³ "Transit Advisory Committee." Available at <http://commissions.arlingtonva.us/transit-advisory-committee/>

⁴ "Pedestrian Advisory Committee." Available at <http://commissions.arlingtonva.us/pedestrian-advisory-committee-2/>

⁵ "Transportation Commission." Available at <http://commissions.arlingtonva.us/transportation-commission-tc/>




ORGANIZATIONAL STRUCTURE AND STAFFING







ACCS provides TDM services to residents, employees, businesses, and visitors. On a business to business level, ACCS works with Arlington business managers and executives, property managers, and hotel managers who, in turn, work with their respective employees, tenants (both commercial and residential), and guests to utilize travel options such as public transit, biking, walking, and sharing the ride. These businesses serve as intermediaries between ACCS and the traveling public and efficiently extends ACCS’ outreach capabilities beyond simply direct contacts. On a direct end-user, or business to consumer level, ACCS provides information and education to residents, employees, and visitors via County-wide information campaigns, customized events, retail displays, commuter websites, direct mail, stationary and mobile commuter retail stores, as well as at bus stops.

Internally, ACCS staff work with Arlington County planners and agencies, including other planners within the Arlington County Department of Environmental Services (DES), the Department of Community Planning, Housing, and Development (CPHD), Arlington Economic Development (AED), and the Transportation Commission. In this supporting role, ACCS represents the “voice of the customer,” providing end-user insights and customer-oriented programming concepts. ACCS’ primary role is that of a TDM agency; however, per direction and with support from the Arlington County Board, ACCS has grown to provide additional transportation functions and services. ACCS staff work with Arlington’s Transit bureau to design, maintain, and replace all transit-related signage around the County. Additionally, ACCS’ sales and marketing expertise is leveraged across the Transportation Division.

ACCS executes external and internal functions through nine business units, each of which is listed and described in Table 2.

Table 2: ACCS Business Unit Descriptions

Business Unit	Description
<p>Arlington Transportation Partners</p> 	<p>ATP is a business-to-business transportation outreach team. Their programs entail creating engaging relationships with work places, commercial buildings, multi-family residential communities, schools, and hotels to implement programs that include transit benefits, providing place specific commuter information, and promoting all transportation options. ATP also supports property managers and developers to ensure sites – including large commercial and multifamily residential buildings – meet ongoing transportation management program responsibilities.</p>
<p>The Commuter Stores®</p> 	<p>ACCS’ suite of commuter information services includes four Commuter Stores® and three Mobile Commuter Stores®. All stores offer in-person trip planning assistance, transit pass sales and knowledgeable staff members to help with travel decisions.</p>
<p>Marketing Team</p> 	<p>The ACCS marketing team supports all of the bureau’s programs, products and services through its umbrella campaign, Arlington’s Car-Free Diet. Their efforts also include outreach and education to the Hispanic, Ethiopian and other minority populations. Outreach and education efforts</p>

Business Unit	Description
	include brochures, direct mail, advertisements, posters, websites, blogs, social media, videos, one-on-one marketing and events. Retail businesses are recruited to become Car-Free Diet Retail Partners who put small displays in their shops with transit, bike and walk information.
Commuter Information Center and Distribution Group  	The Commuter Information Center (CIC) operates CommuterPage.com® and CommuterDirect.com®, which allows transit customers to purchase fare media online for delivery and also handles phone calls and questions regarding the ART bus service. The Distribution Group provides the physical delivery of marketing materials, brochures and kiosks to the Commuter Stores®, office buildings, hotels and residential properties serviced by other ACCS groups.
BikeArlington 	BikeArlington provides information, programming and grassroots, face-to-face outreach to promote bicycling for transportation in Arlington.
WalkArlington 	WalkArlington provides information, programming and grassroots, face-to-face outreach to promote walking in Arlington.
Capital Bikeshare 	BikeArlington operates and markets Arlington’s portion of the regional bike sharing service, Capital Bikeshare.
TDM for Site Plan Development	The TDM for Site Plan Development team coordinates the design and implementation of large building projects with transportation infrastructure and services. This team also identifies whether buildings remain in compliance with ongoing transportation management programs.
Mobility Lab™ 	The Research Program and Mobility Lab™ teams measure and evaluate the effectiveness of Arlington County’s TDM programs. Additionally, Mobility Lab™ collaborates with other researchers and practitioners to produce technology-focused solutions to transportation issues and to communicate best practices in TDM.

In order to meet the needs of the County and consistently provide award winning programs and services, ACCS has developed an organizational structure that is efficient, results-oriented, and cost-effective. ACCS’ Bureau Chief is at the head of organizational structure; reporting to him are the Director of Marketing, the Director of the TDM for Site Plan Development program, and the two major long-term contract managers that provide management and oversight to the contracts under which the remaining business units operate. Staff working in ACCS business units fall into three categories:

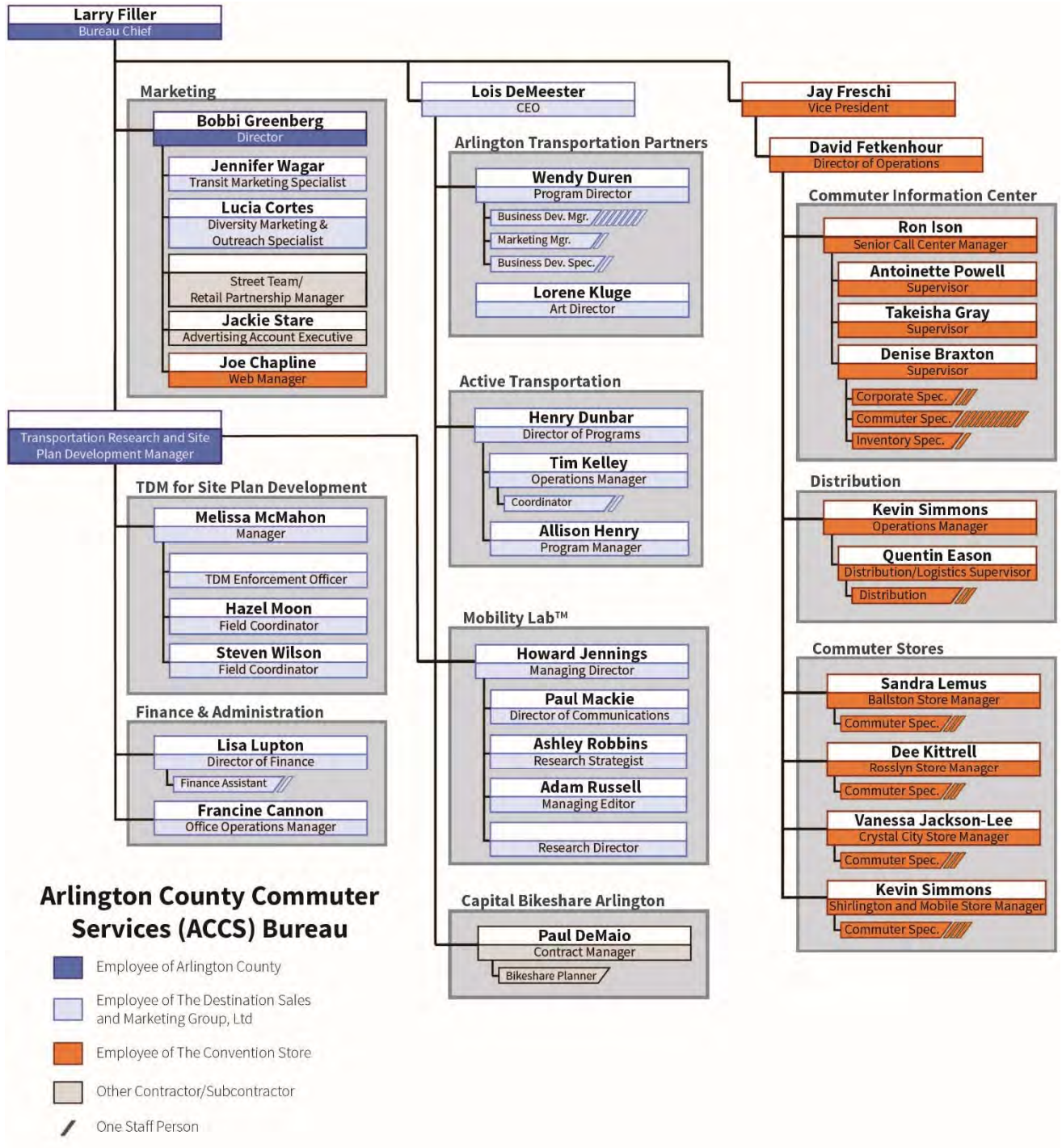
- Full Time Arlington County staff members:
 - ACCS Bureau Chief;
 - Marketing Director; and
 - Transportation Research and Site Plan Development Manager.

- Long-term contracts:
 - The Destination Sales & Marketing Group, Ltd. (Operators of Arlington Transportation Partners, Bike Arlington, Walk Arlington, TDM for Site Plan Development, Capital Bikeshare and Mobility Lab);
 - The Convention Store, Inc. (Managers of the Commuter Stores®, CommuterDirect.com®, and Distribution); and
 - NeoNiche Strategies and Pulsar Advertising (Managers of Marketing programs).

- Other long-term contractors and subcontractors, including:
 - Redmon Group;
 - LDA Consulting;
 - Southeastern Institute of Research (SIR);
 - MetroBike LLC;
 - Nelson Nygaard; and
 - Foursquare Integrated Transportation Planning.

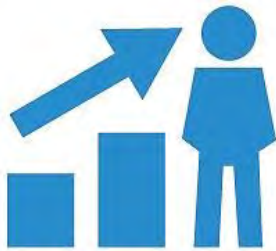
The organizational chart below (**Figure 2**) identifies departments, reporting relationships, and identifies under which contractors and Arlington staff members operate. Currently unfilled positions are marked by blank white boxes.

Figure 2: ACCS Organizational Chart



TDM SERVICE AREA

Arlington County is 26 square miles located directly across the Potomac River from Washington, DC. As one of the most densely populated jurisdictions in the country, Arlington is nationally recognized for its long-standing commitment to smart growth principles and transit-oriented development, concentrating development density around transit stations.



Population

Recent County numbers estimate Arlington’s population to be 220,400, reflecting an increase of 6.1 percent since 2010. The County’s population is forecast to grow to approximately 283,000 persons by 2040.⁶ Arlington is also racially, ethnically, and culturally diverse; according to the 2015 One-Year American Community Survey (ACS), approximately 28 percent of Arlington’s residents belong to a non-White racial group.

Recent County-compiled numbers also indicate that nearly 29,000 people move to Arlington each year. Approximately 92 percent of these new residents come from inside the U.S.; the remaining number come from international locations. In keeping with a regional trend of west and south migration within the Washington, D.C. region, Arlington has consistently gained population from Montgomery County, MD and the District of Columbia. Currently, Arlington’s domestic out-migration rate is higher than its domestic in-migration rate; the County loses, on average, over 24,000 residents per year to places such as Fairfax, Loudoun, Prince William, and Prince George’s Counties, as well as the City of Alexandria. However, domestic resident loss has largely been recaptured by international in-migration.⁷



Employment and Commute



Arlington County houses approximately 211,000 at-place employees. The County’s unemployment rate was estimated in 2015 to be 2.9 percent. The 2015 One-Year ACS estimates the County’s workforce participation rate – which indicates the percentage of the County’s population aged 16 and over that is employed or considered in the labor force – to be 79.7 percent. Since 2005, Arlington’s total employment has grown by an average of 1.1 percent per year, or 11 percent in all. Jobs in Arlington are forecast to grow by 36 percent (to 301,300) by 2040.^{8, 9}

Arlington has approximately 9,262 employment establishments.¹⁰ With between one and nine employees each, 76 percent of these establishments are relatively small. Just under three percent of employers house 100 or more

⁶ “Arlington, Virginia Urban Design & Research Profile 2016.” Arlington County, VA Dept. of Community Planning, Housing and Development (CPHD).

⁷ “Profile 2013. A Supplemental Factsheet – Migration.” Arlington County, VA Dept. of Community Planning, Housing and Development.

⁸ “Arlington County CPHD, Planning Division, Annual Profile Update.” Arlington County, VA Dept. of Community Planning, Housing and Development. 2015.

⁹ “Arlington, Virginia Urban Design & Research Profile 2016.”

¹⁰ “Arlington Economic Development: Economic Indicators.” Arlington County, VA Economic Development (AED). September 2016.

employees; the remaining 21 percent of employers are mid-sized, employing between 10 and 99 workers. Federal, state, or local government employees make up 23 percent of Arlington’s labor force, as do employees working in the professional, scientific, and technical services sectors. According to the U.S. Census Bureau Local Dynamics Program, in 2015, the three employment industries with the highest rates of turnover in Arlington were Accommodation and Food Services, Construction, and Retail Trade.¹¹

Table 3 shows Arlington’s commute mode share according to the 2015 Five-Year ACS. While just over half of Arlington’s workforce drives alone to work, 26 percent ride public transit. Six percent of workers carpool or vanpool to work. Approximately 14 percent of the workforce walks, bikes, teleworks, or uses another means to arrive at a job site.

Table 3: Commute Mode Share in Arlington (2015 Five-Year ACS)

Mode	Number	Percentage
Drive Alone	76,997	54%
Carpool/Vanpool	8,507	6%
Public Transit	37,569	26%
Walk	6,972	5%
Taxicab, Motorcycle, Bicycle, Other Means	3,824	3%
Telework	8,178	6%

According to the 2014 Five-Year ACS,¹² of Arlington residents who are employed, approximately 81 percent work outside the County, while the remaining 19 percent work in Arlington. Of all workers employed in Arlington, 85 percent live outside the County, while 15 percent also live in Arlington. Popular employment locations include Washington, D.C., Fairfax County, the City of Alexandria, and Prince George’s County. Via the 2014 Five-Year ACS, these figures are summarized below:



- **125,233** persons are employed in Arlington and live outside the County;
- **92,784** persons live in Arlington and are employed outside the County; and
- **21,181** persons are employed in Arlington and also live in the County.

Public Transit

Residents, employees, and visitors in Arlington are served by robust public transit:

- **15 ART bus routes operated by Arlington Transit, a bureau of the County’s Transportation Division.** In FY2015, approximately 2.8 million riders used ART. ART weekday service runs between 5:30 AM and 1:00 AM with slightly reduced weekend service;

¹¹ “Community Profile: Arlington County.” Virginia Employment Commission. 2016.

¹² Data concerning the inflow and outflow of employment in Arlington was not yet available for the 2015 One-Year ACS at the time of publication.

- **23 Metrobus lines operated by WMATA.** In FY2015, Metrobus lines operating in Arlington had approximately 13.6 million riders. Metrobus weekday service runs between 4:00 AM and 2:00 AM with slightly reduced weekend service;
- **11 Metrorail stations (on the Blue, Yellow, Orange, and Silver Lines) operated by WMATA.** Major transit hubs include the Rosslyn, Pentagon, Pentagon City, and Crystal City Metrorail stations, which together accounted for nearly 60 percent of the Metrorail ridership in Arlington County in FY2015. Metrorail operates fairly frequent service seven days per week;
- **One Virginia Railway Express (VRE) station, Crystal City.** The station offers connections to VRE Manassas and Fredericksburg Lines. VRE operates only on weekdays;
- **Eight “OmniRide” commuter bus lines, operated by the Potomac and Rappahannock Transportation Commission (PRTC).** Within Arlington, PRTC provides service to destinations including the Pentagon, Crystal City, Rosslyn, and Ballston. OmniRide service operates only on weekdays; and
- **88 Capital Bikeshare stations,** each offering bicycles for short-term rentals or to long-term members.

In addition to these providers, several Fairfax Connector and Loudoun County Transit bus routes service various locations in Arlington from points west. The Pentagon Transit Center is also served by an expansive Department of Defense (DoD) shuttle system available to DoD employees and contractors. Finally, Northern Virginia is served by an extensive “Slug-Line” (informal ridesharing) network that allows frequent commuters to carpool from Park-and-Rides to popular employment destinations.

Approximately half of Arlington residents and 75 percent of jobs are within a quarter-mile of the County’s Primary Transit Network, a subset of the County’s transit system (including bus and rail) providing service every 15 minutes or more for at least 75 percent of the day. Moreover, 90 percent of residents and 95 percent of jobs are located within a quarter-mile of a bus stop, while 34 percent of residents and 77 percent of jobs are located within a quarter-mile of a Metrorail station.¹³

Finally, two paratransit services are offered in the region:

- MetroAccess, which is operated by WMATA; and
- Specialized Transit for Arlington Residents (STAR), which is operated by Arlington Transit.

PARTNERSHIPS

Partners and Advisory Groups

As listed below, ACCS currently engages in several partnerships across the region:

- ACCS closely coordinates with **Commuter Connections**, a regional network of transportation demand management organizations coordinated by the Metropolitan Washington Council of Governments (MWCOG), the Metropolitan Planning Organization for the Washington, D.C. region. ACCS is currently a member of the Commuter Connections regional network and sits on several of its working groups.

¹³ Arlington County Transportation & Development Division 2014 Performance Measurement Report.

- ACCS has been a part of the **I-66 Outside the Beltway TDM Advisory Group** as well as the **I-66 Inside the Beltway TDM Advisory Group**. Mobility Lab is currently leading the development of Transportation Management Plan measures for the I-66 Inside the Beltway project.
- ACCS works directly with regional transit agencies, including **WMATA, Maryland MTA, and VRE** to sell fare media and administer WMATA's transit tax benefit program, SmartBenefits®, through multi-year contracts with the Commuter Store®. The agency also provides marketing materials and deploys bus schedules as well as collateral material for ART.
- ACCS has a close partnership with the **District of Columbia Department of Transportation (DDOT)**. ACCS and DDOT work together to provide a comprehensive, similar approach to employer outreach through the goDCgo program.

Professional Memberships and Committee Affiliations

In addition, the Destination Sales & Marketing Group, Ltd., which staffs 30 of ACCS' positions, maintains the following professional memberships and committee affiliations:

Memberships

- American Association of Public Opinion Researchers
- American Hotel and Lodging Association
- American Institute of Graphic Arts
- American Marketing Association
- American Planning Association/American Institute of Certified Planners
- American Public Transportation Association
- Arlington Chamber of Commerce
- Association for Commuter Transportation
- Association for Commuter Transportation Chesapeake Chapter
- Destination DC
- DC Surface Transportation Communicators
- Hotel Association of Washington D.C.
- Internet Marketing Association
- Leadership Arlington
- League of American Bicyclists
- National Association of City Transportation Officials
- North American Bikeshare Association
- Progressive Communicators of DC
- Public Relations Society of America
- Safe Routes to School National Partnership's Healthy Food Task Force
- Society of Human Resource Management
- Transportation Research Board
- Urban Land Institute
- US Green Building Council
- Virginia Transit Association
- Washington Area Bicyclists Association

- Washington Area Concierge Association

Office Holders and Committee Positions

- Arlington Healthy Community Action Team
- Arlington Joint Committee for Transportation Choices (APS/DES)
- Association for Commuter Transportation – At-Large Board Member
- Association for Commuter Transportation – ACT Visioning Working Group
- Association for Commuter Transportation - Peer Advisory Leadership (PALs) Mentoring Committee
- Association for Commuter Transportation - Public Policy Committee
- Destination DC – Marketing Committee
- Metropolitan Washington Council of Governments – Bike to Work Day Committee Chair
- Metropolitan Washington Council of Governments – Bike to Work Day Planning Committee
- Metropolitan Washington Council of Governments – Car Free Day Committee
- Metropolitan Washington Council of Governments – Commuter Survey Group
- Metropolitan Washington Council of Governments – Marketing Committee
- Metropolitan Washington Council of Governments – Rideshare Committee & TDM 4.0 Working Group
- Metropolitan Washington Council of Governments – StreetSmart
- US Green Building Council – LEED Location and Transportation Technical Advisory Group
- Safe Routes to School National Partnership’s Healthy Food Task Force – Board Member
- Transportation Research Board – Survey Methodology Committee
- Transportation Research Board – TDM Committee Friend
- Virginia Department of Transportation – I-66 TDM Working Group
- Virginia Department of Transportation – NOVA TDM Working Group

PUBLIC ENGAGEMENT AND PARTICIPATION

Outreach is conducted for specific projects as needed. For example, public input was sought and gathered for the Capital Bikeshare Transit Development Plan. ACCS’ also reports to and receives feedback from public commissions such as the Transportation Commission. Public feedback influences County decisions on programming, budgets, and priorities.

Chapter 2

EXISTING TDM SERVICES

ACCS' programs and services touch each component of a trip a resident, employee, or visitor makes in Arlington. Programs provide information on the full range of transportation options available and promote the benefits of using transit, walking, biking, and sharing the ride.

ACCS provides programs and services that focus on trip generators, or the starting points and destinations of any trip. These programs work directly with employers, multi-family residential communities, developers, schools, and hotels to implement customized traveler information and commuter benefit programs to assist people traveling to or from these trip generators. Services ensure that the public is fully informed of their transportation options beyond driving alone, as well as the benefits and any incentives for using transit, walking, biking, and sharing the ride.









ACCS also influences long-term mobility conditions through its research and development initiatives. The ACCS Research Program studies how people use the transportation system in Arlington County, their satisfaction with local and regional transportation options, and best practices in the development and implementation of TDM programs. This nationally recognized research program directly influences the programs that ACCS offers on a daily basis.

Beginning with a matrix describing which Virginia Department of Rail and Public Transportation (DRPT) TDM categories fall under each of the nine ACCS business units, the following section provides brief descriptions of all ACCS services and programs.

ACCS BUSINESS UNITS MATRIX

Using ‘X’s, the matrix shown below (Table 4) summarizes which of DRPT’s TDM categories fit into each of ACCS’ nine business units.

Table 4: ACCS Business Units Matrix

ACCS Business Unit		DRPT Category										
		Ridematching	Vanpool Assistance	Residential Outreach	Employer Outreach	Telework	Marketing and Promotion	Guaranteed Ride Home	Bikesharing	Carsharing	Commuter Stores	School Pool
Arlington Transportation Partners		X	X	X	X	X	X	X	X	X		X
The Commuter Stores®		X	X				X	X	X	X	X	X
Marketing Team		X	X	X		X	X	X	X	X	X	
Commuter Information Center and Distribution Group					X						X	
BikeArlington				X	X		X		X			
WalkArlington				X			X					
Capital Bikeshare				X			X		X			
TDM for Site Plan Development			X	X	X				X	X		
Mobility Lab™				X			X		X	X		

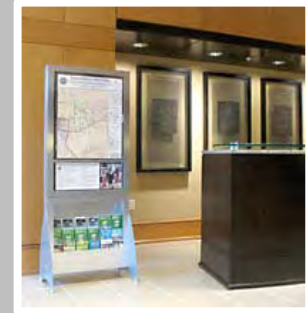
ACCS SERVICE OFFERINGS BY DRPT CATEGORY

This section describes ACCS' various service offerings as grouped by DRPT-defined categories. Alongside the title of each program, the logos of the ACCS business units affiliated with each offering are displayed. Each of these business units contributes to the corresponding program via either direct or peripheral support.

Employer Outreach



Arlington Transportation Partners (ATP) provides transit benefit assistance to employers, helping them determine which tax-free transit benefits [IRS Section 132(f)] are right for a specific company and help throughout the implementation process, including program creation as well as policies and open enrollment for employees. ATP also offers the following services:



Champions

ATP's *Champions* program recognizes and rewards businesses, residential communities, commercial properties and schools in Arlington County for implementing transportation programs and strategies.

Employee Transportation Survey

ATP provides a comprehensive survey for employers to administer to help them understand their employees' commuting patterns and needs and understand mode splits. The results also help ATP to recommend the right programs and information to each individual employer.

Customized Services

ATP's customized marketing materials include newsletters, commute planners, quick glance sheets, posters, and resource guides that are created exclusively for each company and office location.

Transportation Events for Employers, Employees and Tenants

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

Transportation Brochures

ACCS' easy online Brochure Service provides employers with free brochures about Metrorail, ART and Metrobus, carsharing, bicycle, pedestrian, and other transportation options.

Vanpool Connect

ATP engages single occupancy drivers commuting to Arlington or individuals utilizing transit but looking for alternatives about vanpooling. ATP supports this program by coordinating ridematching, geofencing advertising and strategically marketing in specific areas of the DC region.

Capital Bikeshare

ATP educates companies about corporate membership and assists them with enrollment and renewal. ATP also shares station adoption and sponsorship opportunities.

Bicycle Friendly Business Assistance

ATP representatives help companies submit applications and receive national recognition for programs that have been implemented to promote bicycling, such as safety workshops for employees, bike racks, the IRS bicycle benefit, and other initiatives.

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

ATP representatives help companies submit applications and receive national recognition for programs that have been implemented to encourage sustainable transportation innovation at employer sites.

Office Relocation Services

If a company is considering a move to Arlington, ATP will analyze the company's relocation issues and provide recommendations for solving the commuting impact on employees. ATP also serves a collaborative resource for Arlington Economic Development (AED) during the entry of a new business into Arlington or the relocation of an existing one.

Hotel Services

In addition to the above services for employers, ATP also provides Arlington hotels with all the information and materials that staff members need to inform and assist guests about local transportation options.

Residential Outreach



Through ATP, ACCS provides customized marketing materials that include commute planners; quick glance sheets, posters, and resource guides that are created specifically for a property and its location; manager and concierge training for property managers; building concierge, residential building events and promotions; exclusive Capital Bikeshare membership opportunities; transportation brochures; and transportation information displays. ATP also conducts a periodic Resident Transportation Survey.

BikeArlington and WalkArlington conduct regular direct outreach to residents and employees, teaching bike safety classes or leading walking tours of neighborhoods. Car-Free Diet regularly attends community-sponsored events throughout Arlington to provide residents with information and answers to questions about transit options.

Additionally, Mobility Lab provides residents with resources such as survey information, data analysis, and up-to-date transit and transit technology news. Mobility Lab's tech meet ups and annual Transportation Camp provide residents, employees, and regional partners easy access to the larger TDM conversation.

Marketing and Promotion

Commuter Page®

Arlington's Car-Free Diet

Walk Arlington

Bike Arlington

Arlington Transportation Partners



ACCS provides ongoing marketing support for ART, Metrorail, Metrobus, and Capital Bikeshare services in Arlington County. Of the \$1 million budgeted for marketing, 24.5 percent is allocated for transit marketing and 67 percent is allocated for Car-Free Diet umbrella marketing. Arlington's Car-Free Diet (CarFreeDiet.com) is a dynamic website complete with a calculator that displays money saved, calories burned, and CO2 emissions reduced through reducing drive alone travel. The Car-Free brand also promotes the online tools, Car-Free

Near Me and Car-Free A to Z, which helps trip takers by allowing them to plug in their current location and see the full scope of transit options available to them or plan a multi-modal trip. The Car-Free Diet and its benefits have been promoted with multiple county-wide and location specific brochures and direct mail to Arlington households. Car-Free Diet also places ads in many different media including web, print and on bus and rail and in Metro stations. There is a strong and active social media presence on Facebook, Twitter, YouTube, and Instagram. Over 400 Car-Free Diet Retail Partners help promote the Car-Free Diet with free standing brochure racks located in their businesses.

Additionally, through the Marketing business unit, the bilingual (Spanish and English) Street Team regularly attends community sponsored events and organizes its own outreach events at community centers, libraries, shopping centers, schools, and places of worship, as well as partnerships with retail locations.

Commuter Stores® & Commuter Direct®

Commuter Direct®

The Commuter Store®

The Commuter Store®, Mobile Commuter Store, and CommuterDirect.com® provide one-stop shopping for fare media for Metro, DASH, VRE, MARC, Commuter Bus (Loudoun County Transit and PRTC), DC Circulator, Capital Bikeshare, and EZ Pass. The Commuter Store® offers information, sales, and assistance at four fixed locations in Arlington and Maryland, and through its three Mobile Commuter Stores that serve additional regional locations. Printed bus schedules and free publications are available. Staff assist patrons in planning the best way to travel, whether by bus, rail, carpool, vanpool, or bicycle. CommuterDirect.com® allows commuters to purchase transit tickets and passes online for delivery as well

as a means to redeem transit benefits for the purchase of tickets and passes in the region. The Commuter Information Center (CIC) provides call center support for Arlington Transit (ART) and the CommuterPage.com, as well as sales and fulfillment support for CommuterDirect.com®. The Commuter Store® maintains agreements with each of the area transit operators, reconciling sales made by the end of each calendar month and subsequently reimbursing operators for sales made by the end of the following month. Commuter Store® statistics from FY2016 are outlined in **Table 5** and **Table 6** below.

Table 5: Commuter Store® Statistics in FY2016

Store Location	Customers		Transactions		Sales	
	Annual	Average Monthly	Annual	Average Monthly	Annual	Average Monthly
Ballston	116,991	9,749	38,997	3,250	\$901,748	\$75,146
Rosslyn	101,742	8,479	20,295	1,691	\$1,141,827	\$95,152
Crystal City	60,885	5,074	33,914	2,826	\$3,072,361	\$256,030
Shirlington¹⁴	24,834	2,070	8,278	690	\$206,187	\$17,182
Mobile Commuter Stores¹⁵	33,192	2,766	11,064	922	\$1,547,590	\$128,965

Table 6: Commuter Store® Sales by Transit Agency in FY2016¹⁶

Transit Agency	Annual Sales
VRE	\$2,841,607
WMATA	\$2,010,497
MARC/MTA	\$1,609,447
STAR	\$171,845
Red Top	\$61,548
Circulator	\$92,823
EZPass	\$61,845
Other Fare Media	\$20,101
Total Gross Sales	\$6,869,713

¹⁴ Agent also acts as a station manager for bus depot.

¹⁵ Number of customers includes attendance at special events such as transportation fairs and school events.

¹⁶ Arlington Transit (ART) fare media sales are included among the “Red Top” and “Other Fare Media” categories.

Bikesharing



Capital Bikeshare is promoted through all of ACCS' business units. BikeArlington oversees the County's contract with the Capital Bikeshare vendor, participates on the regional bikeshare stakeholder group with other jurisdictions who are members of Capital Bikeshare, and provides in-house planning and management of operations of Arlington's portion of Capital Bikeshare. BikeArlington works closely with other local agencies and the public to determine both short and long-term plans for growth of this popular mode of travel in Arlington. ATP secures corporate memberships and opportunities for station adoption and sponsorship.

Vanpool Assistance



In Arlington County, many commercial buildings are required to manage carpool/vanpool incentive programs that offer convenient, reserved spaces and reduced parking rates for pooled vehicles. ACCS provides residents, employees, and visitors with easy access to vanpool ridematching and, through ATP and The Commuter Store®, provides clients with information and support in reaping the benefits of coordinated vanpool programs. ACCS promotes the regional Vanpool Alliance and, through ATP's Vanpool Connect program, subsidizes the startup of vanpools and assures vans are included in the Vanpool Alliance.



School Pool



Arlington County Public Schools operates the County's Safe Rides to School Program for APS students. However, ATP does coordinate its own TDM for Schools program aimed at Arlington's teacher and staff populations. Through this program, ATP identifies and discusses mode shift goals for individual schools, focusing on promoting transit, biking, walking, carpooling and vanpooling in facilities not serviced by fixed route transit.

Carsharing



Carsharing is promoted through Commuterpage.com, CarFreeDiet.com, and at the Commuter Stores®. ATP also promotes carsharing and carshare discounts to its clients as an option for employees who need a car during the day. Arlington residents, employees, and visitors have access to three major car sharing services, Zipcar, Enterprise CarShare and car2go. Zipcar has over 50 vehicles – including hybrid cars – available in Arlington and many more throughout the region. Enterprise CarShare offers access to seven vehicles in the Rosslyn, Ballston, Clarendon, Courthouse, and Crystal City neighborhoods. Car2go has approximately 200 cars located throughout Arlington.

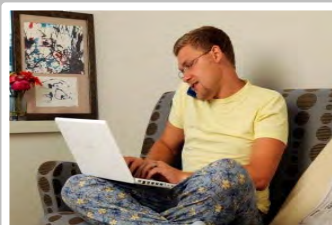


Ridematching



ACCS provides easy access to ridematching services through the website CommuterPage.com®; The Commuter Store® brochures, computer kiosks, and customer service representatives; and through ATP's employer and resident services such as customized commute planners and ridematching-focused events. Through the website, ACCS provides short descriptions and a link to 20 websites which provide ridematching services across the Washington metropolitan region.

Telework



ATP provides information and support for employers that want to establish and administer a telework program. ATP provides information on telework programs and answers any client questions. Staff also explain implementation choices and help the client to design the best telework program for the company. ATP provides workshops or seminars to explain telework to managers and staff, and can act as a liaison to teleworking resources.

Guaranteed Ride Home Program



ACCS promotes the MWCOG guaranteed ride home (GRH) program through the CommuterPage website, Commuter Stores®, and through ATP client relationships. GRH provides commuters who regularly (at least twice a week) carpool, vanpool, bike, walk or take transit to work with a free and reliable ride home when one of life's unexpected emergencies arise. Commuters who sign up for the program may take advantage of GRH up to four times per year to get home for unexpected emergencies such as a personal illness or a sick child. GRH can also be used for unscheduled overtime when the employer mandates that the employee stay late.

OTHER ACCS PROGRAMS

ACCS offers several additional programs that do not fit directly into the categories shown above. These programs are described below.

Mobility Lab™



Mobility Lab provides research, policy recommendations, and peerless communication of best practices for advocates to increase awareness and education about more and advanced transportation options for people. Mobility Lab has grown an international reputation for sharing transportation demand management stories through a rapidly expanding online network of research. In addition to its online presence, Mobility Lab regularly hosts events such as Transportation Camp, Transportation Techies, and Hack Night, which convene top advocates, practitioners, researchers, technology gurus, and more, making Mobility Lab a sought-after partner in the TDM world.

Mobility Lab has received awards and accolades from organizations such as the Association for Commuter Transportation, Partnership for Mobility Management, The Brookings Institution Metropolitan Policy Program, Eno Center for Transportation and from former US Secretary of Transportation Ray LaHood. Mobility Lab subject matter experts are regularly sought out for expert testimony by regional and national media such as USA Today, NPR, Wired, San Francisco Chronicle, and Bloomberg.

Technology



ACCS has spearheaded the development of several TDM technologies. In 2015, ACCS released the Car-Free Near Me and CarFreeAtoZ tools, each of which has its own website that allows travelers to plug in a current location and view a scope of transit options available. Interactive Car-Free Near Me kiosks are also available at The Commuter Store®. Both technologies have supported the prevalence of real-time travel information in the region. Additionally, through Mobility Lab, ACCS participates in a number of technology innovation programs in the region and spurs the development of new technologies such as CarFreeAtoZ and Transit Screen, which offers real-time transit information on a digital display to residents in various locations across the County.

TDM for Site Plan Development



TDM for Site Plan Development is the business unit that coordinates the design and implementation of large building projects with commuter and transit infrastructure and services to enhance the mobility of residents, workers, and visitors. Consistent with the vision and mission of ACCS, TDM for Site Plans works directly with developers and property managers to mitigate the transportation impacts of residential and commercial development by increasing the availability, awareness, and use of transit, ridesharing,

carsharing, biking, bikesharing, and walking. One major strategy of this program is to incorporate physical infrastructural features, such as bike parking facilities, showers, and lockers, and information displays into new or renovated development at the time of construction. Another major strategy is to monitor TDM program implementation to ensure it meets commitments, and that properties are connected to all the resources at their disposal. TDM commitments range from reduced price parking for carpools and vanpools to provision of transit, bikeshare, or carshare subsidies; from managing showers and lockers for bike commuters to distributing brochures about bus routes and schedules, the bikeway system, and other local transportation options. Performance monitoring also requires the capture of trip generation and mode split performance data at site plan buildings to better understand their transportation impacts, and the influence of TDM programs.

Transit Promotion



In all of its work, and in particular through the Arlington's Car-Free Diet program, ACCS encourages employers and consumers to utilize public transit in Arlington and around the greater Washington, DC region. ACCS' Marketing business unit also supports Arlington's Transit Bureau by designing, updating and printing all schedule brochures, managing the ART website and social media, as well as, maintaining and placing all public transit signage around the county. The Marketing business unit promotes new routes, service changes and the iRide SmarTrip™ card, which provides a discount on ART fares for all Arlington middle and high school students, as well as promoting STAR – Arlington's paratransit service.

Trip Planning



ACCS offers ample trip planning information and access to all travel options in the region through the CommuterPage.com® website. In addition, as mentioned, the Car-Free Near Me and Car-Free A to Z tools each allow users to automatically view a range of non-automobile transportation options at the touch of a button.

Bike and Walk Promotion



BikeArlington focuses on Arlington residents, business and local government to encourage more people to bike more often. BikeArlington works with the community and County planners to provide improved trails and bike lanes, customized support, such as the Arlington County Bike Map and Comfort Bike Map, as well as event hosting and other community outreach efforts that welcome and encourage cyclists. BikeArlington is a regional conduit for bike advocacy and the dissemination of bike information and manages bike trail counts and bike trail usage data reporting to stakeholders. As a result of BikeArlington

efforts, Arlington County is continually designated a Bicycle Friendly Community by the League of American Bicyclists.

WalkArlington focuses on walking as a healthy, enjoyable way to get around Arlington County. WalkArlington works closely with County residents and planners to create Arlington-specific Neighborhood Walkabout maps and hosts monthly community walking events that support community and local businesses. Satisfaction with WalkArlington is high, with more than 25 Walkabouts taking place over the years, highlighting Arlington's residential communities and historic neighborhoods. Arlington County was recently designated a Gold-Level Walk Friendly Community by the Pedestrian and Bicycle Information Center for the second time in a row and was recently named, "America's Most Walkable Suburb."

Chapter 3

VISION, MISSION, GOALS, AND OBJECTIVES

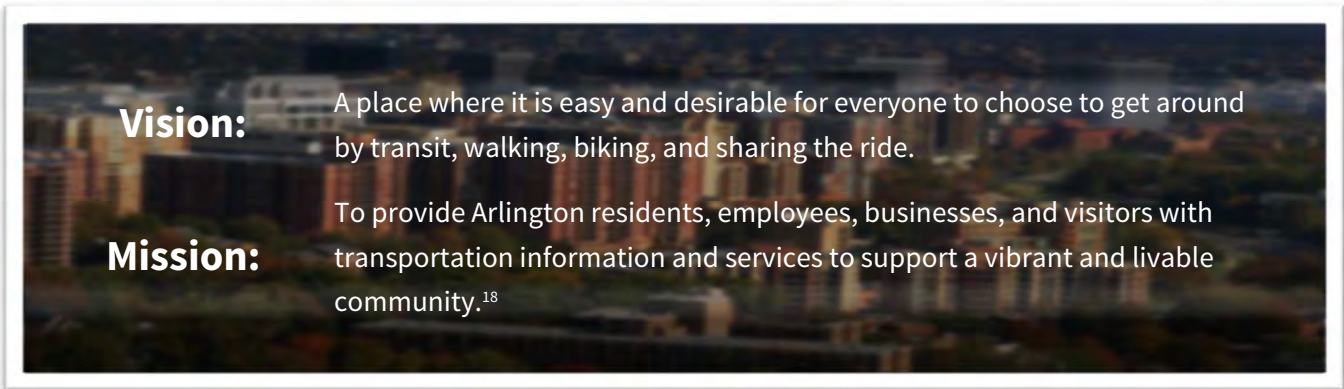
The ACCS TDM Strategic Plan is a document prepared annually to allow ACCS to adjust its direction, respond to changing needs in the Arlington community, and to identify new opportunities to improve accessibility and mobility. This TDM Strategic Plan sets the stage for Transportation Demand Management in Arlington County for the next six years, from Fiscal Year 2018 through Fiscal Year 2023. This section addresses ACCS' overall vision, mission, goals, and objectives. This chapter also lists strategies necessary to reach each objective. These strategies, each of which is considered an expansion program, are addressed in greater detail in Chapter 5 of this plan.

During the development of the FY2016 strategic plan, ACCS managers and staff met to revise the vision and mission and refine goals and objectives. A revision of all of these guiding principles was needed to reflect the growth of the organization, particularly the new services and programs and the business practice changes that have resulted from new technologies and trends in the transportation industry.

ACCS' prior vision and mission dated back to the early years of the organization, and the first set of goals and objectives were developed as a part of the strategic plan for FY2010.¹⁷ The goals and objectives developed in FY2010 were based on Arlington's Master Transportation Plan (MTP). The goals stated in this plan continue to be in line with the (MTP) goals, and particularly those of moving more people without more traffic; advancing equity, safety, and environmental sustainability; managing efficiently and effectively; and providing high-quality transportation services.

¹⁷ Read past strategic plans at: commuterpage.com/about

VISION AND MISSION



GOALS AND OBJECTIVES

ACCS' goals and objectives flow directly from the organization's vision and mission. Clear and current goals and objectives help support the performance monitoring, as each objective is written as a specific, measurable statement that allows ACCS to track its progress toward meeting its related goal. Goals and objectives are outlined below in Table 7.

Table 7: ACCS Goals and Objectives

Goals	Objectives
<p>1. <u>Make it easy</u> for Arlington residents, employees, businesses, and visitors to travel without driving alone.</p>	<p>1.1 Provide high quality customer service.</p> <p>1.2 Ensure that information and services are accessible to all Arlington residents.</p> <p>1.3 Produce innovative transportation information and services that make Arlington a leader in Transportation Demand Management (TDM) services.</p>

¹⁸ Image Credit: Arlington County Flickr.com

Goals	Objectives
<p>2. Create a community culture where individuals embrace getting around by <u>transit, biking, walking, and sharing the ride as a way of life.</u></p>	<p>2.1 Increase the non-SOV mode share for all types of trips.</p> <p>2.2 Increase the public’s knowledge of and comfort with the use of all transportation options.</p> <p>2.3 Increase awareness and support of TDM benefits by government agencies, elected officials and community leaders.</p>
<p>3. Collaborate on a wide variety of public initiatives to <u>leverage the influence of TDM services.</u></p>	<p>3.1 Promote understanding of the economic, environmental, and human health benefits of TDM to Arlington’s stakeholders.</p> <p>3.2 Ensure that TDM is incorporated into relevant programs and projects across Arlington County government.</p> <p>3.3 Increase collaboration with regional partners.</p>
<p>4. Foster an <u>organizational culture</u> that engenders passion, creativity, and accountability.</p>	<p>4.1 Provide cross-cutting programs that leverage collaboration across the organization.</p> <p>4.2 Maintain high employee satisfaction.</p> <p>4.3 Operate financially responsible and efficient programs using diverse funding sources.</p>

Chapter 4

ORGANIZATIONAL AND OPERATIONAL REVIEW

This chapter encompasses a wider range of analyses to assess ACCS' organizational and operational effectiveness. It includes a look at recent trends in the usage of services provided by ACCS, an overview and evaluation of technologies provided by ACCS, and a look at how technology has impacted the provision of TDM services. It also includes a stakeholder review of ACCS based on insight from representatives from area governmental and business entities who shared their perspectives on ACCS' strengths as well as areas ripe for improvement. Finally, a review of five peer TDM programs presents a strong comparison point by which to review ACCS' organizational structure; commuter, resident, and employer services; marketing efforts; performance measurement system; and regional role. This chapter concludes with a discussion of outreach conducted to assess Arlington County resident and ATP client input on ACCS programs and services.



RECENT CHANGES AND TRENDS

With a look at the period spanning Fiscal Years 2014 through 2016, this section profiles recent trends regarding usage of ACCS programs and services. Statistics are grouped into the following overarching categories:¹⁹

- Arlington Transportation Partners;
- Marketing;
- Capital Bikeshare;
- Commuter Stores and Information; and
- TDM for Site Plan Development.

Arlington Transportation Partners (ATP)

Table 8 summarizes ATP-related statistics from FY2014 to FY2016. Over this period, all figures listed have increased by the following approximate percentages:

- Employer Services members – 14 percent;
- Member employees – 10 percent;
- Residential members – 17 percent; and
- Residential units – 7 percent.



Source: Sam Kittner

Table 8: Arlington Transportation Partners Statistics, FY2014-FY2016

Year	Employer Services Members	Member Employees	Residential Members	Residential Units
FY2014	676	137,000	310	66,187
FY2015	737	145,745	315	66,931
FY2016	812	148,441	319	68,244

Marketing and Promotion

Table 9 summarizes statistics related to ACCS’ marketing efforts over the past three fiscal years. Arlington’s Car-Free Diet pledges peaked at 11,585 in FY2014, while Car-Free Diet retail partners, establishments that provide a transit map and a “take-one” box with local transit schedules and brochures, reached a high of 442 in FY2016. ACCS’ distribution of brochures – which includes informational brochures and bus schedules delivered to corporate or retail clients and individuals – reached 496,000 in 2014 but dropped by nearly 85,000 in FY2015. In FY2016, this figure rose to nearly 455,000.

¹⁹ ACCS does not explicitly sponsor its own ridematching, Guaranteed Ride Home (GRH), or vanpool services; rather, ACCS refers interested customers to appropriate programs provided through employers or local organizations. Thus, ACCS neither tracks nor reports on ridematching requests, requests for trip options, GRH applicants, or vanpool applicants.

Table 9: Marketing Statistics, FY2014-FY2016

Year	Car-Free Diet Pledges	Car-Free Diet Retail Partners	Brochures Distributed ²⁰
FY2014	11,585	384	496,000
FY2015	8,065	416	411,421
FY2016	9,499	442	454,809

Capital Bikeshare

ACCS manages Arlington’s portion of the Capital Bikeshare system. Table 10 provides an overview of system growth and usage over the FY2014-FY2016 period. Since Capital Bikeshare’s launch in 2010, the program has steadily gained popularity. The systematic expansion of Capital Bikeshare into new neighborhoods has resulted in increases in the total number of stations and bicycles available as well as in the number of trips originating in Arlington from FY2014 to FY2016.



Source: Sam Kittner

Table 10: Capital Bikeshare Statistics, FY2014-FY2016

Year	Capital Bikeshare Stations in Arlington	Capital Bikeshare Bicycles Available in Arlington	Capital Bikeshare Trips Originating in Arlington
FY2014	70	493	191,961
FY2015	81	598	231,387
FY2016	85	639	263,111

Commuter Stores and Information

Table 11 describes trends from FY2014 to FY2016 regarding the ACCS Commuter Store® and information provided to customers. ACCS has four “brick and mortar” stores and three mobile stores. Although the total number of store customers has risen steadily over the three-year period, total sales dropped slightly in FY2015 before rising in FY2016. The total number of Commuter Information Center calls followed a similar trend, rising greatly in FY2016 after a drop in FY2015. Finally, the percentage of fare media sales online has remained fairly steady since FY2014, hovering around 90 percent.

Table 11: Commuter Stores and Information Statistics, FY2014-FY2016

Year	Commuter Stores® Total Customers	Commuter Stores® Total Sales	Commuter Information Center Calls	Percentage of All Fare Media Sales Online via CommuterDirect.com®
FY2014	164,430	\$6,986,481	115,000	89%
FY2015	212,820	\$6,701,954	88,067	89%

²⁰ Figures do not include direct mail pieces delivered by the ACCS Marketing Section or regular mailings to ATP clients.

Year	Commuter Stores® Total Customers	Commuter Stores® Total Sales	Commuter Information Center Calls	Percentage of All Fare Media Sales Online via CommuterDirect.com®
FY2016	337,644	\$6,869,713	178,226	90%

TDM for Site Plan Development

Table 12 shows TDM for Site Plan Development statistics from FY2014 through FY2016. The program has seen annual increases in the number of development sites that operate under TDM and bike parking requirements. This steady pace of development and commitment to these improvements results in increases in the number of sites that provide secure bike parking, as well as the number that provide shower and locker facilities for bike commuters. The number of bike parking spaces provided increased by nearly 83 percent during this timeframe, a result of new development as well as installation of missing bike parking at existing buildings, expansion of bike parking at existing buildings, and the improvement of official records. While the number of new TDM plans approved rose by three in FY2015, this number dropped to six in FY2016. The rate of Plan approvals typically mirrors the rate of new development project completions.

Table 12: TDM for Site Plan Development Statistics, FY2014-FY2016

Year	Properties with:			Required Bike Parking Spaces Provided	New TDM Plans Approved
	TDM or Bike Parking Requirements	Secure Bike Parking	Showers and Lockers		
FY2014	137	71	24	6,189	8
FY2015	156	101	26	8,700	11
FY2016	173	134	41	11,295	6

OVERVIEW OF EXISTING TECHNOLOGIES

Websites and Social Media

ACCS employs and promotes a variety of technologies to provide TDM services. Each ACCS program has its own website, all of which link to all other ACCS initiatives – as well as related links such as Arlington Transit – via a link header labeled “ACCS Family of Sites.” ACCS pages, which can be accessed by computer, mobile phone, or tablet, include:

- **CommuterPage.com®** is ACCS’ hallmark site and provides links to regional transportation agencies, information on walking and biking, the Commuter Store®, and ridesharing, vanpooling, and guaranteed ride home services in the area. On the site, ACCS displays information on local and national ridematching networks and databases, including Commuter Connections. CommuterPage.com also connects users to iRide, which provides transportation information specifically aimed at Arlington teens.
- **CommuterDirect.com®** allows users to purchase transit tickets and passes online for home or office delivery. Users can also purchase tickets using SmartBenefits® as well as employer-sponsored debit cards.

- **Arlington’s Car-Free Diet (CarFreeDiet.com)** is a website complete with a calculator that displays money saved, calories burned, and CO2 emissions decreased through reduced automobile travel. The site also contains a calendar of events and information on the County’s PAL (Predictable-Alert-Lawful) safety campaign. In addition, the “Urban Villages” section gives transit options, Retail Partner locations and information for each of Arlington’s unique Urban Villages.
- **WalkArlington.com** and **BikeArlington.com** each provide valuable tools and resources for travelers on foot or bicycle in the region. Among other items, the sites collectively link to news and program events, Capital Bikeshare (which also has a website included among the ACCS family of sites), and information on the County’s PAL (Predictable-Alert-Lawful) roadway safety campaign.
- **ArlingtonTransportationPartners.com** provides information on ATP programs, initiatives, services, resources, clients as well as timely newsletters and blogs.
- **MobilityLab.org** provides links to research, articles, and events within Mobility Lab’s program.

ACCS also has a presence on social media through Facebook, Twitter, Instagram, YouTube, and LinkedIn. Using ‘X’s’ to indicate the presence of an account, **Table 13** shows which ACCS initiatives maintain each type of social media account.

Table 13: ACCS Social Media Accounts

Program	Facebook	Twitter	Instagram	YouTube	LinkedIn
Arlington Transportation Partners	X	X		X	X
CommuterDirect.com®	X				
The Commuter Store®	X				
Arlington’s Car-Free Diet	X	X	X	X	
WalkArlington	X	X	X		
BikeArlington	X	X	X	X	

Program	Facebook	Twitter	Instagram	YouTube	LinkedIn
Mobility Lab	X	X	X		X

Evaluation of Emerging and Evolving Technologies

Evolving technologies have certainly altered the way TDM services are provided. By way of ACCS’ extensive network of websites and presence on social media, TDM service users have access to updated, instant information on a wide variety of programs. Interested users can now purchase fare media, gain access to ridesharing networks, obtain information on transit, walking or biking, and consume research on mobility trends in America at the touch of a button.

In recent years, ACCS has spearheaded the development of TDM technologies through public-private partnerships and Mobility Lab. In 2015, ACCS released the Car-Free Near Me and Car-Free A to Z tools, each of which has its own website (carfreenearme.com and carfreeAtoZ.com, respectively) that allows travelers to plug in a current location and subsequently view a scope of transit options available or plan a trip and get a choice of multi-modal options and routes. Interactive Car-Free Near Me kiosks are also available at The Commuter Store®.

Through the years, ACCS has adapted to changing technologies and the needs of its users, and should continue to do so going forward. This will allow the organization to best serve its customers as well as maintain financial stability.

ARLINGTON COUNTY LAND USE PLANNING

TDM services and land use are inherently connected, especially when considering transit-oriented development, parking requirements, and future transit investments. Following a brief discussion of Arlington County’s land use planning process, this section briefly covers existing and proposed land use plans in the County as they relate to TDM services.

Land Use Planning Structure in Arlington

Arlington’s basic land use planning strategy can be summarized as follows:

- One of ten elements of the County’s **Comprehensive Plan**, the **General Land Use Plan (GLUP)** provides both a high-level and detailed outlook for land use planning in Arlington. The GLUP is comprised of a booklet outlining plan elements and a large County map illustrating a full land use plan for the County. The most recent GLUP booklet contains amendments through June 2015.
- The **Master Transportation Plan (MTP)**, fully adopted in 2011 (with specific elements of the plan adopted previously), contains goals, policies, and maps guided by six modal elements: bicycle, transportation demand and system management, parking and curb space management, pedestrian, streets, and transit.
- In addition to the GLUP and MTP, four additional plan types – each of which is created through a community process and ultimately approved and adopted by the County Board – exist in Arlington:

- **Sector Plans** regard the future of Metro Station Areas.
- **Small Area Plans** typically cover a smaller area than Sector Plans and may be located within or outside Metro Station Areas.
- **Revitalization Plans** provide recommendations for economic and incentive tools for locations in need of redevelopment.
- **Neighborhood Conservation Plans** pertain to specific neighborhood visions and improvements.



The Rosslyn Sector Plan cover page
Source: Arlingtonva.us

In addition, the County’s Department of Community Planning, Housing and Development is consistently engaged in various planning studies. Arlington is also currently in the process of preparing a major six-year update to its Transit Development Plan, a 10-year plan for bus service in the County that will link TDM elements and transit.

TDM-Related Land Use Plans

This section reviews each of the land use planning elements described above and how each addresses existing and future TDM-related plans.

General Land Use Plan (GLUP)

Arlington’s GLUP establishes the character, extent, and location of various land uses, seeking to balance residential (including a range of housing types), commercial, office, and mixed-use development while focusing development around Metrorail stations and corridors. Arlington County has three major planning corridors: Rosslyn-Ballston Metro, Jefferson Davis Metro, and Columbia Pike. The GLUP’s five Development and Growth Goals keep with Arlington’s tradition of sustainable, transit-oriented development, and include references to:

- High-density residential, commercial, and office development around specific Metrorail corridors;
- The promotion of mixed-use development in Metro Station Areas; and
- The encouragement of a variety of housing types at and around Metro Station Areas.

Arlington’s existing land use includes a fairly diverse range of uses with higher density largely concentrated around Metrorail stations. The GLUP also includes provisions for specific mixed-use areas. Lower density residential permeates the County’s outlying areas. The GLUP includes recommendations for myriad planning districts, redevelopment districts, and small areas. Specific, TDM-related recommendations include:

- The continued development of “Special Coordinated Mixed Use Districts” (a designation established for larger sites where redevelopment may result in significant changes within a Metro Station Area) in areas such as Clarendon, Virginia Square, Ballston, and Crystal City. Plans for redevelopment sites incorporate connections to bus and rail transit;
- A variety of Special Planning Resolutions and Policies and Special Planning Programs, including a Commercial Revitalization Program that will offer targeted commercial revitalization throughout the County; and

- Continued coordination with the County’s Capital Improvement Plan, Arlington’s primary planning document for capital projects, including transportation capital projects.²¹

Master Transportation Plan (MTP)

With an outlook to 2030, the County MTP contains six modal elements, each with its own set of recommendations. The plan’s overall goals include mentions of high quality transportation services, reduced congestion, transportation equity, and advanced environmental sustainability. Across the plan, recommendations linking TDM and land use elements include:

- An extensive new bicycle on-road and trail network, including new planned bikeways along major corridors such as Washington Boulevard and Harrison Street and new bike lanes along Columbia Pike, Route 50 and Route 29;
- Planned rail system and station enhancements to improve the riding experience for current and future passengers; and
- Provision for a variety of TDM strategies at facilities to enhance an existing, strong TDM for site plans program, including:
 - Transportation kiosks at major development sites;
 - Secure bicycle storage facilities (and potentially shower facilities) in locations convenient to office, commercial or residential areas;
 - At least 10 percent of parking capacity provided for vans and/or vanpool drivers;
 - On-street and off-street parking availability for carsharing services; and
 - A coordinated parking management strategy that includes charging a market rate to single occupancy vehicle drivers.²²

Sector, Small Area, Revitalization, and Neighborhood Plans

To date, Arlington has produced many Sector, Small Area, Revitalization, and Neighborhood Plans. Currently, five planning and two zoning studies are in progress, including plans for Courthouse Square, Rosslyn, Shirlington, Columbia Pike, and Crystal City. TDM specific elements within ongoing plans include:

- A new parking program in Courthouse Square that will include considerations of future supply and demand for spaces;
- Exploration of a centralized bicycle facility in Rosslyn; and
- Complete Streets and improved bicycle and pedestrian accessibility in Shirlington.²³

REVIEW OF REGIONAL STAKEHOLDERS

A stakeholder review process obtained valuable feedback on ACCS’ services and its relationship with and level of support in the local community. This review was conducted through interviews with six regional stakeholders who

²¹ General Land Use Plan. Arlington County, VA. 2015. Available at <http://projects.arlingtonva.us/plans-studies/general-land-use-plan/>.

²² Master Transportation Plan. Arlington County, VA. 2011. Available at <http://projects.arlingtonva.us/plans-studies/transportation/master-transportation-plan/>.

²³ “Land Use and Urban Design.” Arlington County, VA. Available at <http://projects.arlingtonva.us/plans-studies/land-use/>.

each interact with ACCS in different ways – as Arlington County government partners, clients, or external partner agencies. Interviews were conducted by phone and lasted approximately 25 minutes. **Table 14** lists each stakeholder interviewed, their title, agency, and relationship to ACCS, and the date on which the stakeholder was interviewed.

Table 14: Stakeholder Review Interview List

Stakeholder Name and Title	Agency or Organization	Relationship to ACCS	Interview Date
Dennis Leach Deputy Director of Transportation	Arlington Transportation Division	ACCS is a bureau within Arlington’s Transportation Division, which operates under the Department of Environmental Services (DES).	November 19, 2015
Alex Iams Deputy Director	Arlington Economic Development (AED)	AED is dedicated to promoting sustainable, amenity-rich economic development in Arlington. AED works with ACCS on travel options for existing or newly relocated businesses.	October 21, 2015
Kelley Coyner Director	Northern Virginia Transportation Commission (NVTC)	NVTC brings Northern Virginia jurisdictions and agencies together to plan, coordinate, and secure funding for transit systems.	October 22, 2015
Sam Zimbabwe Associate Director, Policy, Planning & Sustainability	District Department of Transportation (DDOT)	DDOT is the transportation department of the Washington, DC government. DC’s TDM program, goDCgo, operates under the Policy, Planning & Sustainability Administration.	October 22, 2015
Ellen Jones Director of Infrastructure & Sustainability	DowntownDC Business Improvement District (BID)	The DowntownDC BID manages DC Surface Transit, Inc. (DCST), a nonprofit dedicated to ensuring the success of the DC Circulator. DCST works collaboratively with goDCgo, a DDOT resource for travel options and information. goDCgo collaborates with ATP.	October 9, 2015

Stakeholder Name and Title	Agency or Organization	Relationship to ACCS	Interview Date
Blanca Gonzalez Karim Manager, Employee Benefits	Public Broadcasting Service (PBS)	PBS maintains a location in the Crystal City neighborhood. The television station is an active ATP client.	October 8, 2015

Core Program Strengths

Interviewees were asked to describe the core strengths of the ACCS program and organizational structure from their perspective. Select responses are summarized below:

- ACCS has done a tremendous job opening its constituents’ eyes to local walking and biking opportunities. Although many in the metropolitan area are familiar with rail and bus transportation, fewer are generally aware of Arlington’s copious active transportation network.
- ATP’s program has remained effective, even during periods of transition in Arlington. Additionally, the integrated structure of overall transportation efforts in Arlington is something that ACCS uses to its advantage.
- ACCS has an excellent ability to coordinate with DDOT staff and share valuable knowledge on TDM concepts and strategies. Regional jurisdictions can stand to benefit from Arlington’s status as a TDM role model.

Services Useful to Different Interest Groups

Stakeholders weighed in on which services were most useful to residents and commuters, employers, and the stakeholder interviewee organizations themselves. Responses are summarized in **Table 15**.

Table 15: Stakeholder Opinions on Most Useful ACCS Services

Population or Organization Type Served	Most Useful ACCS Services
Residents and Commuters	<p>Regarding services for Arlington residents, stakeholders praised ACCS’ work with Capital Bikeshare as well as services provided through BikeArlington and WalkArlington. Additionally, ATP’s programs for multifamily housing developers and property managers received high marks.</p> <p>For commuters, stakeholders lauded ATP’s facilitation of and education on transportation benefit programs. The Commuter Store®, along with BikeArlington and WalkArlington’s promotion and support of active transportation, also gained acclaim.</p>

Population or Organization Type Served	Most Useful ACCS Services
<p>Employers</p>	<p>When prompted to explain which services were most beneficial to Arlington’s employers, stakeholders generally approved highly of ATP’s programming, particularly its capacity to monitor building performance over time with respect to property TDM plans and maintain regular contact and relationships with building owners. Stakeholders also praised direct outreach on non-SOV transportation provided to employers, which helps employers to understand how commuter benefits can be extended to employees as part of recruitment packages.</p>
<p>Stakeholder Interviewee Organizations</p>	<p>Responses to the question of how stakeholder organizations themselves benefit from ACCS are summarized below:²⁴</p> <ul style="list-style-type: none"> • AED: From an economic development standpoint, through Arlington’s Car-Free Diet, ACCS has helped businesses and residents understand how easy and fun it can be to live in Arlington without a car. • NVTC: The informal working relationship between ACCS and NVTC is quite strong. • DDOT: DDOT appreciates the chance to learn from Mobility Lab’s research as well as the opportunity to coordinate on Capital Bikeshare matters with BikeArlington and WalkArlington. • DowntownDC BID: The BID loves ACCS’ willingness to share information, methods, and strategies with the District. Additionally, Mobility Lab broadens conversations on transportation, operating much like a think tank with a local feel. • PBS: By promoting and offering education on programs such as Zipcar and Capital Bikeshare, ACCS (particularly the ATP and BikeArlington programs) has been very supportive in helping communicate alternative travel options to PBS staff. Presentations during commuter or health fairs have been beneficial in this regard. PBS also appreciates ATP’s newsletters.

Gaps in Services / New Program Suggestions

Although the majority of the feedback from stakeholders was positive, to begin the conversation of how ACCS could improve, participants offered input regarding gaps in currently delivered ACCS services. Specific feedback provided is summarized below.

To begin, as one stakeholder suggested, rather than view any shortcomings as identifiable “gaps,” ACCS should instead seek to prioritize certain opportunities in the region, including:

²⁴ As ACCS is technically part of the Arlington Transportation Division, stakeholder Dennis Leach was not asked this particular question.

- Recognizing the myriad links between a community’s transportation system and its economy, ACCS can be more integrated with Arlington Economic Development (AED) in its regular activities.
- Bearing in mind that commuters do not respect political boundaries, ACCS can take a more regional approach, serving commuters and employers at origins and destinations within “outside” locations such as Fairfax County. For example, TDM could play integral role in building ridership on the relatively new Metrorail Silver Line, which runs through the Tysons Corner employment center. ACCS should also continue to work closely with planned initiatives for Interstate 66 in order to maximize TDM success along the corridor.
- Through continued education, outreach, and TDM programming, ACCS can seek to better serve a larger demographic market, including locations of Arlington County with limited or no transit available. For instance, given that millennials or those living in close proximity to transit stations are more likely to utilize alternative travel methods in any event, ACCS could target market specifically to families or those living in single-family homes in order to increase its base and further reduce single occupancy vehicle usage.



The Metrorail Silver Line
Source: restonnow.com

Moreover, technological innovations such as carsharing applications and on-demand taxi and shuttle services have become quite popular in recent years and have fueled prevailing shifts in mobility habits and preferences. Although the methods for doing so may not be entirely clear, ACCS may want to consider integrating such technologies into its overall program, perhaps via an “on-demand travel” initiative. Depending on the circumstance, a partnership with a company providing on-demand services might be crucial to spurring such a program.

Another stakeholder expanded on this notion, stating that the emergence of private sector transportation apps such as Uber, Lyft, Bridj, and Carma should encourage ACCS to continue to examine how mobility technology will fit into the organization overall business model and future. While the answers to these questions may not be one-dimensional or simple, it is important that they be considered. Having already begun to explore these concepts, ACCS should continue to investigate opportunities in this arena.

ACCS should also continue promotion of non-automobile transportation (especially Capital Bikeshare) for visitors and tourists (perhaps through concierge desks at hotels). In the past, ATP has coordinated with hotels to promote Capital Bikeshare and has provided free ride passes. Additionally, in order to improve knowledge of how to live in Arlington without a car, ACCS could increase its promotion of the Car2Go point-to-point carsharing service as a truly viable option.

Shifting to an administrative view of ACCS, as one stakeholder explained, although having a greater number of consultants than County employees on staff has its advantages, this scenario does bring its challenges. For example, as one stakeholder noted, there are sometimes fewer County staff available to perform various oversight, budgeting, and contracting functions that contractors cannot complete. Finally, ACCS and stakeholder organizations should continue to work toward better coordination in planning and mutual funding opportunities.

Potential Partnerships

Stakeholders were asked to explain any potential partnerships that ACCS could explore in order to enhance its overall program. Partnerships are summarized by type and sector in **Table 16**. Particularly noteworthy suggestions include:

- ACCS should explore partnerships with area transit agencies in order to give transit providers a more regional outlook and scope.
- While ACCS could partner with a carsharing service, any TDM agency doing so should be fairly neutral about which service is chosen so as not to alienate other companies. Under this type of partnership, ACCS would primarily be an aggregator of information rather than an exclusive partner.
- ACCS and DDOT could partner on research initiatives, including one to study parking standards in urban contexts and another to investigate the effect of bulk transit passes on ridership and revenue.
- ACCS should consider partnering with WMATA to redesign its fare system to address declining ridership. For example, Metro could offer exclusive passes (for approximately ten round trips) with free transfers, thus incentivizing non-SOV transportation and thereby promoting TDM. Mobility Lab might want to consider researching this topic.

Table 16: Potential ACCS Partnerships as Suggested by Regional Stakeholders

Partner Type	Potential Partnerships
Private Sector	<ul style="list-style-type: none"> • Ridesharing / on-demand transportation application companies (e.g., Uber, Lyft, Carma, Bridj) • Carsharing services (e.g., Zipcar, Enterprise, Car2Go)
Local and Regional Government	<ul style="list-style-type: none"> • Neighboring county governments (Fairfax, Montgomery, Washington, DC) • DDOT research partnerships: <ul style="list-style-type: none"> - To investigate whether Institute of Transportation Engineers parking / vehicular trip generation rates are valid or applicable in urban contexts - To investigate how bulk transit pass programs (likely at major institutions) could improve transit ridership and revenue • VDOT to coordinate on I-66 TDM mechanisms • Northern Virginia Transportation Commission (NVTC) • Arlington Economic Development (AED)
Transit Agencies, BIDs, and Local Area Organizations	<ul style="list-style-type: none"> • WMATA (Metrorail, Metrobus) • Potomac Rappahannock Transportation Commission (PRTC) • Crystal City, Rosslyn, and Ballston Business Improvement Districts • Columbia Pike Revitalization Organization

Partner Type	Potential Partnerships
Higher Education	<ul style="list-style-type: none"> Universities and colleges (e.g., George Mason University, Marymount University, Virginia Tech)

Other Suggestions or Advice

Additional stakeholder suggestions or advice for ACCS that did not fit specifically into any of the above mentioned categories included:

- Although ACCS’ main focus is TDM, transit could be integrated better into its overall program. In other words, transit and TDM should be “two sides of the same coin.”
- ACCS should evaluate its strategy of programmatic growth as it pertains to future funding sources. What if future funding sources are not readily available to support this growth? ACCS should take a look at its highest yield investments when considering future funding. Additionally, ACCS should strategize on how to diversify its future funding base. The TDM program is currently one of the largest in the region and in the country, and ACCS needs to work together to determine how such a large initiative can be sustained going forward.

OUTREACH (FOCUS GROUPS)

In order to obtain perspectives on existing services as well as any perceived needs for future changes to programs and services from Arlington residents and existing ATP users, ACCS engaged these audiences to meet the “focus group” requirement for the TDMP utilizing the following methods:

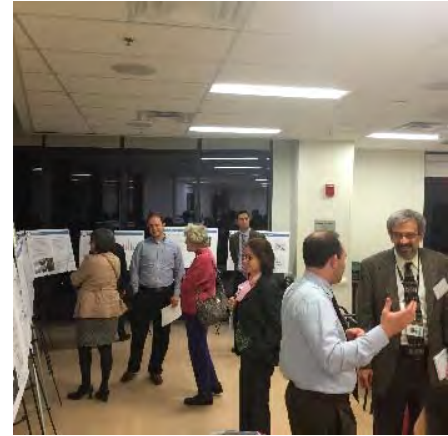
- Public outreach at four workshops conducted in conjunction with efforts to solicit feedback on Arlington’s 10-year Transit Development Plan (TDP); and
- Survey of and feedback from ATP clients resulting in a report prepared jointly by ATP and the Mobility Lab entitled *Enhancing ATP’s “Champions” Program: Research-Based Solutions for Arlington’s Commute Market*. This report makes recommendations as to how ATP could better serve its client base.

Feedback collected via each method is summarized in the subsections below.

Public Engagement Workshops

To solicit feedback, ACCS participated in four public outreach events in October and November 2015:

- October 27, 2015 – Courthouse Plaza Building, 2100 Clarendon Boulevard;
- October 28, 2015 – Aurora Hills Community Center, 735 18th Street South;
- November 2, 2015 – Arlington Mill Community Center, 909 S. Dinwiddie Street; and
- November 4, 2015 – George Mason University, 3352 Fairfax Drive.



Arlington residents provided feedback on ACCS at four public outreach events

Sixty-nine total participants attended the events, which were primarily focused on the Arlington Transit Development Plan. At each event, ACCS had two outreach boards: one briefly explaining ACCS programs and services, and another encouraging participants to stick Post-It notes indicating their responses to two prompts:

- 1) **Your Experience with ACCS.** What has been your experience using ACCS services? How has ACCS impacted the way you travel in the region? Which ACCS programs have served you best?
- 2) **Improving ACCS.** What services or programs could ACCS implement to improve your commute and travel experience in, around, and through Arlington County?

ARLINGTON COUNTY COMMUTER SERVICES

Arlington County Commuter Services (ACCS) is the Transportation Demand Management (TDM) agency of Arlington County. ACCS' mission is to provide Arlington residents, employees, businesses, and visitors with transportation information and services to support a vibrant and livable community.

ACCS PROGRAMS AND SERVICES

Arlington Transportation Partners: Arlington Transportation Partners (ATP) is a business-to-business transportation outreach team. ATP programs entail creating engaging relationships with work places, multi-family residential buildings, schools, and hotels to implement programs that include transit benefits, providing place specific commuter information, and promoting all transportation options.

Arlington's Car-Free Diet: The ACCS marketing team supports all of the bureau's programs, products and services through its umbrella campaign - Arlington's Car-Free Diet. The campaign uses a variety of outreach and education efforts including printed materials, advertisements, posters, websites, blogs, social media, videos, and events.

Above: a sample from the board presented at public meetings

Source: Foursquare ITP

Responses (shown as presented) to each prompt are summarized in **Table 17**. On the “Experience with ACCS” side, participants seemed to appreciate ACCS’ bike-related programs as well as Arlington’s Car-Free Diet. Suggestions to improve ACCS spanned a number of innovative areas, including bike share for daycare, a Car-Free Diet smartphone application, and promotion of a reverse commute rideshare program.

Table 17: Responses to ACCS Prompts at Public Outreach Events

Public Outreach Response Prompts	
Your Experience with ACCS	Improving ACCS
<ul style="list-style-type: none"> - Car-free diet has made my life style more socially acceptable (and cool!). Thanks. - I pursued and got a bike friendly business designation for my business. - I added gear I couldn't afford via promo products and workshops BikeArlington conducted. - Beautiful maps and useful information are now in my lobby. 	<ul style="list-style-type: none"> - Is there any bikeshare option for parents taking kids to daycare? I read about attachments parents have invented but CaBi has said "cease and desist." - I would like an app for Car Free Diet. I love what the website does to show real time arrivals near me. But sometimes my connection is spotty. An app would more reliably/faster provide info I need. I use an iPad. - More real time displays are needed at bus stops - A reverse commute rideshare would be useful. - We could use more on street bike racks at Quincy Plaza (the one is always full).

ATP Client Study - Enhancing ATP's "Champions" Program

ATP's Client Study examines its "Champions" program, its primary sales campaign, which appeals to employers' public-recognition interests through its medal-based classifications of participants (bronze, silver, gold, and platinum), and its use of recognition events and marketing as rewards for program participation. This study had four stated project goals:

- Provide ATP staff with information that will allow for refinement of sales techniques and messaging to its employer clients;
- Identify the range of employer/developer/residential-management TDM offerings available across the United States and compare with those offered in Arlington, with examples of best practices for ATP to implement;
- Explore the barriers and incentives that employers face in offering TDM services around the United States and compare with those identified by Arlington employers; and
- Begin a concentrated effort of reporting back to clients that participate in Mobility Lab and ACCS surveys with research results; develop a plan for disseminating the results of this study.

In order to achieve these goals, the project team consulted a variety of sources and met regularly to discuss those sources and reflect on ATP's experience. In addition to a survey of ATP clients conducted via an online questionnaire during May and June 2014, the team also consulted ATP focus groups completed in November 2013, a secondary source literature review, a review of prior ACCS surveys, interviews with other TDM professionals, and a previously-conducted survey of ATP clients.

The client survey focused on the barriers employers face in implementing TDM services and incentives to their employees as well as the benefits of implementing them. In addition, the survey was designed to gather information about respondents' familiarity with and use of ATP services, as well as a series of questions focused on clients' attitudes towards having organizations like ATP carry out surveys of their employees. 192 individuals completed the survey for a response rate of 31 percent among valid contacts.

Findings from the 2014 ATP client study include:

- Facilities for biking have become more common over time, though office buildings predominately offer these services;
- Very few client organizations administer or sponsor vanpools;
- Employer contacts expressed little interest in offering preferential carpool or vanpool parking, financial benefits for carpooling and vanpooling, compressed work week schedules, and bicycle lockers or racks; and
- Sales for fleet vehicles, shuttles, or sponsored vanpools might be best directed at developers and property managers, given that the 2014 survey of ATP clients found that where such benefits are available, the building management is behind their provision, not the tenant employers.

Moreover, as a result of the study, ATP identified a need to make mode shift an explicit, underlying goal of the "Champions" program. As such, the study notes that ATP will begin tracking travel choices of clients' employees over time to evaluate program progress. To assess these changes, ATP will rely on employee commute surveys.

As a result of the study ATP introduced a pledge program based on mode-split outcomes to "Champions." Under this program, employer clients set targets for their employees' overall mode split and worked toward those goals using whichever TDM measures are most appropriate. According to the study, mode split pledges fit with evidence from behavior change research stating that individuals are more likely to follow through on a change if they have committed to it publicly or in the presence of others. ATP is also using this approach in its TDM for Schools program as a mechanism through which to test out messaging and sales techniques that use mode-split goals and pledges.

Finally, as a result of the study, ATP incorporated mode specific Achievement Awards as an add-on to "Champions." Employers participating in Champions are able to earn Achievement Awards by offering sets of TDM services and benefits that complement each other in promoting certain modes. ATP is evaluating this new feature to determine if it helps keep clients engaged with the program by offering them new forms of recognition, and whether it has helped sales representatives talk about how TDM benefits and services in changing behavior when they are bundled together for specific modes.

Outreach Conclusions

ACCS' outreach efforts, aimed both at commuters and employers, provided valuable insight into ACCS services and included a significant amount of positive feedback regarding ACCS services and programs. Resident interest in new technology offerings, including an app for Car-Free Diet as well as additional real time displays, point to the need to continue to integrate and advance technological innovation in ACCS' work. The ATP Client Study's finding that few client organizations administer or sponsor vanpools or offer bike amenities indicates the need to explore mechanisms through which to increase participation in and enthusiasm for such programs. ATP should also promote incentives

for issuing TDM benefits in addition to the ability to keep up with industry competitors. Lastly, mode split pledges and badges for employers will likely serve as an effective initiative.

PEER PROGRAM REVIEW

An organizational review of five peer TDM agencies – two within Virginia and three outside the Commonwealth – was conducted to compare the ACCS program to those of other jurisdictions and to gain insight on how the program could improve. Topics assessed for each peer included basic demographics, program organizational structure, services provided for commuters and employers, marketing, performance measurement practices, and each agency’s role in regional planning. The in-state peer review covered the following TDM programs, selected on the basis of their similarity in scale or range of services to ACCS:

- City of Alexandria – Local Motion and
- Hampton Roads Transit – TRAFFIX.

Out-of-state peers were selected in part based on similarity to Arlington County. The selection process took into account several factors, including regional population and proximity to a major metropolitan area. It was also designed to target programs that have innovative TDM practices that are not currently employed in Arlington County. Given the breadth of ACCS existing program, a premium was placed on uncovering new practices and better ways of providing services via the peer review. To collect information on out-of-state peers, hour-long phone interviews were conducted with representatives from each of the following three agencies:

- City of Seattle, Washington Transit & Mobility Division, Way to Go, Seattle;
- Transportation Authority of Marin County, California (TAM); and
- Greater Valley Forge Transportation Management Association (GVFTMA).

Information on each peer, including the staff member interviewed or who reviewed the material and his or her title, can be found in **Table 18**.

Table 18: Peer Agency Review Overall Information

Peer Agency and Metropolitan Statistical Area	Interviewee or Staff Member and Title	Interview Date
Local Motion (City of Alexandria) Washington–Arlington–Alexandria, DC–VA–MD–WV	Gabriel Ortiz <i>TDM Coordinator</i>	N/A
TRAFFIX (Hampton Roads Transit) Virginia Beach–Norfolk–Newport News, VA–NC	Ron Hodges <i>Director of Business Development</i>	N/A

Peer Agency and Metropolitan Statistical Area	Interviewee or Staff Member and Title	Interview Date
Way to Go, Seattle! (City of Seattle, Washington) Seattle-Tacoma-Bellevue, WA	Ann Sutphin <i>Travel Options Program Lead, Transit & Mobility Division</i>	October 7, 2015
Transportation Authority of Marin County, California (TAM) San Francisco-Oakland-Hayward, CA	Scott McDonald <i>Senior Transportation Planner</i>	November 4, 2015
Greater Valley Forge Transportation Management Association Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	Rob Henry <i>Executive Director</i>	November 25, 2015

TDM Service Area Profiles

Table 19 summarizes the service areas of each of the five peer agencies; statistics on ACCS’ service area (Arlington County) are also reported for comparison. Figures below, collected from recent U.S. Census data, describe the jurisdictions in which the programs operate rather than information on actual TDM program users.

With a service area covering 12 total jurisdictions and 1,785 square miles, TRAFFIX covers the largest ground of any agency, as well as the largest estimated service area population (1,634,104). TRAFFIX also caters to the most racially diverse constituency of any peer profiled. Marin County’s median income (\$95,749) is the highest of any peer; however, this figure is still significantly lower than Arlington County’s reported median income (\$109,266). In the City of Seattle, the lowest percentage of residents of any peer jurisdiction (50 percent) report driving alone to work. In Alexandria, the greatest relative percentage of residents of any peer agency (30 percent) report commuting via either carpool or public transit.



Norfolk, Virginia, a jurisdiction within the TRAFFIX service area
Source: eastbeachnorfolk.com

Table 19: Peer Agency Service Area Profiles

Peer Agency	Service Area ²⁵	Service Area Population	Racial Composition ²⁶	Median Household Income ²⁷	Regional Mode Split ²⁸
Local Motion (Alexandria)	15 Sq. Mi.	150,575	White 64% Black 21% Asian 7% Other Race 4% Multiracial 5%	\$60,640	Drive Alone 57% Carpool 7% Public Transit 23% Walk 4% Other Means/Telework 8%
TRAFFIX²⁹ (Hampton Roads)	1,785 Sq. Mi.	1,634,104	White 58% Black 31% Asian 4% Other Race 2% Multiracial 3%	\$62,265	Drive Alone³⁰ 81% Carpool 9% Public Transit 2% Walk 3% Other Means/Telework 6%
Way to Go, Seattle! (City of Seattle)	84 Sq. Mi.	668,342	White 70% Black 7% Asian 14% Other Race 3% Multiracial 6%	\$70,975	Drive Alone 50% Carpool 7% Public Transit 21% Walk 10% Other Means/Telework 12%
TAM (Marin County)	520 Sq. Mi.	260,750	White 80% Black 2% Asian 6% Other Race 8% Multiracial 4%	\$95,749	Drive Alone 66% Carpool 9% Public Transit 10% Walk 3% Other Means/Telework 12%
GVFTMA³¹	1,234 Sq. Mi.	1,329,641	White 82% Black 8% Asian 6% Other Race 2% Multiracial 2%	\$82,434	Drive Alone 78% Carpool 8% Public Transit 5% Walk 3% Other Means/Telework 7%
ACCS (Arlington County)	26 Sq. Mi.	226,908	White 73% Black 8% Asian 10% Other Race 5% Multiracial 3%	\$109,266	Drive Alone 54% Carpool 5% Public Transit 26% Walk 4% Other Means/Telework 10%

²⁵ U.S. Census, 2010.

²⁶ According to the U.S. Census, "Multiracial" is categorized separately from each individual race.

²⁷ Average Median Household Income of region is shown, where appropriate.

²⁸ 2014 One-Year American Community Survey.

²⁹ The TRAFFIX service area includes the Cities of Hampton, Newport News, Norfolk, Virginia Beach, Chesapeake, Portsmouth, Suffolk, Poquoson, and Williamsburg and the Counties of Isle of Wight, James City, and York.

³⁰ Data on mode split is currently unavailable for York County.

³¹ Although GVFTMA serves portions of Montgomery and Chester Counties rather than the Counties in their entireties, statistics shown in this table reflect the entire area of each County.

Organizational Structure

Information on the organizational structure of each peer – including staff, budget, and funding sources – can be found in **Table 20**. Three of the five peer agencies operate as part of a municipal government. Of the remaining two peers, TRAFFIX is managed and staffed by Hampton Roads Transit, a transit agency, and GVFTMA is a registered nonprofit and Transportation Management Association (TMA). Staff sizes vary across the peers: Alexandria has a relatively small full-time staff, and while TAM houses the largest staff (eleven), no team member’s job responsibilities are entirely devoted to TDM.



Shuttle management is a hallmark of the GVFTMA program
 Source: GVFTMA.com

Local Motion and TRAFFIX’s budgets – each devoted entirely to operating – are fairly comparable. With the exception of GVFTMA, all programs currently use or have in the past used Congestion Mitigation and Air Quality (CMAQ) federal funding for projects. As organizational budgets vary depending on grant and other funding available, budget estimates were not provided by the City of Seattle or the TAM programs. However, each of these programs offered a list of funding sources commonly utilized. Finally, as a nonprofit TMA, GVFTMA’s structure

allows the organization the unique flexibility to perform fee-for-service work for various partners and organizations, which can include annual report production (including graphic design), social media tool setup, and shuttle administration and management, a cornerstone of GVFTMA’s services.

Table 20: Peer Agency Organizational Structures

Peer Agency	Type of Organization	Full-Time Agency Staff (Non-Consultants)	Budget and Funding Sources
Local Motion	Municipal program of the City of Alexandria	Two	<p>Operating: \$981,367 Capital: N/A Total: \$981,367 --- Sources:</p> <ul style="list-style-type: none"> - Congestion Mitigation and Air Quality Grant (CMAQ) - Regional Surface Transportation Program (RSTP) - DRPT TDM Operations grant - Local match funding - VDOT employer outreach grant

Peer Agency	Type of Organization	Full-Time Agency Staff (Non-Consultants)	Budget and Funding Sources
TRAFFIX	Managed and staffed by Hampton Roads Transit, a transit agency	Nine	<p>Operating: \$986,503 Capital: N/A Total: \$986,503 --- Sources:</p> <ul style="list-style-type: none"> - CMAQ - RSTP - State match funding
<i>Way to Go, Seattle!</i> (City of Seattle)	Part of City of Seattle government	Seven	<p>Operating: No set figure Capital: No set figure Total: No set figure (sources vary) --- Sources:</p> <ul style="list-style-type: none"> - City of Seattle General Fund - State of Washington funding - CMAQ (variable)
TAM	Transportation Sales Tax Authority / Congestion Management Agency	Eleven	<p>Operating: No set figure Capital: No set figure Total: \$157,997 (sources vary) --- Sources:</p> <ul style="list-style-type: none"> - County transportation sales tax - County vehicle registration fee - STP/CMAQ (variable) - Other federal grants - County/cities contribution - State funding (through Transportation Development Act) - Bay Area Air Quality Management District (regional funding) - Miscellaneous grants

Peer Agency	Type of Organization	Full-Time Agency Staff (Non-Consultants)	Budget and Funding Sources
GVFTMA	Transportation Management Association (registered nonprofit)	Eight	<p>Operating: \$1,500,000 Capital: N/A Total: \$1,500,000 --- Sources:</p> <ul style="list-style-type: none"> - Membership dues - PennDOT (grants and contracts) - Delaware Valley Regional Planning Commission grant - Fee-for-service work
ACCS	Part of Arlington County Government	Two	<p>Operating: \$12,700,000 Capital: N/A Total: \$12,700,000 --- Sources:</p> <ul style="list-style-type: none"> - CMAQ - DRPT TDM Operations grant - VDOT funding - Additional DRPT grants - Budgeted commissions - County general fund

Commuter Services and Programs

Brief profiles of the services provide by each of the peer agencies are provided below. Following the descriptions, **Table 21** summarizes commuter service offerings by peer.

Local Motion

Local Motion encompasses residential outreach and compliance with residential building TDM conditions, employer outreach, and the promotion of active transportation through events and literature. The residential outreach component of Local Motion’s program includes new homeowner information packets and special events such as Bike to Work Day or Try Transit Week. Moreover, an annual commuter challenge held each April incentivizes employees to abandon single occupancy vehicles in favor of walking, biking, carpool, vanpool, or transit options. Employers with employees participating in the challenge compete for gold, silver, and bronze prizes; winning companies are recognized publicly at a City Council meeting.

The City of Alexandria’s Mobile Transit Store Kiosk sells fare media at various city locations, serving a wide range of residents and commuters. Although Local Motion does not coordinate its own ridematching service, the program links to and provides technical assistance using the MWCOG Commuter Connections ridematching and Guaranteed Ride Home programs. Local Motion also provides financial incentives for vanpool formation and maintenance through the

Van Start and Van Save programs, as well as reimbursement for the first year of a carshare service membership and application fee (Zipcar or Enterprise currently operate in the City) through the Carshare Alexandria! program.

TRAFFIX

Like Local Motion, TRAFFIX does not coordinate its own carpool ridematching service, instead forwarding interested customers to the NuRide program, a ridesharing rewards initiative available at several locations nationally. TRAFFIX administers its own vanpool program, leasing vans from a private company. TRAFFIX provides services to employers seeking to promote non-drive alone commuting, coordinating with willing employers and military installations to promote benefits programs and incentives for commuters using transit or rideshare. In addition, the GoPass365 program, a hallmark of TRAFFIX's services, allows businesses and educational institutions to purchase discounted transit passes to provide to their employees or students.

Way to Go, Seattle! (City of Seattle)

The City of Seattle's TDM programs are housed under the *Way to Go, Seattle!* Transportation Options Program. Although the program is primarily focused on employer services, it does connect individual area residents to services including ridematching and vanpool programs not directly managed by the City. Seattle also provides detailed information on various transit services on its website, and recently partnered with several downtown buildings to install multimodal transit screens.

TAM

The Transportation Authority of Marin's (TAM) TDM initiatives were authorized as part of a local vehicle registration fund in 2010 by Marin County Voters. The TDM Program is promoted as part of a *Green Commute Alternatives* program which provides outreach and assistance to employee and employers in Marin County.

For carpool matching assistance, TAM

directs interested parties to 511 Rideshare, a San Francisco Bay area organization. Participants can there sign up for a carpool database promoted by TAM. While vanpool matching is also coordinated via 511 Rideshare, TAM provides a \$3,600 incentive to vanpools with an origin or destination within the County, provided over a two-year period. TAM manages a countywide Emergency Ride Home Program, and relatively recently participated in a tri-county dynamic rideshare pilot program using the Carma smartphone application. TAM also conducts successful Safe Routes to School and School Pool initiatives that incorporate TDM programs directed exclusively at school based trips.

GVFTMA

GVFTMA provides useful and detailed information on all things TDM through its TDM-focused website, WeAreTDM.com (a different URL from the organization's main page). For ridematching, GVFTMA primarily promotes the Delaware Valley Regional Planning Commission's (DVRPC) carpool ridematching service, but also maintains an older, less utilized ridematching program of its own. The organization also works with interested passengers to coordinate vanpools through the Enterprise and vRide vanpool programs. In addition, GVFTMA has over two decades of shuttle

511 AND TRANSPORTATION AUTHORITY OF MARIN ANNOUNCE:



TAM's Vanpool Incentive program provides a subsidy for vanpools in the region
Source: tam.ca.gov

management experience, and administers shuttles for various private and public entities in the region. Finally, the organization manages PhillyTraffic.com, a one-stop location for all traffic information in the Greater Philadelphia region.

Table 21: Peer Agency Commuter/Resident Program Offerings

Peer Agency	Available Area Transit Infrastructure	Commuter Programs and Services Offered
Local Motion	<ul style="list-style-type: none"> - Local Bus - Commuter Bus - Commuter Rail - Heavy Rail - Bikeshare - Demand Response / Paratransit 	<ul style="list-style-type: none"> - Ridematching facilitation - Vanpool assistance - Residential outreach - Commuter Challenge - Telework support - Grassroots marketing - Guaranteed Ride Home facilitation - Bikeshare promotion - Carshare reimbursement incentives - Commuter stores - School Pool - City employee transit subsidies
TRAFFIX	<ul style="list-style-type: none"> - Local Bus - Commuter Bus - Light Rail - Ferry - Demand Response / Paratransit 	<ul style="list-style-type: none"> - Ridematching facilitation - Vanpool assistance/subsidy - Guaranteed Ride Program - Bike information - Transportation incentives - GoPass365 program (discounted transit fares) - Park & Sail program (free parking for commuters at ferry lot)
Way to Go, Seattle! (City of Seattle)	<ul style="list-style-type: none"> - Local Bus - Commuter Bus - Commuter Rail - Light Rail / Streetcar - Monorail - Ferry - Bikeshare - Demand Response / Paratransit 	<ul style="list-style-type: none"> - Ridematching and vanpool facilitation - Transit, bicycle/pedestrian, and general travel information - Transit screen partnership
TAM	<ul style="list-style-type: none"> - Local Bus - Commuter Bus - Regional Bus - Demand Response / Paratransit - Ferry - Commuter Rail (expected to begin operations in 2016) 	<ul style="list-style-type: none"> - Ridematching facilitation - Vanpool incentive program - Emergency Ride Home program - Employee outreach - Promotional events - Safe Routes to School programs

Peer Agency	Available Area Transit Infrastructure	Commuter Programs and Services Offered
GVFTMA	<ul style="list-style-type: none"> - Local Bus - Commuter Bus - Commuter Rail - Heavy Rail - Trolley / Light Rail - Bikeshare - Demand Response / Paratransit 	<ul style="list-style-type: none"> - Ridematching and vanpool facilitation - Biking information / education / advocacy - Shuttle management - PhillyTraffic.com
ACCS	<ul style="list-style-type: none"> - Local Bus - Commuter Bus - Commuter Rail - Heavy Rail - Bikeshare - Demand Response / Paratransit 	<ul style="list-style-type: none"> - Ridematching and vanpool facilitation - Residential outreach - School outreach - Property & development outreach - Travel options information / technology - Guaranteed Ride Home facilitation - Bikesharing - Commuter Stores - Mobility Lab - Walk and Bike Promotion

Among effective strategies for engaging commuters, GVFTMA has found that an employer’s backing or support for a particular initiative can play a large role in its success. In Seattle, special events such as Bike Month as well as ongoing communication with employee transportation coordinators at businesses³² often correlate with increased participation. Moreover, TAM has found that events geared specifically toward transportation (such as transportation fairs) have sometimes correlated with increased signups for particular programs.

Peer agencies have also made attempts to engage non-English-speaking or low income populations. For example, TAM has developed advertisements in both English and Spanish to be placed inside buses. In the Seattle region, transit organizations have offered discounted fare cards for low income transit riders.

Employer Services

Brief profiles of employer service offerings for each of the peer agencies are provided below. Following the descriptions, **Table 22** summarizes peer agency employer services.

Local Motion

Local Motion provides specifically-tailored, complimentary assistance to businesses through its employer outreach program. Services include employee transportation surveys, transit benefit assistance, transportation brochures, seminars and workshops, bicycle friendly business assistance, and parking management plans. Local Motion also produces new employee TDM packets and offers telework support to both employers and employees.

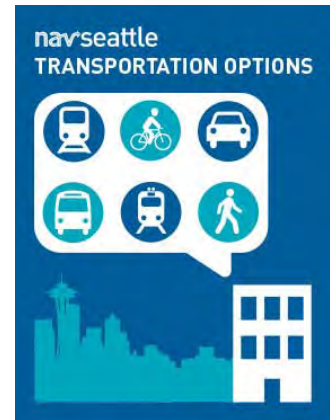
³² In Washington State, in compliance with a State law, the designation of an employee transportation coordinator is mandated at certain businesses.

TRAFFIX

The TRAFFIX program provides assistance to employers in several ways, including telework promotion and assistance through the Telework!VA program. TRAFFIX also promotes the NuRide program to regional employers, which include military installations, educational institutions, and Port of Virginia related businesses. Finally, TRAFFIX encourages and assists with the provision of transportation commuter benefits, benefits provided by employers for employees commuting by vanpool or transit to work on a regular basis.

Way to Go, Seattle! (City of Seattle)

The City of Seattle serves employers through programs such as NavSeattle, an initiative aimed at residential building managers and developers. Essentially, NavSeattle links the City's multifamily residential sector with resources designed to improve upon and encourage a given building's transportation amenities. The program includes property manager seminars, residential fairs, and various, periodic incentives for residents such as visiting bike mechanics, discounted bikeshare memberships, or discounted carshare memberships. On its website, NavSeattle urges property managers to take such actions as distributing neighborhood maps for walking, installing digital transit screens, provide bike parking, holding transportation events, and providing detailed information on non-single occupancy vehicle modes.



NavSeattle is aimed at building managers and developers
Source: seattle.gov

The City also works with large employers (100 employees or more) to help them comply with Washington State's Commute Trip Reduction (CTR) program. With assistance from state and local government entities, the highly successful CTR program requires that large employers develop commute programs to reduce single occupancy vehicle usage. Seattle also assists owners and managers in creating, implementing, and assessing Transportation Management Programs, mandated building-wide transportation programs. Lastly, Seattle encourages employer participation in employer transit subsidy programs; for reference, the City currently pays 100 percent of its employees' transit fares.

TAM

TAM in Marin County engages in unique employer-specific programs. TAM produces and promotes the GoTimeMarin Toolkit, an employer-focused resource booklet designed to educate newly relocated and existing places of business on setting up a sustainable transportation program. Additionally, the Marin Telework Initiative aims to promote telework as a highly viable commute option. TAM has also offered education to interested parties on a regional commuter benefits ordinance requiring employers with 50 or more employees to provide a transportation service subsidy, incentive, or similar option. The Marin Emergency Ride Home program is also provided as a benefit to employers and employees.

GVFTMA

GVFTMA has a robust employer services program, a hallmark of which is the organization's shuttle management service, which has contracted with large companies, universities, national parks, and local governments to design, schedule, and manage shuttle services to and from area train stations or other designated landmarks. Each shuttle's route and schedule is adapted to meet the commuting needs of riders, who may include company employees or a residential population.



The organization also subcontracts as one of several TMAs working with the Delaware Valley Regional Planning Commission’s (DVRPC) Mobility Alternatives Program, which assists employers with setting up transportation benefits and commute alternative initiatives. GVFTMA provides information to employers at employer expos, and offers direct TDM services to employers to improve non-drive alone commute rates, including: commute analysis reports, bicycle/pedestrian network analyses, parking analyses, travel shed analyses, and other studies. GVFTMA’s Sustainable Awards program recognizes employers with distinctive environmental accomplishments. Finally, GVFTMA provides

transportation-related fee-for-service work, including website development and management, graphic design, and video production. Examples of fee-for-service work include:

- The development of a website for Communities in Motion, a GVFTMA foundation whose mission is to build awareness and support for efficient and sustainable transportation in southeastern Pennsylvania through education and community outreach;
- The creation of annual reports, brochures, flyers, and newsletters for various organizations; and
- On behalf of the Borough of Pottstown, Pennsylvania, a video entitled “Getting Around Pottstown – Bike Pottstown,” which explains a completely free bike share program located in the borough.

Table 22: Peer Agency Employer Service Offerings

Peer Agency	Employer Programs and Services Offered
Local Motion	<ul style="list-style-type: none"> - Employer outreach - Employer kits / new employee orientation packets - Festivals / special events - Telework support - Grassroots marketing
TRAFFIX	<ul style="list-style-type: none"> - Telework assistance - Commuter Checks / Transportation fringe benefits - Promotion of NuRide program
Way to Go, Seattle! City of Seattle	<ul style="list-style-type: none"> - NavSeattle - Commute Trip Reduction program assistance - Transportation Management Program assistance - Employer transit subsidy program
TAM	<ul style="list-style-type: none"> - GoTimeMarin Toolkit - Marin Telework Initiative - Employer outreach

Peer Agency	Employer Programs and Services Offered
GVFTMA	<ul style="list-style-type: none"> - Shuttle management - Mobility Alternatives Program (through DVRPC) - Employer expos - Commute analysis reports - Bike/Pedestrian network analyses - Studies (Bike/Ped, Parking, Travel Shed analyses) - Sustainable Awards program - Professional services (website development/management, graphic design, video production)
ACCS (through ATP)	<ul style="list-style-type: none"> - Employer outreach - Hotel outreach - “Champions” rewards program - Retail partners program - Telework support - Transit benefit assistance - Parking management strategies - Office relocation services - Transportation events

Peer program strategies to increase employer participation and encourage enthusiasm for TDM are various. In Seattle, CTR employers are incentivized by a ranking and rating system involving rewards depending on performance. Marin County has targeted employers with specific programs depending on size; for example, the vanpool incentive program has generally been better received by larger employers. TAM has also successfully worked through the local Chamber of Commerce to reach businesses, and exchanges information with the North Bay Leadership Council, a local, employer-led policy advocacy organization. Additionally, GVFTMA has found that getting the word out to local chambers of commerce and other local organizations, along with basic networking, has greatly assisted in reaching employers and building credibility within the organization.

Marketing Efforts

Table 23 provides information on each peer agency’s formal marketing efforts. All agencies maintain a presence on social media, and several engage with print or electronic media, either through paid advertisements or free articles.

Table 23: Peer Agency Marketing Efforts

Peer Agency	Formal Marketing Efforts
Local Motion	<ul style="list-style-type: none"> - Materials for small businesses, employers, residents - Educational pamphlets - Festivals / events - Electronic newsletter - Social media: Facebook
TRAFFIX	<ul style="list-style-type: none"> - Advertisements: radio, television, billboards, web - Social media: Facebook
Way to Go, Seattle! (City of Seattle)	<ul style="list-style-type: none"> - Advertisements - Radio and television spots - Educational pamphlets - Newsletters - Social media: Facebook, Twitter, Instagram
TAM	<ul style="list-style-type: none"> - Advertisements: print, on bus vehicles - Press releases - Direct marketing to employers (to promote telework/vanpool) - Webinars - Flyers - Social media: Facebook
GVFTMA	<ul style="list-style-type: none"> - Articles for local Chamber of Commerce publications - Promotion among local economic development organizations - Radio spots - Social media: Facebook, Twitter, LinkedIn, Instagram
ACCS	<ul style="list-style-type: none"> - Arlington’s Car-Free Diet - Advertisements - Brochures - Direct Mail - Social media: Facebook, Twitter, Instagram, YouTube

Performance Measurement

Essential to any TDM operation, performance measurement allows TDM agencies to track progress as well as effectively plan budgets and future operations. As shown in **Table 24**, all of the peer agencies engage in annual reporting as well as some form of ongoing data collection and reporting on their various initiatives.

Table 24: Peer Agency Performance Monitoring Efforts

Peer Agency	Performance Monitoring Efforts	Example Performance Metrics
Local Motion	<ul style="list-style-type: none"> – Annual report summarizing performance metrics (including items related to residential and employment outreach, communications, Alexandria Transit Store) – Quarterly reports to Virginia Department of Rail and Public Transportation 	<ul style="list-style-type: none"> – New homeowner pieces mailed – Participants in employee benefits programs – Facebook Likes – eNews subscribers – Employers participating in outreach – Transit store sales and transactions
TRAFFIX	<ul style="list-style-type: none"> – Annual reports – Ongoing data collection 	<ul style="list-style-type: none"> – GoPass365 members and ridership – NuRide new customers – VMT and emissions reduced through NuRide – Teleworkers assisted – Vanpool participants
Way to Go, Seattle! (City of Seattle)	<ul style="list-style-type: none"> – Annual reporting to Washington State regarding the Commute Trip Reduction program – Ongoing data collection / metrics monitoring 	Information Unavailable
TAM	<ul style="list-style-type: none"> – Annual report – Regular reporting to the Marin County Board of Supervisors (including formal, printed reports) – Ongoing data collection / monitoring of vanpool incentive program 	<ul style="list-style-type: none"> – Major achievements – Number of employers / employees participating in programs – Vanpool incentive program participants – Program revenues and balances
GVFTMA	<ul style="list-style-type: none"> – Annual report – Quarterly reporting tied to grants – Monthly reporting to GVFTMA Board of Directors 	<ul style="list-style-type: none"> – Major achievements – Advocacy work completed – Coalitions created – Through Shuttle Management program: passengers transported / riders per month – Partnerships added
ACCS	<ul style="list-style-type: none"> – Ongoing performance reporting – Internal monthly tracking – Annual highlights 	<ul style="list-style-type: none"> – Drive Alone Commute mode share – Average weekday vehicle trips – Transit usage in Arlington – ATP members – Fare media sales – Newsletters distributed

Role in the Region

Each peer agency's role in regional initiatives and planning is summarized in the paragraphs below as well as in **Table 25**, which follows.

Local Motion

Local Motion coordinates with a wide variety of partners in the region, including transit providers and Commuter Connections, the TDM component of MWCOG. The organization works closely with other Alexandria departments, regional governments, nonprofits, advocacy groups, and private transportation providers (such as Zipcar). Local Motion also assists with City site plan review regarding potential TDM impacts, and coordinates ongoing work with approved Transportation Management Plans in commercial and residential buildings across the City. Major organizational stakeholders include Alexandria residents and the City Council.



Local Motion partners with MWCOG's Commuter Connections program
Source: mwkog.org

TRAFFIX

TRAFFIX maintains a strong partnership with VDOT, which allows TRAFFIX to use and promote its park and rides in the Hampton Roads region. Major stakeholders include TRAFFIX's Oversight Subcommittee, to which it reports regularly, and the Hampton Roads Transportation Planning Organization, the region's Metropolitan Planning Organization.

Way to Go, Seattle! (City of Seattle)

The City of Seattle coordinates often on programs and events with Commute Seattle, the City's downtown area Transportation Management Association. Seattle also partners with the Puget Sound Regional Council, the region's Metropolitan Planning Organization, on regional planning initiatives, as well as King County's market development group on strategies for commuter programs. Major Seattle stakeholders include city residents, neighboring local governments, the Washington State government, and the City Council.

TAM

TAM's main partners include the North Bay Leadership Council, area employers and property managers, business coalitions, and neighboring municipal governments. In addition to its TDM-specific responsibilities TAM manages transportation projects within Marin County. The TAM Board, which operates under several committees, includes representatives from cities and towns within the County. Regarding regional TDM initiatives, the California Environmental Quality Act includes mandates TDM elements for particularly large developments, which are reviewed on a project-by-project basis. Additionally, a State law requires commuter benefits be provided by employers with 50 or more employees.



TAM partners with the North Bay Leadership Council
Source: northbayleadership.org

GVFTMA

Of the five peer agencies reviewed in this report, GVFTMA's role in regional initiatives is perhaps the largest. Its partners include municipal governments, metropolitan planning organizations, private firms and companies, and local and

state associations. GVFTMA manages several coalitions and traffic incident management task forces. It is highly active as an advocate for transportation and infrastructure needs in the region, working regularly with local, state, and federal lawmakers on policy and projects. While there are no specific local or state policy directives regarding development and TDM in GVFTMA’s jurisdiction, GVFTMA is currently working with a few local municipalities to adopt guiding TDM principles through which developers would contribute to TDM elements. As a membership organization, GVFTMA’s major stakeholders are its members, which include individuals, municipalities, and private firms.

Table 25: Peer Agency Role in the Region

Peer Agency	Partnerships	Major Stakeholders
Local Motion	<ul style="list-style-type: none"> - Local and regional public transit providers - Commuter Connections (MWCOG) - Neighboring jurisdictions - Nonprofits - Advocacy Groups - Independent local organizations - Private providers (Zipcar, NuRide) - DRPT / VDOT / NVTC 	<ul style="list-style-type: none"> - City residents - Alexandria City Council
TRAFFIX	<ul style="list-style-type: none"> - VDOT 	<ul style="list-style-type: none"> - Hampton Roads Transit riders - TRAFFIX Oversight Subcommittee - Transportation District Commission of Hampton Roads - Hampton Roads Transportation Planning Organization - Hampton Roads area municipal governments
City of Seattle	<ul style="list-style-type: none"> - Commute Seattle - King County (including Market Development group) - Puget Sound Regional Council 	<ul style="list-style-type: none"> - City residents - Partner organizations - Seattle City Council - County / State governments
TAM	<ul style="list-style-type: none"> - North Bay Leadership Council - Employers - Property Managers - Business Coalitions - Regional municipalities - Environmental Organizations 	<ul style="list-style-type: none"> - County residents - Employees - Local transit operators - Local jurisdictions - Local Chambers of Commerce
GVFTMA	<ul style="list-style-type: none"> - Municipal governments - Metropolitan Planning Organizations - For-profit companies - Local and state associations 	<ul style="list-style-type: none"> - Paying members, including individuals, municipalities, engineering/planning firms, and large corporations - Partnership organizations

Peer Agency	Partnerships	Major Stakeholders
ACCS	<ul style="list-style-type: none"> - Commuter Connections (MwCOG) - I-66 Outside / Inside the Beltway Groups - Area transit agencies - Regional Bikeshare Committee - VDOT/DRPT 	<ul style="list-style-type: none"> - County residents - County Employers - Arlington County Board

Major Findings

The Peer Review participants provided valuable insight into the variety of TDM programs and services offered across the country. The review of peers elicited several main takeaways for ACCS to consider in its future initiatives. Particularly innovative or appealing peer TDM programs from this review are described below.

The City of Seattle’s **NavSeattle** program offers a unique and exciting way in which to involve residential building managers in TDM. In particular, seminars for property managers as well as residential fairs appear to be effective at garnering long-term interest.



Above: Links available on Seattle’s website regarding the CTR program
Source: seattle.gov

The employer recognition systems instituted by the City of Seattle, which incentivizes its CTR program employers through a ranking and rating scheme that corresponds with rewards, and Alexandria’s Local Motion program, whose yearly commuter challenge presents employers whose employees utilize non-SOV modes with an

opportunity for public recognition, are each models for emulation. In enhancing its existing ATP “Champions” program, which incentivizes employers, multi-family residential buildings, property and development services, and schools, ACCS can continue to draw influence from similar programs such as those described in this assessment.

As ACCS seeks to expand its usage of technology in order to promote and enhance TDM programming, the organization can learn from TAM’s involvement in a Dynamic Rideshare Pilot Program using the Carma application. Through the initiative, TAM successfully piloted the app for the Bay Area and the regional transportation planning agency subsequently expanded the pilot to include additional rideshare opportunities throughout the region. TAM reports that the app, which pairs parties interested in instantly finding a carpool match, provides an excellent service. Following the pilot, TAM worked with the app creators to develop features which resulted in enhanced profiles to provide parties a better sense of whom their match would be. Should ACCS choose to promote technologies through its work, it might consider implementing similar strategies to help inform which additions or enhancements



TAM participated in a pilot program using the Carma carpool app
Source: carmacarpool.com

to technology may help increase the success of its marketing efforts. Having a vendor that is willing and able to adapt technology to support local goals can be particularly valuable.

Technological solutions like Carma and the NuRide platform that TRAFFIX utilizes also offer valuable sources of verifiable, quantifiable performance-measurement data. Platforms such as these offer reports of carpool trips taken with their related VMT and emissions-reductions. ACCS could incorporate these tools into its programs and gain access to data that could augment or replace its existing procedures for estimating trip reductions. For instance, the TRAFFIX program not only tracks NuRide customers, but also VMT and emissions reduced as a result of NuRide. The result of this approach is a paradigm in which a program can track how trips deferred from automobiles were replaced with other modes. Although ACCS currently tracks VMT and trips reduced in general, it does not track what modes replaced those trips. To begin to do so would be particularly advanced and helpful for future program planning.

TAM's approach of targeting different-sized employers depending on the program is also notable. For example, while TAM has registered users for their Emergency Ride Home Program from virtually all office sizes and types, the countywide vanpool incentive program is primarily used by larger employers, sometimes with groups of employees traveling longer distances. As such, marketing campaigns have been conducted targeting employers most willing to participate.

Lastly, GVFTMA's versatility as an organization and its true ability to "wear many different hats" through its shuttle management, advocacy, and fee-for-service work make it a unique program. The fee-for-service work provides the organization with a private revenue streams that support's the organization's TDM mission.

Chapter 5

SERVICE CHANGES AND EXPANSION PLAN

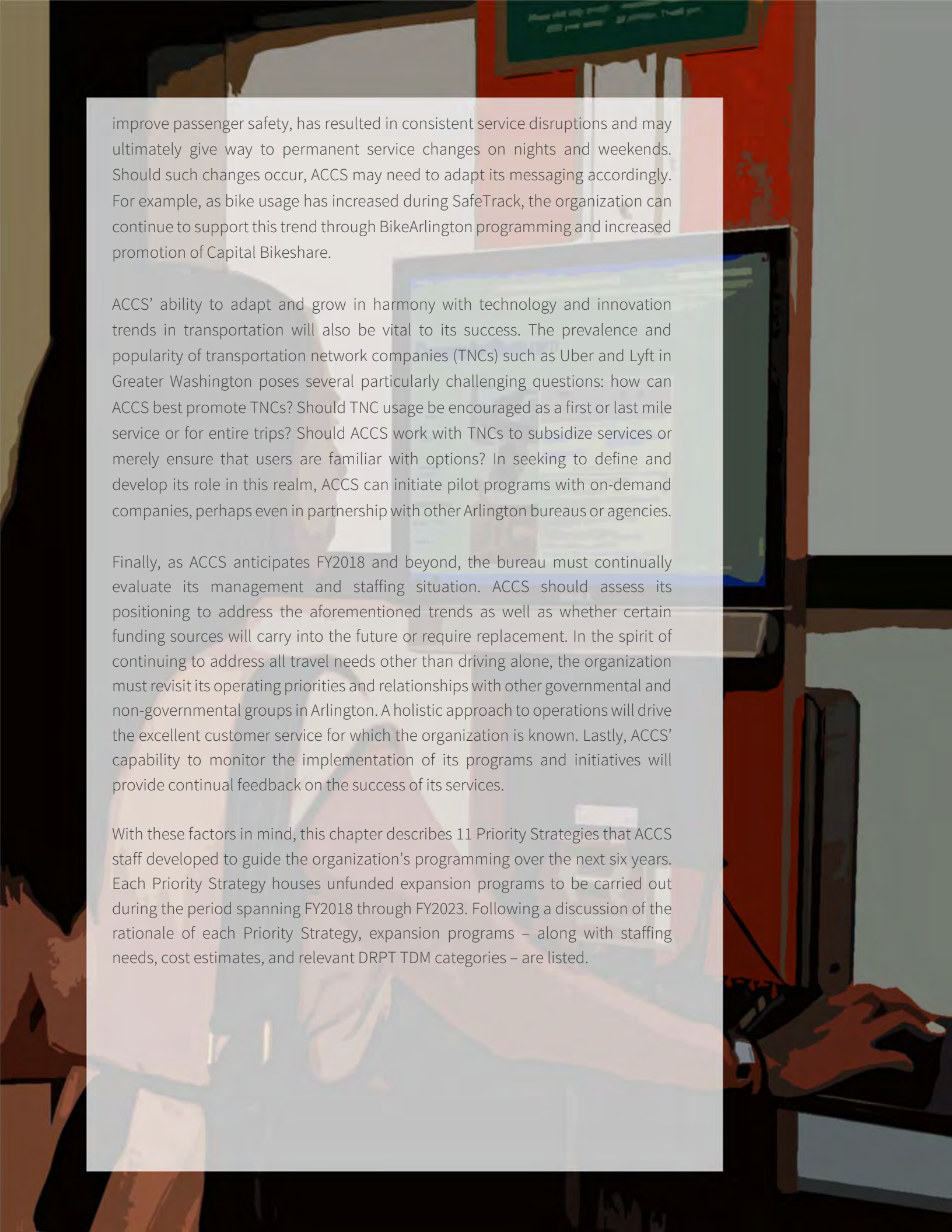
As ACCS looks ahead to the next six years, a variety of external factors, highlighted by Arlington County's commitment to environmental, economic, and socio-demographic sustainability, will influence the organization's ability to implement service changes and expand its reach.

From an environmental standpoint, Arlington's population is projected to increase by over 28 percent by 2040. As the populations of seniors, millennials, and children change in the County, much of the challenge of how to efficiently move new residents on such a small piece of land will fall with ACCS. ACCS' commitment to improve air quality by reducing vehicle miles traveled will also be of prime importance as Arlington welcomes new transportation network users.

Economically, Arlington's office sector has struggled in recent years, leading to higher than desirable vacancy rates. Programs such as ATP will inherit the challenge of attracting and retaining more employers with the lure of effective and meaningful employer services. ACCS can work alongside Arlington Economic Development (AED) to achieve this goal.

Socio-demographically, although Arlington is a relatively affluent community, the need to serve the County's underrepresented groups – such as low-income and minority residents as well as single-parent households with children, which represent nearly half of all County households with children – should increasingly inform ACCS' suite of initiatives. Moreover, as housing and transportation costs alike increase, Arlington is becoming an increasingly expensive place to live. Through its programming, ACCS should remain sensitive to these issues and continue to equally serve all of the County's residents and visitors.

ACCS will also need to consider regional transportation trends and changes in service infrastructure. Major projects such as the I-395 Express Lanes Extension could alter hundreds of daily commutes, as could a growing push toward flexible transit services. Efforts to encourage the use of WMATA's Metrorail service, which has fallen out of favor with many residents, could prove crucial to the management of future travel demand. SafeTrack, Metro's temporal campaign to



improve passenger safety, has resulted in consistent service disruptions and may ultimately give way to permanent service changes on nights and weekends. Should such changes occur, ACCS may need to adapt its messaging accordingly. For example, as bike usage has increased during SafeTrack, the organization can continue to support this trend through BikeArlington programming and increased promotion of Capital Bikeshare.

ACCS' ability to adapt and grow in harmony with technology and innovation trends in transportation will also be vital to its success. The prevalence and popularity of transportation network companies (TNCs) such as Uber and Lyft in Greater Washington poses several particularly challenging questions: how can ACCS best promote TNCs? Should TNC usage be encouraged as a first or last mile service or for entire trips? Should ACCS work with TNCs to subsidize services or merely ensure that users are familiar with options? In seeking to define and develop its role in this realm, ACCS can initiate pilot programs with on-demand companies, perhaps even in partnership with other Arlington bureaus or agencies.

Finally, as ACCS anticipates FY2018 and beyond, the bureau must continually evaluate its management and staffing situation. ACCS should assess its positioning to address the aforementioned trends as well as whether certain funding sources will carry into the future or require replacement. In the spirit of continuing to address all travel needs other than driving alone, the organization must revisit its operating priorities and relationships with other governmental and non-governmental groups in Arlington. A holistic approach to operations will drive the excellent customer service for which the organization is known. Lastly, ACCS' capability to monitor the implementation of its programs and initiatives will provide continual feedback on the success of its services.

With these factors in mind, this chapter describes 11 Priority Strategies that ACCS staff developed to guide the organization's programming over the next six years. Each Priority Strategy houses unfunded expansion programs to be carried out during the period spanning FY2018 through FY2023. Following a discussion of the rationale of each Priority Strategy, expansion programs – along with staffing needs, cost estimates, and relevant DRPT TDM categories – are listed.

PRIORITY STRATEGIES AND UNFUNDED EXPANSION PROGRAMS

ACCS staff developed and refined 11 Priority Strategies to guide the organization’s programming during the FY2018 through FY2023 timeframe and beyond. These Priority Strategies were developed to allow ACCS to respond both to immediate needs in the community and to a rapidly changing environment. During FY2018, ACCS business units will each endeavor to tailor their existing activities, and pursue any new activities that may be planned (grant funded or within the existing budget) to serve these priority strategies.

All Priority Strategies, along with a rationale and description, are outlined in this section. Each Priority Strategy is succeeded by a table listing relevant unfunded expansion programs, cost estimates by year, staffing needs, and relevant DRPT TDM categories. The TDM categories applicable to each expansion are demarcated in the final column of each table using the key shown in **Figure 3**. Relevant categories are highlighted in blue; inapplicable categories are shown in gray.

Figure 3: DRPT TDM Categories Key³³



³³ Commuter Store icon by SimpleIcon via www.flaticon.com.

1. Strengthen Arlington's Regional Competitiveness

Support and enhance Arlington County's regional competitiveness through new and expanded partnerships with government and business organizations who work to achieve economic and environmental sustainability for the County.

Rationale: ACCS' TDM program has contributed to Arlington County being a community with many affordable transportation options for its residents, workers and visitors, and has made Arlington a competitive place to live and work. With a 25 percent population increase and 20 percent employment increase anticipated in the County by 2030, ACCS will need to work with many different government and business partners to extend the reach of its services to new members of the community. While ACCS already works with many partners to reach the public, it will need to expand these working relationships while establishing new ones, seeking to educate and inform new customers.

As part of this strategy and to offset perceptions that Arlington is neither competitive with nor as affordable as other areas, ACCS will be partnering with Arlington Economic Development (AED) to create a joint regional connectivity strategy and implementation plan to assist the Arlington business community with workforce retention efforts. Approximately 82 percent of Arlington's daily at-place workforce lives outside Arlington County. With advancing changes in the regional transportation infrastructure and the advent of tolling on the I-66 travel corridor, challenges for commuters to Arlington County will be paramount. Elements of the connectivity initiative will include:

- Increased support for business leaders to spread awareness and understanding of multi-modal transportation assistance available to them via Arlington Transportation Partners;
- Communication of multi-modal transportation benefit programs for employers' workforces; and
- Education of workers regarding their many transportation options to help ease their commute and travel concerns.

ACCS will also partner with Arlington Public Schools (APS), who are planning to add many new school facilities to accommodate population growth. ACCS has been working on an expanded partnership with APS as part of a larger County-wide effort to foster the use of transit and other TDM services to reduce single occupancy vehicle commuting by school staff. ACCS will seek to identify new opportunities to strengthen existing partnerships as well as begin new partnerships to foster the economic, social and environmental sustainability of the County. The unfunded expansion programs for this Priority Strategy are summarized in **Table 26**.

2. Reduce Single Occupant Vehicle (SOV) Usage

Reduce commuting by single occupant vehicles in neighborhoods and occupational sectors with above average use and in high growth corridors.

Rationale: While ACCS services have contributed to Arlington County having the lowest modal share of SOV commuters in Virginia (54 percent), several employment sectors in the County have much higher SOV use. Most notably, 88 percent of Arlington Public School (APS) employees drive alone to work. In addition, several corridors such as Columbia Pike and the Jefferson Davis Corridor are growing at a rapid pace, raising the concern that developments in these growth corridors may generate higher SOV use. ACCS will work closely with APS, the County government, business organizations, and neighborhoods in growth corridors to educate, promote and support efforts that result in greater use of TDM services and a reduction in overall vehicle use. **Table 27** summarizes the expansion programs associated with this Priority Strategy.

Table 27: Priority Strategy 2 Expansion Programs

Expansion Program	Cost by Fiscal Year						Staffing Needs	DRPT / Other TDM Categories Addressed
	18	19	20	21	22	23		
Expand the Vanpool Connect Program through the use of technology and regional partnerships.	\$210,000	\$218,400	\$227,136	\$236,221	\$245,670	\$255,497	Consultant	
Increase TDM marketing to single family residential neighborhoods.	\$-	\$-	\$100,000	\$104,000	\$108,160	\$112,486	1 ACCS Staff	
Support and update the CarFree AtoZ application to ensure its continued usage and relevance to the market.	\$25,000	\$26,000	\$27,040	\$28,122	\$29,246	\$30,416	Consultant	
Expand the use of the CarFree AtoZ survey capability to Arlington employers and to support regional TDM programs.	\$-	\$150,000	\$-	\$-	\$-	\$-	Consultant	
Develop mitigation measures to offset the adverse impacts on traffic from the expansion of I-66 and I-395 and the conversion to HOT lanes.	175,000	\$182,000	\$189,280	\$-	\$-	\$-	Consultant	

Expansion Program	Cost by Fiscal Year						Staffing Needs	DRPT / Other TDM Categories Addressed
	18	19	20	21	22	23		
Develop a complimentary Arlington Transportation Partners advanced achievement program for outcome based attainments that demonstrate pre-determined reductions in single occupant vehicle use.	\$-	\$-	\$75,000	\$78,000	\$81,120	\$84,365	Consultant	

3. Advance Equity in the Use of Transportation Options

Increase employee and resident use of transit, walking, bikesharing, biking, and ridesharing through targeted employer outreach, education, and promotion for minority, low-income, and senior populations.

Rationale: In recent years, through programs such as Hispanic Marketing, Retail Partners, and a new pilot Capital Bikeshare Community Partners Program offering discounted membership and extended free time to low income individuals, ACCS has actively sought to broaden the user communities that its services reach. In addition, seniors do not participate in the use of TDM services to the same extent as others and have obstacles to their use not faced by other demographic groups in the County. ACCS will look to build upon existing efforts to increase participation of these groups with new neighborhood initiatives and research to better understand the barriers to use and to further the reach of its information and education services. **Table 28** summarizes the expansion programs housed within this Priority Strategy.

Table 28: Priority Strategy 3 Expansion Programs

Expansion Program	Cost by Fiscal Year						Staffing Needs	DRPT / Other TDM Categories Addressed
	18	19	20	21	22	23		
Develop a multi-modal community partners equity program to foster greater use of TDM services and transportation options by low-income and minority communities.	\$200,000	\$208,000	\$216,320	\$224,973	\$233,972	\$243,331	Consultant / 1 ACCS Staff	
Develop educational and informational campaigns for seniors and persons aging in place.	\$150,000	\$156,000	\$-	\$-	\$-	\$-	Consultant / 1 ACCS Staff	
Develop payment mechanisms and convenient payment options for those who are unbanked or are partially banked.	\$-	\$-	\$-	\$-	\$350,000	\$-	Consultant	
Expand ACCS's Predictable-Alert-Lawful (PAL) safety program.	\$-	\$50,000	\$52,000	\$54,080	\$56,243	\$58,493	Consultant / 1 ACCS Staff	

4. Expand ACCS' Organizational Capacity



Increase ACCS' financial and organizational capabilities during a period of rapid growth in the use of its TDM services.

Rationale: Over the past few years, ACCS has seen a constant increase in the use of its services, including additional Commuter Stores® customers, ATP clients and *Champions* businesses, vanpools formed via the Vanpool Connect program, and more. Bicycling has also grown to include ten Arlington Bike to Work Day pit stops, including 1,000 registrations in Rosslyn. Capital Bikeshare usage has increased in Arlington by a greater percentage than the system as a whole: from January 2014 to October 2016, Arlington saw a 45 percent increase in annual members and a 22 percent increase in trips from its stations. By comparison, the entire Capital Bikeshare system has had a 30 percent growth in annual membership and a 12 percent increase in trips. Since FY2015, the number of planned, new construction, and existing TDM for Site Plan Development properties has increased from 170 to 216, meaning that 46 additional properties have had site plan requirements created, implemented, and verified.

In addition, technology-based service offerings have increased through new tools such as Car Free A-to-Z and Car-Free-Near-Me, as well as static and real-time traveler information screens, increased transit marketing, new Hispanic and Ethiopian services, and an expanded partnership with APS. At the same time, ACCS has addressed new challenges, from finding ways to adapt new technologies and on demand services for the benefit of Arlington residents and businesses, to responding to disruptions in Metrorail services from planned and unplanned events and programs such as SafeTrack. Further challenges, such as the expansion of I-66 to include new High Occupancy Toll (HOT) lanes and a similar institution of HOT lanes on I-395, lie ahead.

Since FY2010, ACCS has been operating with the same complement of staff and nearly the same static sources and amounts of funding. As ACCS deploys new technologies and strategies to accommodate the challenges and opportunities ahead, and with the projected growth in population and jobs, new institutional capabilities must be developed alongside expanded sources of funding and staffing. For example, new technologies and shared use services require greater policy focus on how to integrate these new developments into our transportation system to gain the greatest return on investment and offer the highest value to our taxpayers and customers. New staff focused on policy will be required. Staffing for partnerships and concentrated outreach will be required to provide fulltime support to the growing number of collaborations in which ACCS is becoming involved. As the Northern Virginia region identifies issues that can only be addressed through regional approaches, ACCS must focus more of its time on regional collaboration. More fundamentally, ACCS will consider how all discrete services may need to be integrated to provide its customers with easier access to its services. Finally, ACCS will be reaching out to its current and new funding partners to seek additional support as well as to identify new opportunities for revenue generation. **Table 29** summarizes the expansion programs associated with this Priority Strategy.

Table 29: Priority Strategy 4 Expansion Programs

Expansion Program	Cost by Fiscal Year						Staffing Needs	DRPT / Other TDM Categories Addressed
	18	19	20	21	22	23		
Conduct leadership training for ACCS senior staff.	\$15,000	\$15,600	\$16,224	\$16,873	\$17,548	\$18,250	Consultant / 3 ACCS Staff	
Conduct an ACCS organizational study and analysis to identify improvements in organizational productivity.	\$-	\$-	\$90,000	\$-	\$-	\$-	Consultant / 3 ACCS Staff	

5. Extend the Reach of TDM

Expand the number of residents and businesses who benefit from Arlington County's affordable transportation options through new and expanded services.

Rationale: ACCS reaches many residents and businesses in Arlington with its information services and outreach activities. By 2040, Arlington's preliminary estimate shows that population and jobs are expected to grow by 36 percent. In order to maintain and expand upon the reach of ACCS's services, it will be necessary to upgrade and expand our services to keep up with the expected demand, ensure that our facilities are in a state of good repair, and maintain a high level of customer service. Further, a good portion of the County's expected growth is along Arlington's three major growth corridors: Rosslyn-Ballston, Route 1, and Columbia Pike. ACCS will collaborate with various parties – both internal and external – to develop effective tools and services to ensure that congestion does not overtake growth in these areas. **Table 30** summarizes the expansion programs associated with this Priority Strategy.

Table 30: Priority Strategy 5 Expansion Programs

Expansion Program	Cost by Fiscal Year						Staffing Needs	DRPT / Other TDM Categories Addressed
	18	19	20	21	22	23		
Purchase a new Mobile Commuter Store to serve the Rosslyn-Ballston corridor in conjunction with the I-66 expansion and HOT Lanes project.	\$350,000	\$-	\$-	\$-	\$-	\$-	Consultant	
Open and operate new brick and mortar Commuter Stores at Pentagon City and on Columbia Pike.	\$-	\$500,000	\$260,000	\$500,000	\$281,212	\$292,465	Consultant / 2 ACCS Staff	
Upgrade two existing mobile Commuter Stores.	\$150,000	\$-	\$-	\$-	\$-	\$-	Consultant / 1 ACCS Staff	



6. Integrate First Mile/Last Mile Technologies and Services

Adapt new information technologies and technology-enabled, on-demand services to expand transportation choices and support their use.

Rationale: Over the last few years, information technologies and new disruptive, on-demand services have created a major transformation in how services operate. The private sector has become a focus of new types of services featuring technology platforms that cater to real-time and personalized requests for service through smartphones. These changes have presented opportunities to adapt new technologies to improve service to communities that lack adequate fixed route transit or frequent and relevant transit services. ACCS will seek to work with Arlington Transit (ART) to integrate these new types of services into the existing transit network to serve as a first mile/last mile solution for communities that have high vehicle usage and/or communities where existing transit services are infrequent or do not provide connections for residents' needs.

In addition, new types of information technologies with real-time arrival and departure capabilities, some coupled with trip planning and payment capabilities, are becoming available for smartphone and other uses. ACCS has been at the forefront of adapting these technologies to its TDM services, including developing a smartphone app for its CarFree AtoZ multimodal trip planning service. ACCS also offers its CarFree Near Me online service that provides real-time transit, carsharing and bikesharing information. ACCS will seek to update, integrate and further expand the utilization of these technologies throughout the County. **Table 31** summarizes the expansion programs associated with this Priority Strategy.

Table 31: Priority Strategy 6 Expansion Programs

Expansion Program	Cost by Fiscal Year						Staffing Needs	DRPT / Other TDM Categories Addressed
	18	19	20	21	22	23		
Hire a Chief Innovation Officer to foster the development of new services and technologies in collaboration with the public and private sectors as well as will internal County partners.	\$200,000	\$208,000	\$216,320	\$224,973	\$233,972	\$243,331	Consultant	
Plan and implement pilot projects in neighborhoods with unmet travel needs.		\$-	\$1,000,000	\$-	\$500,000	\$-	Consultant	

7. Utilize New Electronic Information to Foster Transportation Behavior Change

Identify and utilize new technologies and communication tools to expand the use of ACCS services.

Rationale: ACCS has been successful in engaging a large customer base over the years through its sales, marketing and information services. However, due to a growing reliance on technologies such as smartphone applications, there have been significant changes in how our customers and the public consume information and interact with businesses. These changes have also altered the expectations of the public as to which information should be available and how quickly needs should be fulfilled. To continue to provide convenient and ready access to its services and to expand its market, ACCS will undertake market research to understand how best to reach our customers, what technologies are most effective, what types of communication and information services are expected, and the most effective service delivery mechanisms. **Table 32** summarizes the expansion program associated with this Priority Strategy.

Table 32: Priority Strategy 7 Expansion Programs

Expansion Program	Cost by Fiscal Year						Staffing Needs	DRPT / Other TDM Categories Addressed
	18	19	20	21	22	23		
Identify and implement new transportation information technologies that are responsive to the needs of evolving market segments.	\$-	\$100,000	\$104,000	\$108,160	\$112,486	\$116,986	Consultant / 1 ACCS Staff	

8. Update TDM County Policies

Update the TDM element of Arlington County's Master Transportation Plan to respond to the transformation in the delivery and use of new types of transportation services and the information technologies that support them.

Rationale: The TDM element of the Master Transportation Plan (MTP) has not been updated since 2008. In the intervening years, TDM has played a larger role in the support and promotion of transit services – particularly, ART – as the use of transit has grown. Many new services and programs have been implemented. Bikesharing was not developed in Arlington until 2010 and now provides an important first mile/last mile connection to several major transit stations. Carsharing is now prevalent throughout the county. Many transit stops around the County now also utilize digital real-time information screens.




The last three years, in particular, have been a time of rapid adaptation of new technologies and services to the mobility needs of the public. New types of on-demand private services are developing and attracting a growing ridership. In addition, there has been a rapid change in the way the public accesses travel information and the types of information available with the growing use of smartphone applications that offer real-time information for virtually all modes of transportation.

For these reasons, the TDM element of the MTP no longer reflects a comprehensive picture of how vital TDM is to the use of transit nor does it identify the role of new technologies and on-demand services in the County's transportation system and vision for the future. ACCS will develop an update to the TDM element of the MTP to bring the County's goals and objectives in line with developments since the MTP's most recent publication.

Further, Arlington's TDM Policy was adopted in 1990 based on a prescriptive approach to TDM for major site developments. It requires developers to implement physical infrastructural features, such as bike parking facilities and van-accessible garages, into new or renovated developments at the time of construction. It also lays out a range of activities to help reduce SOV use, from promoting participation in carpool and vanpool programs to offering transit subsidies to employees; from managing showers and lockers for bike commuters to distributing brochures about bus routes and schedules, the bikeway system, and other local transportation options. Like the TDM Element of the MTP, it is necessary to revisit this 1990 TDM Policy to bring it into alignment with current thinking about TDM services and to a more outcome based approach to TDM Site Plans so that they become more performance based.

Table 33 shows the expansion programs associated with this Priority Strategy.

Table 33: Priority Strategy 8 Expansion Programs

Expansion Program	Cost by Fiscal Year						Staffing Needs	DRPT / Other TDM Categories Addressed
	18	19	20	21	22	23		
Update the 2008 TDM Element of the Master Transportation Plan.	\$-	\$350,000	\$-	\$-	\$-	\$-	Consultant / 1 ACCS Staff	
Update the 1990 TDM Policy.	\$-	\$-	\$75,000	\$-	\$-	\$-	Consultant / 1 ACCS Staff	
Update the TDM for Site Plan Development Program and Standard Site Plan Conditions to be performance and outcome based.	Cost Included in Above						1 ACCS Staff	

9. Strengthen Capital Bikeshare as a Transportation Service

Address the financial and institutional challenges resulting from the rapid expansion of Capital Bikeshare in Arlington and throughout the metropolitan area to ensure continued long-term success of the system.

Rationale: ACCS founded Capital Bikeshare in partnership with the District of Columbia in 2010 with 14 stations in Arlington and over 100 stations in DC. Since then, Capital Bikeshare, or CaBi, has expanded to over 428 stations with close to 3,700 bicycles, and serves over 3.4 million annual riders. Arlington alone accounts for about 16 percent of the system with 88 stations, 650 bicycles and approximately 3,600 users as of the end of 2016. CaBi is also a growing regional partnership with five jurisdictions: Arlington County, the City of Alexandria, the District of Columbia, Fairfax County, and Montgomery County. Two other jurisdictions, the City of Falls Church and Prince George's County, have recently indicated their intent to join the system within the next two years.

As a result of this growth, Capital Bikeshare has become an important part of the County's transportation system. As such, it is vital that the system continue to be supported and operated in the most cost-effective way possible so that it can continue expanding to serve the County's needs while remaining financially viable. Currently, only about 63% of the operating costs of Arlington's portion of the system is covered by operating revenues, primarily the fees paid by users. Several other large bikeshare systems around the country have looked to sponsors to make up some or all of their operating needs. These opportunities should be pursued as well as special events and even the revisions to the user fee structure to ensure that the system can remain a vital part of the County's transportation system. **Table 34** shows the expansion programs associated with this Priority Strategy.

Table 34: Priority Strategy 9 Expansion Programs

Expansion Program	Cost by Fiscal Year						Staffing Needs	DRPT / Other TDM Categories Addressed
	18	19	20	21	22	23		
Continue and expand Capital Bikeshare operations.	\$450,000	\$468,000	\$486,720	\$506,189	\$526,436	\$547,494	Consultant	
Develop new revenue sources for the operation of Capital Bikeshare.	Cost/Staffing Included in Above							

10. Utilize Return on Investment Measures for TDM

The development of a robust TDM impact model will help stakeholders and funders make better localized assessments of the impact of ACCS's TDM services.

Rationale: Day in and day out, ACCS assists Arlington employees, residents and visitors to get where they need to go easier, for lower cost, and with less traffic on our roadways. Our TDM efforts add up to big benefits for the Arlington community and the surrounding region. Research shows that on a typical weekday, we help people shift 43,000 trips from driving alone to other modes of travel, more than you see on I-66 during a typical rush period. These efforts prevent roughly 320 tons of greenhouse gases from going into our air each day which is better for our health and save about 8 million gallons of fuel each year, which helps ease our nation's energy needs.

Performance measurement standards are becoming increasingly important for funding requirements and evaluating the return on investment for TDM services. To date, the value and benefits of TDM are only marginally understood and mainly in terms of awareness of services, and frequency of use. Congestion management, roadway maintenance, and vehicles emissions reductions based on vehicle trip and vehicle miles traveled are the determined successful outcomes for most evaluators of transportation effectiveness, but not for TDM. Measures that influence why, when, how, and where, people travel by managing the demand for car use by changing traveler behavior are difficult to quantify and can be subjective. The development of a robust TDM impact model will help stakeholders and funders make a better, more localized assessment of the impact of TDM services on specific travel corridors in and around Arlington County. Currently underway is a USDOT, Federal Highway Administration (FHWA) funded research program to develop tools and methodologies to determine the impact of TDM services in congested corridors. The outcome of this work will allow for improved assessment of the benefits of TDM and allow for better decision making in the use of scarce resources to improve corridor congestion. **Table 35** summarizes the expansion programs associated with this Priority Strategy.

Table 35: Priority Strategy 10 Expansion Programs

Expansion Program	Cost by Fiscal Year						Staffing Needs	DRPT / Other TDM Categories Addressed
	18	19	20	21	22	23		
Develop new and modify existing TDM programs utilizing the FHWA funded Return on Investment modeling tool to determine the most effective TDM strategies that reduce SOV use in congested corridors.	\$-	\$150,000	\$156,000	\$162,240	\$168,730	\$175,479	Consultant	
Identify key performance measures from the FHWA funded Return on Investment study that demonstrate the effectiveness of TDM programs and services, and begin an annual monitoring and reporting system to these measures.	\$-	\$150,000	\$156,000	\$162,240	\$168,730	\$175,479	Consultant	

11. Conduct Research Activities to Advance the Effectiveness and Use of TDM

Grow ACCS' research program to improve TDM services.

Rationale: ACCS has benefitted from its research programs over the years, which have resulted in the development of tools measure the impact of its services on auto use to the gauging of customer satisfaction to garner a better understanding of the needs of the market. As the disruption in the provision of transportation services continues and with the fast paced development of new technologies and services, it is important to ensure that ACCS continues to track the impact of these developments on customers' expectations of service delivery and tracks satisfaction with existing services. Thus, periodic surveys of existing customers to measure satisfaction and unmet needs are important.

As ACCS looks to expand its services to those for whom affordable transportation options would provide greater access to jobs, services and social activities, it is important that the needs of these customers, such as seniors, minorities, and the mobility-challenged, be understood so that barriers to use can be overcome. For example, seniors currently represent 9 percent of Arlington's population; 22 percent of the County's population is between the ages of 45 and 64. It is vital that this growing and important segment of Arlington's population have access to affordable transportation options to allow for a good quality of life as they age in place. ACCS will work with the Department of Human Services and senior citizen organizations to conduct research to assess ways in which ACCS can make its services effective for this age group.

Finally, Arlington is a destination for many visitors from around the region and nation. Tourism is an important economic activity for the County. In order to accommodate the transportation needs of this important sector so that visitors are afforded a variety of convenient and accessible travel choices while in Arlington, ACCS will work with the Virginia Tourism Corporation to study the trip making patterns of tourists in order to provide them with the best transportation experience possible. **Table 36** shows the expansion programs associated with this Priority Strategy.

Table 36: Priority Strategy 11 Expansion Programs

Expansion Program	Cost by Fiscal Year						Staffing Needs	DRPT / Other TDM Categories Addressed
	18	19	20	21	22	23		
Collaborate with the Virginia Tourism Corporation to study the trip making patterns and travel decisions of tourists to Arlington.	\$-	\$-	\$-	\$60,000	\$-	\$-	Consultant	
Conduct market research to determine current and potential transit riders' communications needs and preferences with respect to real time and static information.	\$225,000	\$-	\$-	\$-	\$-	\$-	Consultant	
Survey existing ACCS customers to measure customer satisfaction and improve our understanding of customer needs and expectations.	\$180,000	\$-	\$130,000	\$-	\$140,000	\$-	Consultant	
Conduct research to better understand the barriers to use of transportation options by low income and minority populations.	\$-	\$75,000	\$-	\$-	\$-	\$-	Consultant	

Expansion Program	Cost by Fiscal Year						Staffing Needs	DRPT / Other TDM Categories Addressed
	18	19	20	21	22	23		
Research evolving national transportation landscape to identify promising new technology-drive transportation services and establish a policy framework to integrate these services into Arlington's transportation system.	\$-	\$70,000	\$75,000	\$-	\$-	\$-	Consultant	

Chapter 6

FINANCIAL PLAN

The ACCS financial plan includes a look at planned base operating budget and expense estimates from FY2018 through FY2023, the organization's six-year capital budget, and projected expenses by proposed Priority Strategy. The ACCS base operating budget covers the cost of the activities of all core programs. The base budget includes neither the costs of any unfunded expansion programs nor Capital Bikeshare operating or administrative costs. The majority of ACCS' capital expenses are associated with Capital Bikeshare, renovations to Commuter Stores® and the purchase of new or replacement Mobile Commuter Stores®.

ACCS strives to be financially sustainable to ensure that the award-winning programs continue supporting the efficient use of Arlington's transportation network by those who live, work, and or visit the County. As such, ACCS diligently tracks expenses and performance to ensure they are providing the best programs at the lowest possible costs. ACCS also keeps a close eye on revenues, which depend heavily on federal CMAQ funding and commissions from fare media sales, and are contingent on larger commuter trends and continued legislative support.

Although a draft is shown in this chapter, ACCS' FY2018 budget will not be final until the start of the new fiscal year in July 2017. Arlington County's budget process begins in the fall of each calendar year, and ACCS prepares external grant and funding requests through the early spring of each year. Arlington County's overall operating budget is adopted at the end of spring and the Capital Improvement Plan (CIP) is adopted in the summer after state budgets are released in June. ACCS' capital budget is incorporated in the County's Capital Improvement Plan (CIP) process.

BUDGET OVERVIEW: STAFF SIZE AND RESOURCES

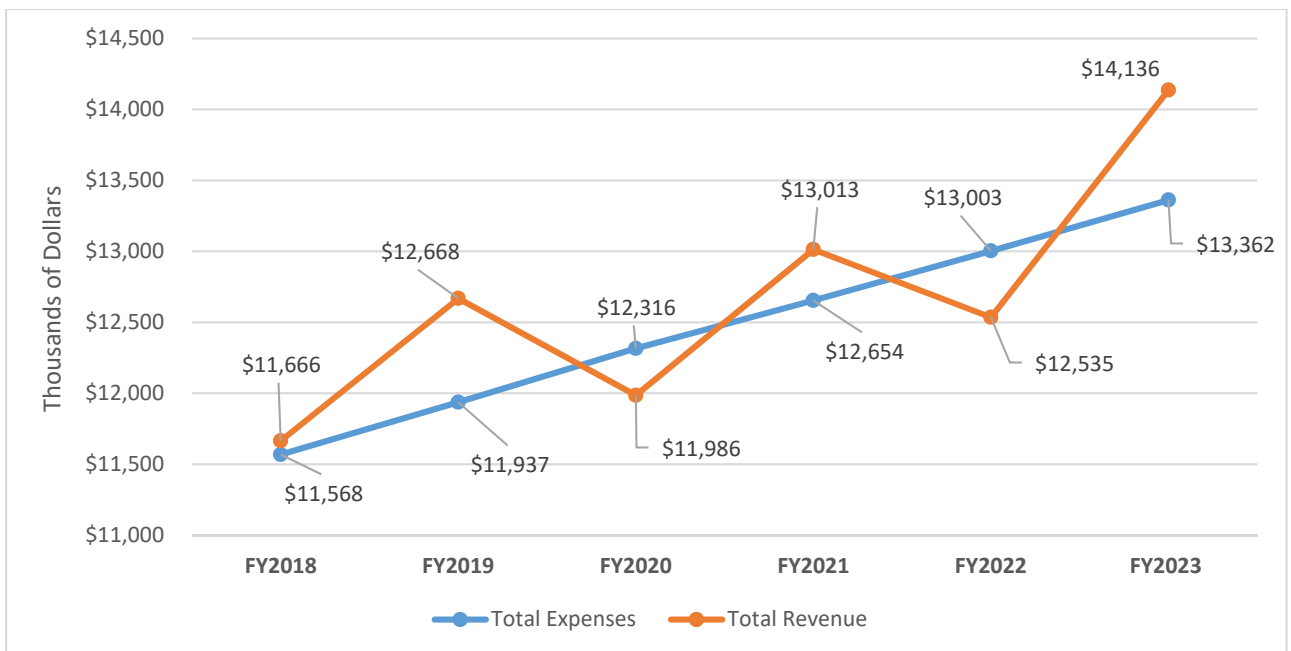
In FY2017, ACCS employed staff to serve the transportation demand management needs of 220,400 residents, over 211,000 employees who work in Arlington, and the many visitors that the County hosts each year. TDM is a person-to-person business, and a cost centers analysis conducted in 2014 revealed that personnel costs account for the largest share of ACCS operating expenses, or 53 percent of the base operating budget. The rest of the base operating budget is made up of production costs (13 percent), facilities costs (7 percent), professional services (11 percent), administrative expenses (7 percent), and computer, data, software, and office equipment related expenses (10 percent).

OPERATING REVENUE AND EXPENSES

Summary

Figure 4 summarizes ACCS’ projected operating revenue and expenses from FY2018 to FY2023. FY2018 figures are based on a draft budget current as of January 2017, however, the FY2018 budget will not be finalized until it is adopted in July 2017. Although the figure has not yet been officially approved, ACCS plans to request \$7,000,000 in Congestion Mitigation and Air Quality (CMAQ) funding for FY2023 and that figure was incorporated in the FY2023 projection. All other revenue projections are based on either committed funding (CMAQ) or projections based historical experience with annual increase. The projected revenues are based on the assumption of continuing business operations as they are today.

Figure 4: Projected Operating Revenue and Expenses (In Thousands of Dollars), FY2018-FY2023³⁴



³⁴ Expenses are shown for ACCS’ base program only. Revenues do not include potential grant awards.

Operating Expenses

Table 37 provides a detailed breakdown of ACCS' FY2018 proposed and FY2019-FY2023 projected base program operating expenses. Given current known financial operating constraints, with the exception of the Marketing program (which is projected to rise by set amounts), it was assumed that all ACCS base program expenses will increase by 3 percent per year only to account for inflation. The 3 percent increase reflects standard inflation rates and is applied to ensure that programs can remain operating at the same quality as the previous year. As certain programs increase their operations through service expansions profiled in Chapter 5 (such as the Commuter Stores® program opening new facilities, thereby adding annual costs), these base expenses may also adjust during the years to come.

Table 37: Projected ACCS Base Operating Expenses, FY2018-FY2023

	FY2018	FY2019	FY2020	FY2021	FY2022	FY 2023
	Proposed	Projection	Projection	Projection	Projection	Projection
Administrative	\$649,221	\$668,698	\$688,759	\$709,422	\$730,704	\$752,625
Marketing	\$900,000	\$950,000	\$1,000,000	\$1,000,050	\$1,000,100	\$1,000,150
ATP	\$2,057,084	\$2,118,797	\$2,182,360	\$2,247,831	\$2,315,266	\$2,384,724
Bike Arlington	\$562,177	\$579,042	\$596,414	\$614,306	\$632,735	\$651,717
Walk Arlington	\$214,726	\$221,168	\$227,803	\$234,637	\$241,676	\$248,926
Research	\$483,406	\$497,908	\$512,845	\$528,231	\$544,077	\$560,400
Mobility Lab	\$407,928	\$420,166	\$432,771	\$445,754	\$459,127	\$472,901
TDM for Site Plan Development	\$470,710	\$484,831	\$499,376	\$514,358	\$529,788	\$545,682
Off-site Personnel (Marketing)	\$135,448	\$139,512	\$143,697	\$148,008	\$152,448	\$157,021
Commuter Stores	\$1,756,757	\$1,809,459	\$1,863,743	\$1,919,655	\$1,977,245	\$2,036,562
Commuter Information Center	\$3,041,540	\$3,132,786	\$3,226,769	\$3,323,572	\$3,423,280	\$3,525,978
Distribution	\$364,656	\$375,596	\$386,864	\$398,470	\$410,424	\$422,736
NuRide	\$36,000	\$36,000	\$36,000	\$36,000	\$36,000	\$36,000
Rent	\$488,717	\$503,379	\$518,480	\$534,035	\$550,056	\$566,558
TOTAL EXPENSES	\$11,568,371	\$11,937,342	\$12,315,882	\$12,654,329	\$13,002,927	\$13,361,982

Operating Revenue

ACCS' operating revenue is powered by federal and state long- and short-term grant funding (as well as local matches), contributions from the Arlington County General Fund, contributions from developers through the TDM for Site Plan Development program, office space reimbursements, and fare media sales commissions.

Table 38 provides an overview of the organization's projected operating revenue from FY2018 through FY2023. Federal Congestion Mitigation and Air Quality (CMAQ) funding is projected to account for at least 40 percent of ACCS' funding over the entire six-year period. Should ACCS receive the \$7,000,000 in CMAQ funding it plans to request for FY2023, CMAQ will comprise over half of the overall budget during that fiscal year.

ACCS' Regional TCM Term (VDOT) and DRPT TDM Operating Assistance grants are each projected to rise by 3 percent during the six-year period; the VDOT NuRide grant is anticipated to remain flat. Local revenue from the Arlington County General Fund is anticipated to rise by 3 percent each year, while revenue from the TDM for Site Plan Development program should increase by 5 percent each fiscal period. Local transit aid from the NVTC Transit Account will remain flat throughout the six-year period. Internal transfers from the Transit Bureau, which cover the operations of the Commuter Store at Shirlington Station, marketing for Arlington's fixed route bus service ART, and web and call center services provided for ART, anticipate a 3 percent increase beginning in FY2019. Finally, ACCS also expects that reimbursements for office space will go up by 3 percent each year.

Table 38: Projected ACCS Operating Revenue, FY2017-FY2023

	FY2018	FY2019	FY2020	FY2021	FY2022	FY 2023
	Proposed	Projection	Projection	Projection	Projection	Projection
<i>Federal</i>						
CMAQ	\$5,000,000	\$5,915,150	\$5,142,150	\$6,075,474	\$5,500,000	\$7,000,000
<i>State</i>						
Regional TCM Term (VDOT)	\$93,972	\$96,791	\$99,695	\$102,686	\$105,766	\$108,939
VDOT NuRide	\$36,000	\$36,000	\$36,000	\$36,000	\$36,000	\$36,000
DRPT TDM Operating Assistance	\$818,850	\$843,416	\$868,718	\$894,780	\$921,623	\$949,272
<i>Local</i>						
Local General Fund	\$416,460	\$428,954	\$441,822	\$455,077	\$468,729	\$482,791
Local Transit Aid Account at NVTC	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Site Plans	\$580,644	\$609,676	\$640,160	\$672,168	\$705,776	\$741,065
Commissions	\$3,800,000	\$3,800,000	\$3,800,000	\$3,800,000	\$3,800,000	\$3,800,000
Transit Marketing	\$482,654	\$497,134	\$512,048	\$527,409	\$543,231	\$559,528
Office Space Reimbursements	\$136,990	\$141,100	\$145,333	\$149,693	\$154,183	\$158,809
TOTAL REVENUE	\$11,665,570	\$12,668,220	\$11,985,925	\$13,013,286	\$12,535,309	\$14,136,404

CAPITAL FUNDING

ACCS' capital revenue sources have primarily been used to fund new Commuter Stores® as well as renovations to existing stores, and the Capital Bikeshare Program. The ACCS capital program is included in Arlington County's Capital Improvement Plan. Currently, the three main sources are projected to fund ACCS' capital needs are:

- "Pay-As-You-Go" (PAYG) funds, or County funds that happen to be available at the time of funding;
- Transportation Capital Fund (TCF) funding derived from Arlington's real estate tax on commercial and industrial (C&I) properties, currently set at \$0.125 per \$100 of assessed value; and

- TCF funding derived from the Virginia General Assembly’s House Bill 2313, which raises new transportation revenues for Northern Virginia through a series of state-imposed regional taxes and fees. The Northern Virginia Transportation Authority (NVTA) distributes 30 percent of these funds to member localities.

Table 39 shows ACCS’ projected capital funding for FY2018 through FY2023. The capital plan includes a line item for the Columbia Pike Smart Corridor program, which refers to a Smart Scale grant for which ACCS has applied. This program, if approved for funding, will permit ACCS to implement a series of TDM improvements along Columbia Pike, including a new Commuter Store, new bikeshare stations, a real-time and augmented reality transit information program, and new bicycle parking. Finally, as is the case with operating expenses, should expansion programs listed in Chapter 5 be approved, capital funding listed in **Table 39** may be subject to change.

Table 39: Projected ACCS Capital Funding, FY2017 – FY2023

	FY2018	FY2019	FY2020	FY2021	FY2022	FY 2023
	Proposed	Projection	Projection	Projection	Projection	Projection
Commuter Stores®	\$385,000	\$360,000	\$164,000	\$591,000	--	--
Capital Bikeshare (Operating + Capital)	\$639,000	\$694,000	\$651,000	\$1,238,000	\$1,792,000	\$1,187,000
Capital Bikeshare Administration	\$454,867	\$468,513	\$482,568	\$497,045	\$511,956	\$527,315
Columbia Pike Smart Corridor ³⁵	\$945,256	--	--	--	--	--
TOTAL FUNDING	\$2,424,123	\$1,522,513	\$1,297,568	\$2,326,045	\$2,303,956	\$1,714,315

FUNDING NEEDS BY PRIORITY STRATEGY

Chapter 5 of this plan covers ACCS’ proposed expansion programs by Priority Strategy, planned for implementation between FY2018 and FY2023. **Table 40** shows the cost of these expansion programs – which are not currently included in ACCS’ operating or capital budgets – by fiscal year. In terms of expansion program implementation, FY2020 is projected to be the costliest fiscal year for ACCS. Although many programs are projected to have ongoing, annual costs, initial implementation of expansion programs in FY2021 is anticipated to be relatively less expensive.

³⁵ ACCS has applied for a 2016 DRPT SMART SCALE grant to fund this program.

Table 40: Priority Strategies' Cost by Fiscal Year

	FY2018	FY2019	FY2020	FY2021	FY2022	FY 2023
1. Strengthen Arlington's Regional Competitiveness	\$260,000	\$358,000	\$372,320	\$387,213	\$552,702	\$574,810
2. Reduce Single Occupant Vehicle Use	\$410,000	\$576,400	\$618,456	\$446,343	\$464,196	\$482,764
3. Advance Equity in the Use of Transportation Options	\$350,000	\$414,000	\$268,320	\$279,053	\$640,215	\$301,824
4. Expand ACCS' Organizational Capacity	\$15,000	\$15,600	\$106,224	\$16,873	\$17,548	\$18,250
5. Extend the Reach of TDM	\$500,000	\$500,000	\$260,000	\$500,000	\$281,212	\$292,465
6. Integrate First Mile/Last Mile Technologies and Services	\$200,000	\$208,000	\$1,216,320	\$224,973	\$733,972	\$243,331
7. Utilize New Electronic Information to Foster Behavior Change	\$-	\$100,000	\$104,000	\$108,160	\$112,486	\$116,986
8. Update TDM County Policies	\$-	\$350,000	\$75,000	\$-	\$-	\$-
9. Strengthen Capital Bikeshare as a Transportation Service	\$450,000	\$468,000	\$486,720	\$506,189	\$526,436	\$547,494
10. Utilize Return on Investment Measures for TDM	\$-	\$300,000	\$312,000	\$324,480	\$337,460	\$350,958
11. Conduct Research Activities to Advance the Effectiveness and Use of TDM	\$405,000	\$145,000	\$205,000	\$60,000	\$140,000	\$-
TOTAL	\$2,590,000	\$3,435,000	\$4,024,360	\$2,853,284	\$3,806,227	\$2,928,882

Chapter 7

TDM PROGRAM MONITORING AND EVALUATION

In 2013, ACCS implemented a comprehensive performance measurement program that was envisioned in the first Arlington TDM Strategic Plan in FY2010. The ACCS Performance Measurement program was developed in a year-long process that began in August 2012. The program development included staff input on performance measures, input gathered through a review of performance measures at transportation agencies with top-tier performance measurement programs, and a comprehensive review of performance measures included in past documents, including ACCS TDM Strategic Plans, the Arlington Master Transportation Plan (Transportation Demand Management Element), and the ACCS Making an Impact Report. The ACCS Management Team used the workshop feedback and the literature review to establish a select group of performance measures for the Bureau.

This section outlines how ACCS currently tracks program performance. Many of these metrics are also featured in the Arlington Transportation Division annual performance report that covers all of the bureaus within the Division.

CURRENT PERFORMANCE MEASURES

ACCS has a robust process for measuring outcome-based performance, as well as for monitoring program outputs and usage on an ongoing basis. Within ACCS, the Mobility Lab has the primary responsibility for managing performance measures; however, all ACCS business units contribute data. Data collected is consistently utilized to assess resource allocation as well as during the annual strategic planning process.

ACCS performance measures are divided into two categories: four high-level performance measures that collectively measure the Bureau’s overall progress, and additional performance measures which track items that relate to the performance of business unit activities. **Table 41** specifies the differences between output- and outcome-based performance measures.

Table 41: Output- and Outcome-Based Performance Measures

Performance Measure Type	Definition
Output-Based	Output-based metrics measure the level of activity or use of a service (e.g., the number of brochures mailed, contacts made).
Outcome-Based	Outcome-based metrics measure changes that took place as a result of activities (e.g., shifts from driving alone to other transportation options).

Bureau-Wide Performance Measures

ACCS tracks the following four bureau-wide performance measures:

- Drive alone commute mode share;
- Average weekday SOV vehicle trips and miles in Arlington reduced by ACCS;
- Daily reduction of carbon dioxide emissions (in tons); and
- Transit usage in Arlington.

As shown in **Figure 5**, the share of commuters driving alone to work has fallen since 2001 for Arlington residents, Arlington employees, and regional residents. The proportion of Arlington residents driving alone to work has fallen faster than for Arlington employees and regional residents. While access to commute options is greater in Arlington than in the region as a whole, many factors have contributed to the decline in drive alone share for both Arlington residents and employees, including Arlington County’s extensive TDM resources provided through ACCS.

Figure 5: Drive Alone Commute Mode Share, 2001-2013³⁶

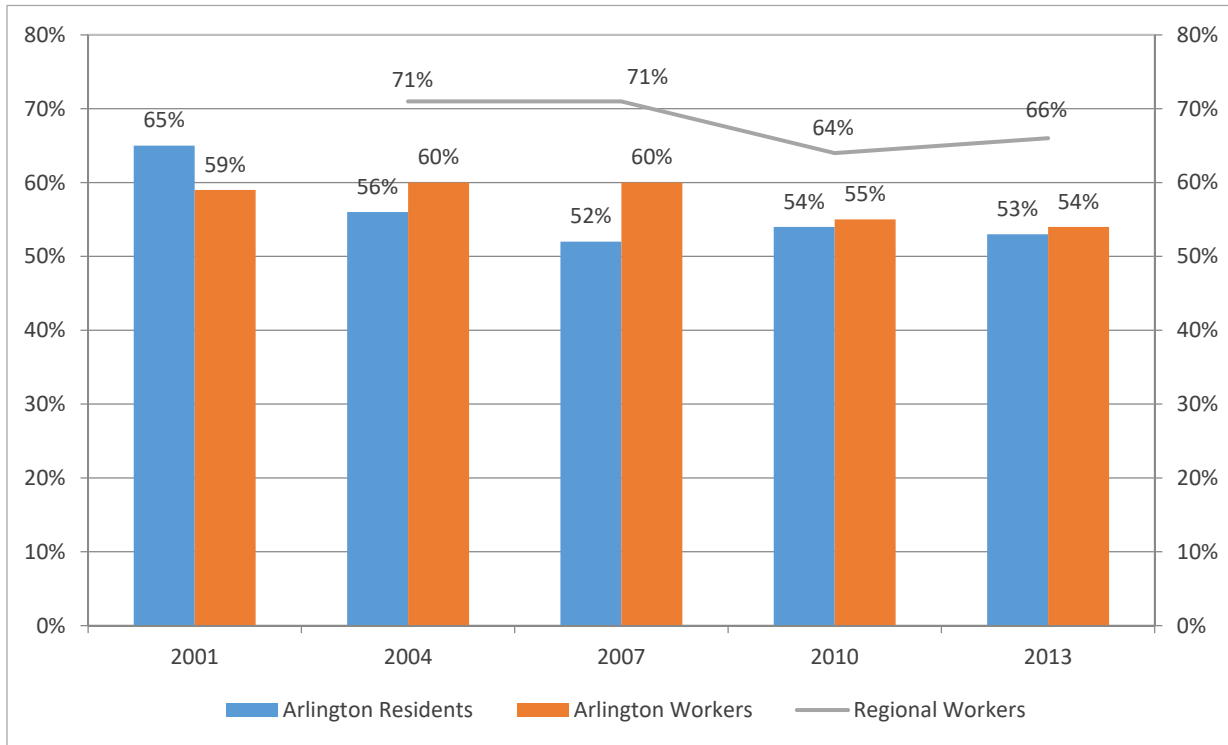


Figure 6 shows average weekday vehicle trips and vehicle miles reduced by ACCS from FY2011 through FY2016. Since 2011, the number of vehicle trips reduced on an average weekday has risen from 40,000 to nearly 44,000 (a nine percent increase). The number of vehicle miles avoided as a result of ACCS’ services rose during this time period from 672,600 to 813,925, representing a 21 percent increase. Considering that the average lane of interstate highway carries between approximately 8,000 and 12,000 vehicles in both rush periods, a reduction in trips by nearly 44,000 represents a significant congestion mitigation benefit.

³⁶ The source for these figures is the MWCOG State of the Commute report. At the time of publication, the 2016 Arlington analysis component of this report, which contains more recent information on drive alone commute mode share, had not yet been released.

Figure 6: Average Weekday Vehicle Trips and Vehicle Miles Reduced by ACCS, FY2011-FY2016

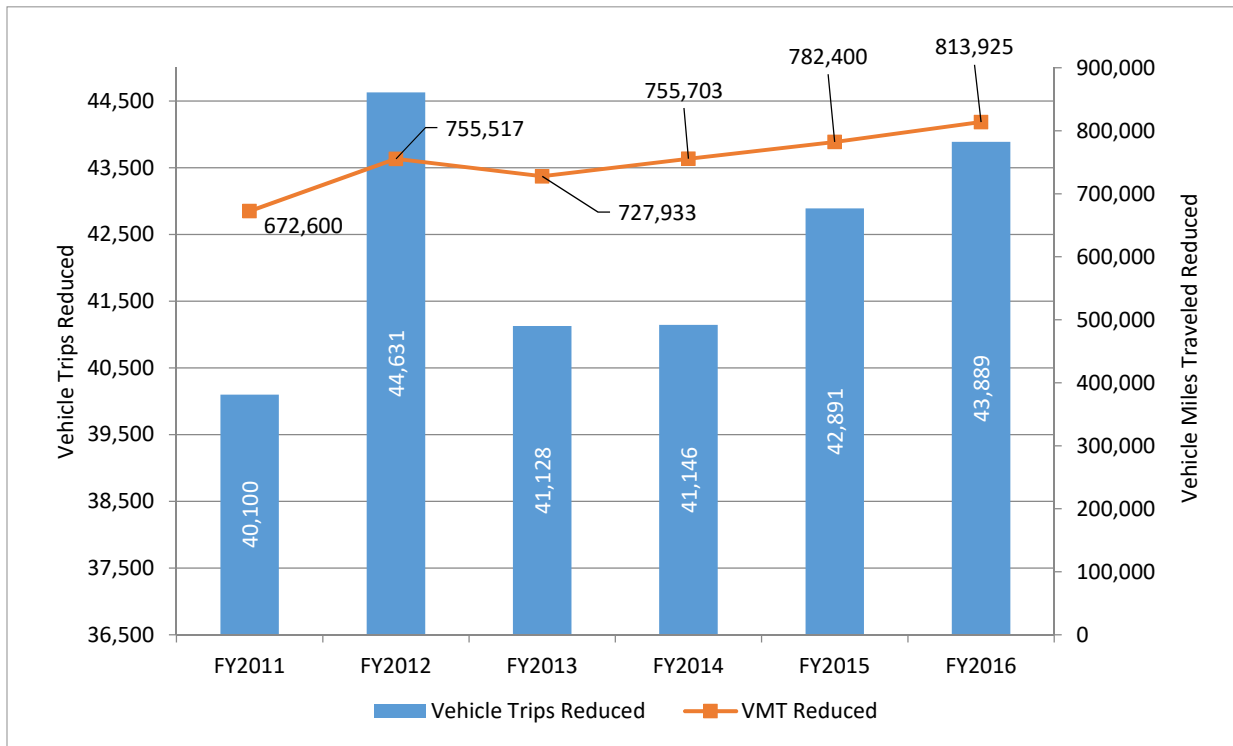


Figure 7 shows the daily reduction of carbon dioxide emissions attributed to ACCS from FY2013 to FY2016. During this time period, this figure has trended steadily upward, increasing by a total of nine percent.

Figure 7: Daily Reduction of Carbon Dioxide (CO₂) Emissions (in tons), FY2013-FY2016

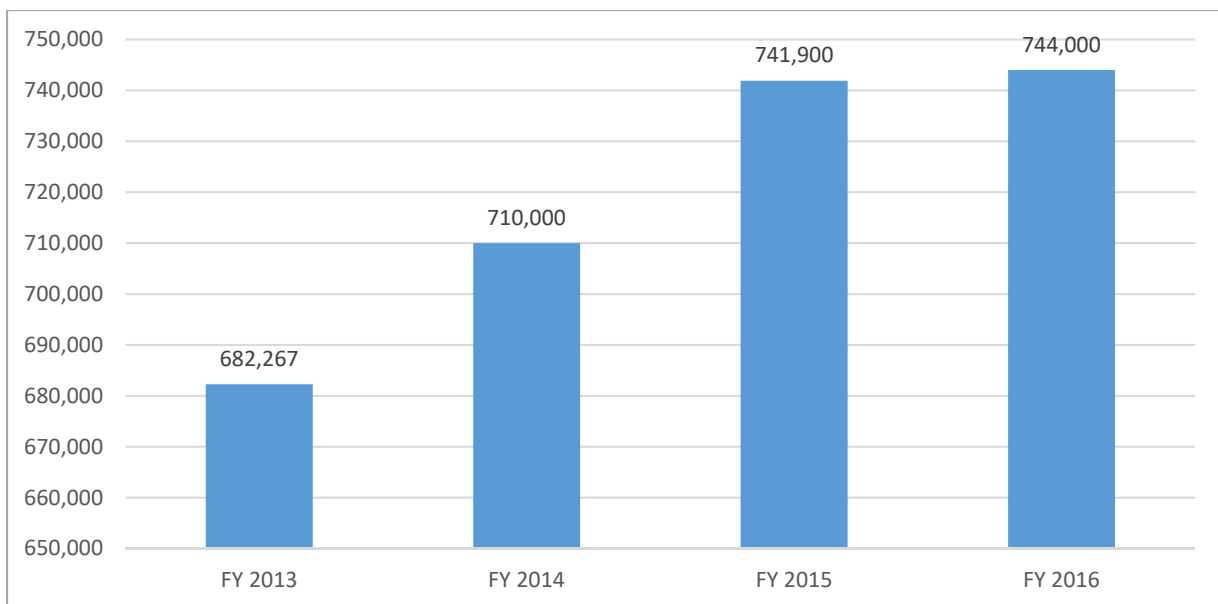


Figure 8 shows the annual passenger trips served on ART and Metrobus services in Arlington from FY2011 through FY2016. During the five-year period, ART ridership increased by 38 percent overall; Metrobus ridership in Arlington decreased by eight percent overall. Regarding ART, as ridership has increased, so has service, in large part due to Arlington’s initiatives to restructure ART’s routes to better serve the community as well as ACCS’ work promoting local transit options.

Figure 8: ART and Metrobus Annual Passenger Trips Served in Arlington, FY2011-FY2016

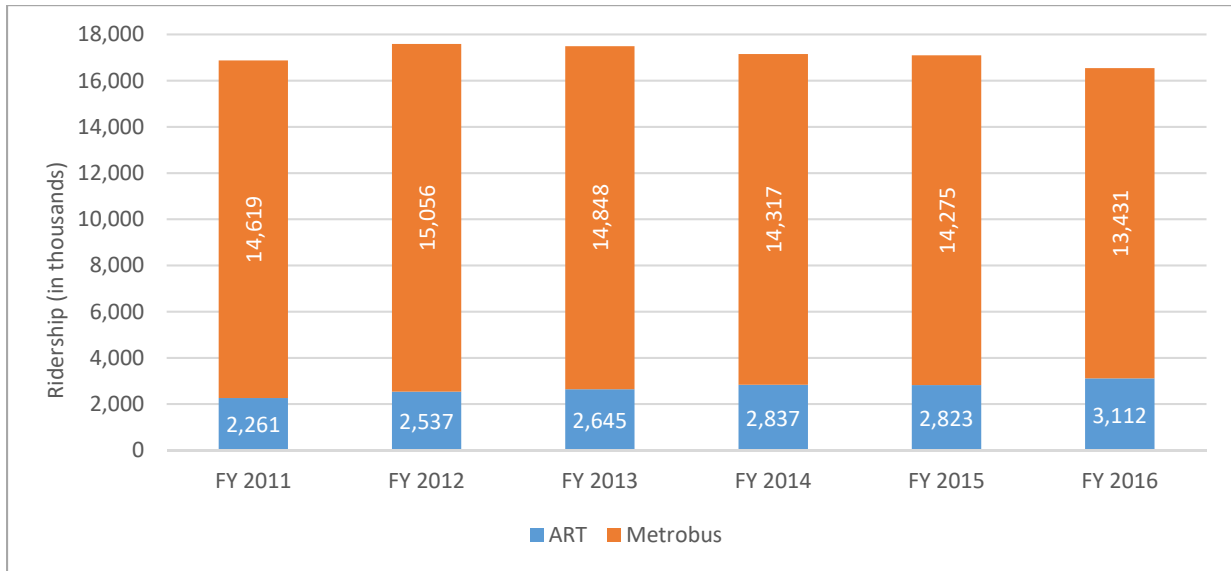
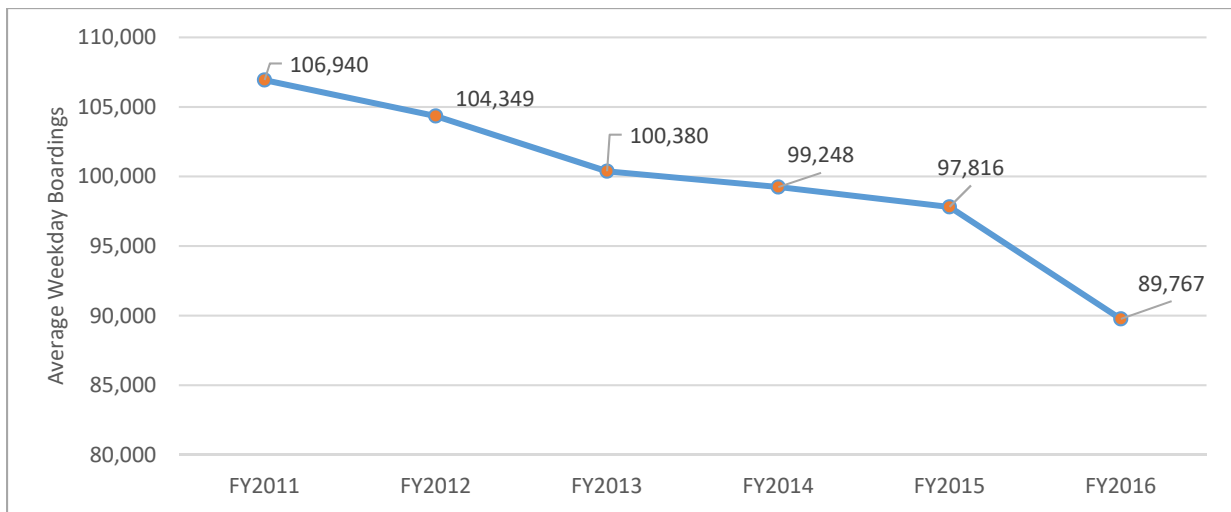


Figure 9 shows average weekday boardings at Arlington Metrorail stations during FY2011 through FY2016. During this period, total Metrorail boardings in Arlington declined by 16 percent. This decline follows the system-wide decline in ridership trend that took place during this period. The three Arlington stations with the highest average weekday ridership in FY2016 were Pentagon (14,257), Rosslyn (13,646), and Pentagon City (13,137).

Figure 9: Average Weekday Boardings at Arlington Metrorail Stations, FY2011-FY2016



Internal Programmatic Metric Tracking

ACCS' individual business units track (either monthly or annually) a number of metrics to monitor their provision of services and the use of those services. A number of these metrics, shown in an "Annual Highlights" summary on Commuterpage.com, are summarized in **Table 42**. ACCS managers use these metrics to monitor the work done by staff, output of programs, and use of services, and to assess any areas of particular concern.

Table 42: ACCS Internal Programmatic Metrics Tracked

Category	Metrics Tracked
Arlington Transportation Partners	Employer Services Members
	Member Employees
	Residential Members
	Residential Units
	Members Providing Transit Benefits
	Events Organized and Attended
	Customized Client Marketing Materials Prepared
	ATP.com Blog Views
	ATP Social Media Followers (Facebook, Twitter, LinkedIn)
	Four Monthly e-Newsletters Distributed, Opened & Click Thru Rates
	Members Enrolled in the Champions Program
Vanpools Formed	
WalkArlington	Walk and Bike to School Day Participants
	Events Promoted and Executed
	Participants at Events
	Presentations at Meetings, Seminars, and Conferences
	e-Newsletters Distributed
BikeArlington	Events Promoted and Executed
	Participants at Events
	Bike to Work Day Registered Riders
	Arlington Bike Map Copies Distributed
	Social Media Followers (Facebook, Twitter)
Marketing and Promotion	Car-Free Diet Pledges
	Car-Free Diet Retail Partners
	Brochures Distributed
	Total Newsletters Distributed
	Promotional Videos Produced

Category	Metrics Tracked
	Car-Free Diet Social Media Followers (Facebook, Twitter)
	Total Events Attended
	Customer Engagements (at Events)
	Website Visitors to Each ACCS Page
	Spanish Outreach Events Attended
	Customer Engagements at Spanish Events
	Spanish Language Brochures Distributed
	Car-Free Diet Retail Partners Displaying Spanish Brochures and Schedule Information
Capital Bikeshare	Bikeshare Memberships Sold
	Bikeshare Stations in Arlington
	Bikeshare Bicycles Available in Arlington
	Bikeshare Trips Originating from Arlington
	Corporate Memberships Sold
Commuter Stores and Information	Customers per Commuter Store
	Transactions per Commuter Store
	Sales per Commuter Store
	Sales by Transit Provider
	Commuter Information Center Calls
	CommuterPage.com Website Visits
	Fare Media Sales via CommuterDirect.com (Including Percentage of Sales via Website versus Other Sales Mechanisms)
	Average Daily SOV Trips Eliminated
TDM for Site Plan Development	Total Site Visits
	Sites Visited with TDM Plan Requirement
	Bike Parking Spaces
	TDM Plans Approved
	Transportation Studies Approved/Underway
	Site Conditions Implementation Status
Mobility Lab and Research	Partnerships Built
	Events Attended
	Transportation Techies Meetup Group Members
	Presentations Given
	Website Page Views
	Research Completed
Environmental	Daily Tons of CO ₂ Emissions Reduction
	Daily Vehicle Miles Eliminated

Chapter 8

TDM PLAN MONITORING AND EVALUATION

ACCS is committed to ongoing monitoring and evaluation of the TDMP. Since the completion of the FY2011 TDM Strategic Plan per Virginia Department of Rail and Public Transportation requirements, ACCS has used an annual strategic planning process to assess and refine areas of program expansion, existing activities, priorities, and its vision, mission, goals, and objectives. This process will continue, with a new focus on the Priority Strategies, in the next six-year period.

TDM PLAN MONITORING AND EVALUATION

ACCS' TDM plan identified goals, objectives, and strategies that will guide programming in FY2018 and beyond. These items were developed to support cross-business unit collaboration, organizational synergies with County government, and to take advantage of current trends and areas of community interest. ACCS management will use the goals, objectives, and Priority Strategies to guide program decisions and to leverage activities across business units.

To monitor how each business unit is progressing with implementing activities that aid in ACCS reaching its goals, ACCS' management team will meet quarterly to check-in on how current and planned programs and/or activities are performing.