

**FY 2005 WORK PROGRAM
FOR THE
COMMUTER CONNECTIONS PROGRAM
FOR THE
GREATER WASHINGTON METROPOLITAN REGION**

D R A F T

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METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS

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<i>(This is a separate document.)</i>	

I. EXECUTIVE SUMMARY

The fiscal year 2005 (FY05) Commuter Connections Work Program is a culmination of efforts of the Commuter Connections Subcommittee and details the effective use of the resources of federal, state, regional, local, and private agencies with an interest in promoting voluntary commute alternative programs.

The project elements which are outlined in the work plan originated from the initial planning efforts of an Employee Commute Options (ECO) work group which was appointed by the National Capitol Region Transportation Planning Board (TPB) in April 1994. In essence, the special TPB/ECO work group created a voluntary regional commute options program to encourage more participation in regional Transportation Demand Management (TDM) programs, and to quantify the resulting air quality improvements to support the Washington, DC metropolitan region's air quality conformity determination.

The TPB has adopted transportation emission reduction measures (TERMs)—formerly transportation control measures (TCMs)—in order to mitigate the Nitrogen Oxide (Nox) and Volatile Organic Compound (VOC) increases as part of implementing the regional Transportation Improvement Program (TIP) and the Constrained Long Range Plan (CLRP). Those TERMS specifically associated with Commuter Connections include the operation of a regional Employer Outreach program, a regional Guaranteed Ride Home program, the Metropolitan Telework Resource Center, an Integrated Ridesharing component, an Employer Outreach for Bicycling program, and consumer Mass Marketing. The Commuter Operations Center, although not a TERM has also been included. The Commuter Operations Center has been in existence since 1974.

The first Commuter Connections Work Program (CCWP) was developed and approved by the TPB in FY97. Implementation details of the CCWP are agreed upon by members of the Commuter Connections Subcommittee and approved by the TPB Technical Committee and the TPB. Comprehensive evaluation results on each of the regionally-adopted TERMS implemented through the CCWP were completed in FY03. A three-year vigorous evaluation cycle is used to show results of the effectiveness of all these TERMS.

The CCWP is outlined in this document with the understanding that the program will be monitored through the Commuter Connections Subcommittee, which is comprised of federal, state, and local agencies in the Washington metropolitan area, several large employers, Transportation Management Associations and Organizations, Telecenter Directors and telecommuting representatives, and Bicycling Technical Subcommittee representatives. In order to achieve maximum efficiency and effectiveness, COG will be the central implementing agency of the CCWP. COG will provide the services described in the CCWP to the Commuter Connections members to assist them in making local programs more effective. Regional policy guidance for the Commuter Connections Program will be provided by the TPB.

The key components of the Commuter Connections Work Program are as follows:

- < Training, technical assistance, and overall administration to local jurisdictions participating in the Employer Outreach program, which includes the Employer Outreach for Bicycling TERM. This also includes assistance on voluntary commuting actions that can be taken by employers and the general public to reduce mobile source emissions, particularly on Ozone Action Days, through the

- Clean Air Partners program.
- < Overall coordination and implementation of the regional Guaranteed Ride Home Program.
- < Providing assistance to local rideshare offices, employer rideshare coordinators, and commuters through the Commuter Operations Center.
- < Assistance for the establishment and expansion of employer-based telecommuting programs and marketing telework centers, through the Metropolitan Washington Telework Resource Center. This also includes implementation of the Expanded Telecommuting TERM.
- < Enhanced transit, telecenter, park-n-ride information, bicycling and full-service commuter traveler information through the Commuter Connections ridematching software and thirteen information kiosks, through the Integrated Ridesharing project.
- < Overall coordination and implementation of the regional consumer mass marketing TERM.

There is an abbreviated overall program structure, described in Section II, on each of the Commuter Connections Work Program elements. The structure described was designated to fully incorporate all the TERMS adopted by TPB into the regional TIP.

Section III of this document contains the Commuter Connections work plan, which details objectives of each project element, provides documentation of previous and ongoing work, details specific tasks associated with project implementation, and lists products expected to be delivered as well as future activities.

The Appendix is a separate publication and gives details and descriptions of each of the TPB adopted regional TERMS implemented through the CCWP, the Commuter Operations Center and historical information. The Appendix includes a copy of the TIP Annual Element Funding Schedule for this Work Program.

II COMMUTER CONNECTIONS PROGRAM DESCRIPTION

The Commuter Connections Program has been designated by the TPB as the Washington, DC metropolitan region's Transportation Demand Management TDM program. The regional TDM program includes Employer Outreach/Services, Guaranteed Ride Home, Commuter Operations Center, Metropolitan Telework Resource Center, Integrated Ridesharing, Employer Outreach for Bicycling and consumer Mass Marketing. The Commuter Connections TDM program also recognizes that each jurisdiction has varying numbers of TDM programs and services and varying resources to contribute to each of the regional Commuter Connections Work Program elements.

The Commuter Connections TDM program elements being operated are regional transportation

emission reduction measures (TERMS) adopted by the TPB to support the region's air quality conformity determination. The regional TERMS were developed by COG's Travel Management Subcommittee and adopted by the TPB into the Transportation Improvement Program (TIP). Implementation responsibility was then assigned to Commuter Connections.

The Commuter Connections Subcommittee is comprised of state and local governments in the Greater Washington metropolitan area, several large employers, and a number of Transportation Management Associations and Organizations. The current arrangement allows complete flexibility and maximum autonomy for Commuter Connections' subcommittees and ad-hoc groups. For instance, Commuter Connections Operations Center's 27 client members run independent programs with their own funding sources, budgets, goals, staffs and operational strategies. In order to achieve maximum efficiency and effectiveness, COG will be the central implementing agency of the CCWP. COG will provide the services documented in the CCWP to the Commuter Connections members, and assist members with making local programs more effective. COG does not, however, dictate how local commuter programs should be run. This function is carried out locally and coordinated regionally by the Commuter Connections Subcommittee.

Commuter Connections member programs provide the required components for the associated program elements as needed. Regional coordination is needed for evaluation of each of the Commuter Connections program elements as well as the overall Commuter Connections TDM program to ensure that uniform standards are used. Thus, evaluation coordination is provided by COG staff with guidance from the Commuter Connections TDM Evaluation Group.

The program elements in the Commuter Connections Program are described in this section of the Work Program. Cost information, program element objectives, previous and on-going work, tasks, products, and desired future activities are shown under each program element in the Work Plan section of this document.

1. EMPLOYER OUTREACH

This program was adopted by the TPB in the FY96-01 TIP. The regional Employer Outreach program was kicked off in conjunction with the Guaranteed Ride Home program in January 1997, one year later than anticipated.

The program is designed to increase outreach efforts in ten jurisdictions located in the region's MSA. Approximately sixty percent of the funds received by COG for the Employer Outreach program element is passed through to the jurisdictions for implementation of the program. Sales training and support as well as technical training on the regional sales contact management database and overall administration are provided through COG's Commuter Connections staff.

Most employers who promote commute alternatives do so for practical reasons associated with the operation of their businesses. But the community as a whole benefits from commute alternatives programs, which improve air quality, reduce traffic congestion, and support economic development. For this reason, many local governments in the region continue to offer programs that encourage commute options at the employment site. These programs range from marketing efforts and incentive programs conducted through ridesharing programs to "adequate

public facilities ordinances” that have trip reduction requirements for affected employers.

The Commuter Connections program’s ongoing goal has been to weave existing local employer and government programs into a coherent, voluntary regional network, and to promote ways in which worksite commute alternatives programs may grow, without imposing burdensome mandates upon employers.

Funds allocated for this program will provide for the following services:

- 1) Maintaining and updating a computerized regional employer/employee sales lead contact management database. Coordination will also continue on hardware and communications specifications for each of the ten jurisdictions.
- 2) Providing coordinated marketing materials for the program.
- 3) Coordinating technical training and offering sales support and training for the sales and service representatives in each of the participating jurisdictions.
- 4) Continuing a monitoring and evaluation program.
- 5) Supporting the Employer Outreach Ad-Hoc Group of the Commuter Connections Subcommittee which provides guidance to the program.
- 6) Providing guidance to the Bicycle Technical Subcommittee in the implementation of the Employer Outreach for Bicycling TERM (M-70b) which was adopted by the TPB in the FY97-02 TIP.
- 7) Providing information on voluntary commuting actions that can be taken by employers and the general public to reduce mobile source emissions, particularly on Ozone Action days, through the Clean Air Partners program.

Contacts with individual employers will be made by the local sales and service representatives through the regional contact management sales lead database which Cog Commuter Connections staff maintains and updates. Local jurisdiction sales and services representatives are responsible for synchronizing their individual sales contact databases with COG on a regular basis in order that regional monitoring and evaluation activities are conducted in a timely manner.

Funding is allocated to localities based upon guidance to COG from the state funding agencies. Localities determine how to accomplish program goals via staff, contractors, TMA's, or other entities and a scope of work is submitted to COG to expedite an annual program contract.

Although funding was not allocated for marketing purposes, regional marketing materials were initially provided in kind by the Virginia Department of Rail and Public Transportation and the Virginia Department of Transportation. COG will continue to re-print regional Employer Outreach marketing materials on an as-needed basis.

For the most part, sales and service efforts are focused on private sector employers of 100+ employees, with flexibility for local programs to provide outreach for smaller employers and public sector employers with their allocated budgets. Full coordination is monitored through COG for all participating jurisdictions making sales and service calls on behalf of the program to avoid duplication of efforts.

Close coordination will continue to be maintained with WMATA's Metrochek/SmartBenefits program sales staff, and/or their assigned consultant(s). Initial Metrochek/SmartBenefits program sales may be conducted by Employer Outreach sales and service representatives. In certain instances, WMATA Metrochek/SmartBenefits sales staff may be asked to participate in initial and/or follow-up program sales activities, and with certainty, on-going account service activities once a Metrochek/SmartBenefits account has been established.

COG staff or designated consultants may provide sales and service through the Telework Resource Center, Guaranteed Ride Home program, or Integrated Rideshare program. Marketing efforts are geared towards employers interested in establishing telecommuting programs, Guaranteed Ride Home programs, or hosting a mobile InfoExpress kiosk (mobile kiosks are only available in Northern Virginia and in the District of Columbia).

In 2002, the number of employers substantially exceeded the set goal and the participating employers implemented effective trip reduction programs. Two hundred and ten of the participating employees reached the highest level of participation using high impact trip reduction strategies. In addition, results from the Employer Outreach for Bicycling TERM were approximately twice the goal for TERM.

COG monitoring and evaluation efforts will continue to assure that the Employer Outreach program meets its goals. Results from voluntary employer/employee surveys and monthly performance measurements provided by each of the participating jurisdictions through the sales contact management database synchronization's and monthly reports provided to COG will be analyzed. COG staff will perform regional performance monitoring and evaluation utilizing data provided by the local programs on TDM programs actually implemented or expanded by employers.

2. GUARANTEED RIDE HOME PROGRAM

This program was adopted by the TPB in the FY96-01 TIP and was implemented during COG's FY98, after a one-year administrative delay. The program eliminates a major barrier to using commute alternative modes for those commuters fearing that they will not have access to transportation in the event of an unexpected personal or family emergency or unscheduled

overtime. The program provides for up to four free rides home per year in a taxi or rental car. When the program was initially started, it was only offered to commuters who used alternative modes three or more times per week. In 1999, to encourage additional participation, program guidelines were relaxed to allow use of alternative modes of transportation only two days per week.

Funds allocated for this program provide user subsidies and regional project coordination at COG and consists of the following:

- 1) Developing and managing the regional Guaranteed Ride Home program.
- 2) Providing Guaranteed Ride Home marketing materials and coordinating regional marketing campaigns and awareness efforts with the business community and the general public.
- 3) Conducting monitoring and evaluation activities.

There is no annual fee for commuters joining the program. Prior registration is mandatory for usage of Guaranteed Ride Home; however, a one time exception is permitted. Commuters can register and use the program by calling "1-800-745-RIDE" or register through the Commuter Connections Web site at www.commuterconnections.org. Participants must work within the designated non-attainment area, however, they can live outside the designated non-attainment area. The program is marketed to commuters and employers region wide in targeted activity centers and residential areas as defined in the Regional TDM Strategic Marketing Plan.

Evaluation results have shown that Guaranteed Ride Home is a useful service and may have an influence on commute mode decisions, however, by itself, it is not a deciding factor for most commuters to change modes. The program allows commuters to overcome a barrier to using various alternative modes and may also encourage alternative mode users to remain in their chosen arrangement for longer periods of time. During FY01, data was captured to show the relationship between the Guaranteed Ride Home program and use of various alternative modes.

3. THE COMMUTER CONNECTIONS OPERATIONS CENTER

The continuation of this program, which has been operating in the Washington region since 1974, provides the following services:

- A) Technical training and support to 27 client members of Commuter Connections using the Commuter Connections Ridematching Software System (CCRS).
- B) Provision of commuter information to the general public and employers through a central toll free phone number, 1-800-745-RIDE, and the Internet at www.commuterconnections.org.
- C) Media advertising, employer recognition awards, and other publicity campaigns.
- D) Monitoring and evaluation of the effectiveness of the regional TDM program(s) and initiatives.

- E) Providing in-kind support to the Clean Air Partners program, by promoting voluntary commuting actions and providing information through its central toll-free number. This program is not an adopted TERM, but was implemented to help reduce Volatile Organic Compounds (VOC) emissions.

4. THE METROPOLITAN WASHINGTON TELEWORK RESOURCE CENTER PROJECT

This TERM was adopted by the TPB in the FY95-00 TIP and was implemented during COG's FY97, one year later than scheduled. The Metropolitan Washington Telework Resource Center was established to provide information, training and assistance to individuals and businesses to further in-home and telecenter-based telework programs. Activities include seminars, development of case studies, and marketing and outreach activities.

The Metropolitan Washington Telework Resource Center provides for the following services:

- 1) Educating employers and employees on the benefits of teleworking.
- 2) Encouraging employers (government/private sector) to establish or expand telework programs for their employees, and providing planning assistance and other technical expertise towards successful implementation of telework programs and regional telework centers. These efforts are coordinated with the employer outreach program sales and service representatives.
- 3) Coordinating local, state and federal telecommuting and telework initiatives.
- 4) Exchanging information with other telework and telecommuting programs around the nation and world to ensure that the most effective new concepts and approaches are fully known and utilized in the Washington metropolitan region.
- 5) Determining additional efforts needed to promote telecommuting and area telework centers.
- 6) Providing marketing support for telework centers in the region through the Metropolitan Washington Telework Resource Centers group. Providing administrative support to the Telecommuting Ad-Hoc Group which provides guidance to this project.
- 7) Continuation of monitoring and evaluation activities.
- 8) Overall coordination and implementation of the "expanded" Telecommuting TERM adopted by the TPB in the FY02-08 TIP.

The number of telecommuters in the Washington metropolitan region increased significantly between 1996 and 2001. The increase is likely the result of several factors, including the use of teleworking by employers to recruit and retain employees in a very competitive labor market, increasing traffic congestion, and the desire of employees to obtain a better balance between work and family. In FY00, the COG Board established a goal of 20% of the workforce

teleworking by the year 2005. Eighty-five percent of the region's workers (2.27 million) do not telework, but many "could and would." Twenty-six percent of federal agency workers could and would telecommute and twenty-eight percent of workers in companies with more than 1,000 employees could and would telecommute.

5. INTEGRATED RIDESHARING

This program was adopted by the TPB in the FY95-00 TIP and was implemented during COG's FY96. There are two components to the program: Software enhancements/upgrades and Information kiosks located in Northern Virginia and in the District of Columbia.

These two related tasks are aimed at enhancing access to regional TDM commuter information. Guidance is provided by the Commuter Connections High Tech Ad-Hoc Group. Upgrades to the Commuter Connections software system fell short of the overall goals for this component of the TERM primarily because the associated mode shifts in the 2002 analysis were almost exclusively trial or one-time. Thus, the impact of this component was significantly discounted.

The upgraded software has GIS capabilities and provides ridematching at an area level and corridor level. COG staff maintains the software and database and updates transit information (Metrorail, Metrobus, MARC, VRE, and other local transit systems), telework center information, park-n-ride information and integrates the information into the Commuter Connections Rideshare Software System on an on-going basis.

Commuter information is also provided through the Internet. IN FY02, the Commuter Connections Ridematching Software System was integrated with the Guaranteed Ride Home software management system in order that information could be processed instantaneously. Additional work will continue in FY05 to refine and improve the new system.

InfoExpress kiosks were placed permanently at two locations in the District of Columbia and at seven locations in Northern Virginia, as a result of the completed site feasibility study conducted in FY97 and negotiations with the host site locations. In addition, two mobile kiosks, one in the District of Columbia, and one in Northern Virginia, have been temporarily installed at various sites. The kiosks offer transit, ridesharing, and other commuter information and allow users to apply for ridematching and for Guaranteed Ride Home program services. In FY04, two additional kiosk sites were implemented in Northern Virginia.

About 2% of the commuters surveyed in the 2001 State of the Commute survey had used a kiosk. This represents a little over 50,000 regional commuters. Almost a quarter of these commuters said they used kiosk information to shift or try an alternative mode. Nearly half of the commuters who used a kiosk said they obtained transit-route or schedule information.

IN FY03, a kiosk software re-design was deployed which streamlined information from the Commuter Connections Website to the kiosks. New idle time screens and cross-marketing Commuter Connections buttons in the non-commute sections of the kiosk were re-designed. In FY03, discussion began with WMATA to reconfigure the kiosk to allow for SmartTrip card replenishments. These discussions will continue into FY05.

6. MASS MARKETING (Consumer)

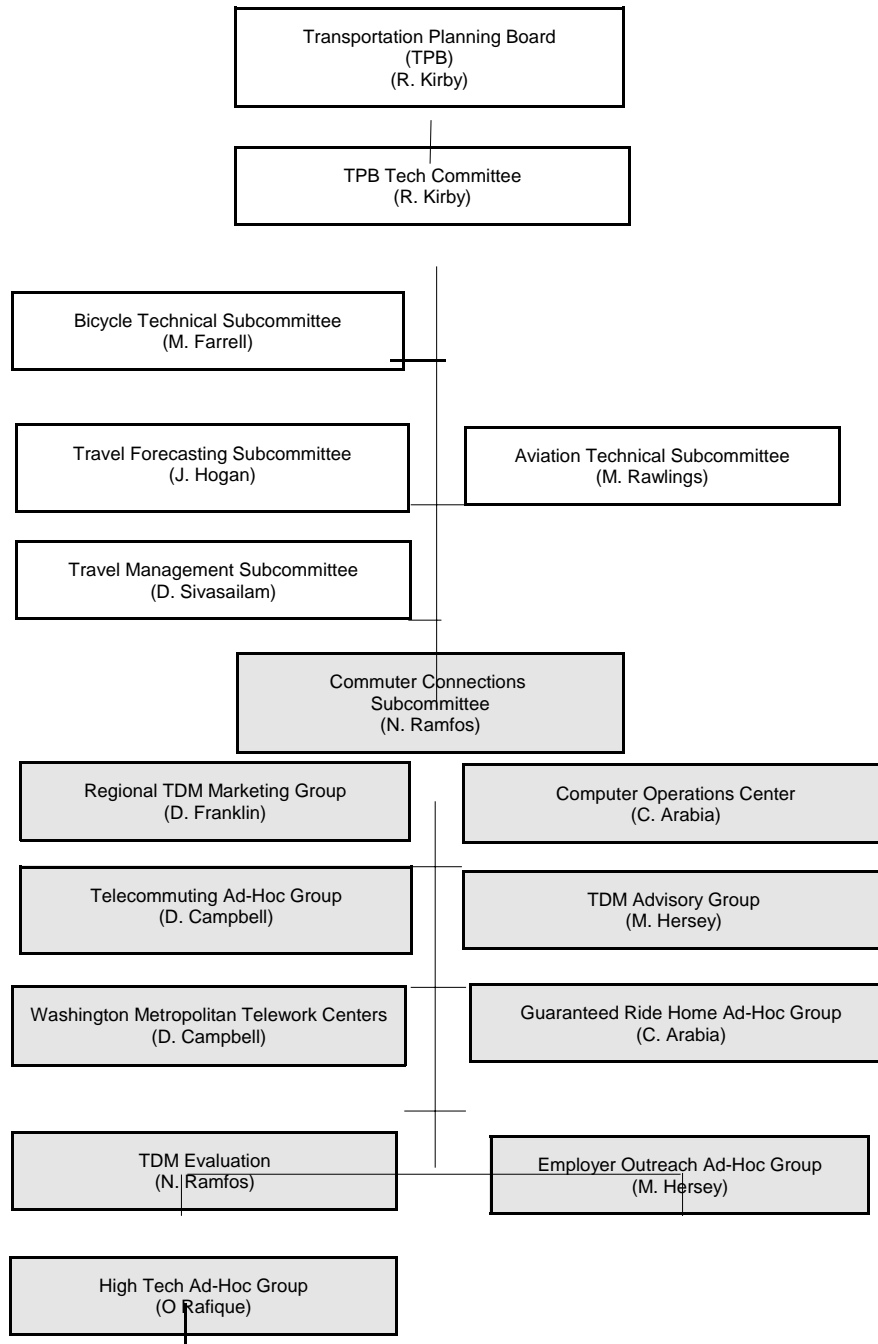
The Regional Mass Marketing TERM program element was adopted by the National Capitol Region Transportation Planning Board (TPB) in the FY98-03 Transportation Improvement Program (TIP). It was adopted as resolution R11-2003 in March, and amended into the FY03 Commuter Connections Work Program (CCWP). The Scope of Work was approved by the States and the Commuter Connections Subcommittee and presented to the TPB as part of the amendment. Program implementation began during COG's FY03, and the marketing began in FY04 (September 2003).

Through the influence of a continual regional marketing effort, the overall goal of the TERM is to reduce emissions generated by single occupant vehicle (SOV) commuters traveling within the Washington D.C. metropolitan region. The target audience are commuters most likely to convert to non-SOV travel, as well as retention of those currently using alternative commute modes. In order to create a mode shift change, the strategy employs the use of a consumer-based marketing campaign, primarily through broadcast media.

The outreach communicates the benefits of ridesharing modes including, but not limited to, car/vanpooling, teleworking and mass transit. Furthermore, the campaign will promote the Commuter Connections brand and position it as the central source serving the region; providing direction and information regarding available alternative commute options. The focus of the marketing efforts will be primarily aimed at commuters and secondarily at employers, and the campaign will also reach out to Hispanic groups and urban audiences. The Marketing plan will utilize radio as the main source of media to reach consumers while they are commuting, but will also incorporate television, internet advertising and public relations.

The Commuter Connections one million dollar regional mass marketing campaign called for the development of an integrated communications plan. The campaign goes above and beyond the usual marketing levels employed by Commuter Connections each year. In the past, Commuter Connections' limited marketing budgets have been faced with the task of communicating specific services such as ridematching and Guaranteed Ride Home and at the same time convey the overall benefits of alternative transportation. Additional marketing dollars have provided the needed boost to re-energize the Commuter Connections consumer brand and allow the delivery of our public service message to fully promote alternative transportation to the region in an effective manner.

Commuter Connections Subcommittee Structure



FY05 COMMUTER CONNECTIONS BUDGET AND WORK PROGRAM BY EXPENDITURE CATEGORY

WORK ACTIVITY	DIRECT SALARIES DTP STAFF	DIRECT SALARIES OTHER COG STAFF	M & A 27%	LEAVE BENEFITS 18%	FRINGE BENEFITS 16%	INDIRECT COSTS 42%	DATA & PC COSTS	CONTRACT SERVICES	DIRECT COSTS	TOTAL
A. Employer Outreach	\$72,377	\$0	\$19,542	\$15,825	\$16,599	\$52,224	\$14,000	\$80,000	\$676,983	\$947,550
B. GRH	\$115,452	\$10,500	\$34,007	\$28,433	\$29,823	\$94,354	\$25,000	\$420,698	\$920,223 [▪]	\$1,678,500
C. CC Operations Center	\$107,531	\$3,000	\$29,844	\$24,278	\$25,465	\$81,950	\$54,900 ^{▪▪}	\$140,000 [▪]	\$99,732	\$566,700
D. Telecommuting	\$123,288	\$2,000	\$33,828	\$28,133	\$29,509	\$91,684	\$1,500	\$287,000 ^z	\$183,058 ^z	\$780,000
E. Integrated Ridesharing	\$56,176	\$0	\$15,168	\$12,842	\$13,470	\$41,457	\$20,000 ^{™™}	\$13,000 ^{™™}	\$4,787	\$177,000
F. Empl. Outreach Bicycle**	\$3,270	\$0	\$883	\$748	\$784	\$2,388	\$275	\$2,623	\$4,029	\$15,000
G. Consumer Mass Mktg	\$79,925	2,500	\$22,255	\$18,853	\$19,439	\$62,012	\$0	\$145,000 [§]	\$465,336 [§]	\$815,000
GRAND TOTAL	\$558,019	\$18,000	\$155,527	\$128,792	\$135,089	\$426,169	\$115,675	\$1,088,321	\$2,354,158	\$4,979,750

* Employer Outreach Contract Services include survey data tabulation, training for local jurisdictional sales representatives, and evaluation. Direct Costs also include \$662,000 pass-thru funds to local jurisdictions for program implementation.

▪ GRH Contract Services are for operations, marketing outreach activities, software support and evaluation. GRH Direct Costs also include \$170,000 in user subsidies.

▪▪ Commuter Connections Operations Center Contract Services include evaluation, general regional marketing activities, Commuter Connections employer award program, and Internet maintenance and upgrades. Data & PC Costs include general Commuter Connections software matching system maintenance as well as technical upgrades and adjustments. The \$54,400 in local membership fees are shown in Data & PC Costs.

z Telecommuting Contract Services include employer seminars, telework center marketing, general marketing, evaluation and recruitment of new employers. Direct Costs include media placement activities.

™™ Integrated Ridesharing Data & PC Costs includes communication line charges, electricity, computer supplies, and as-needed upgrades for InfoExpress kiosks. Contract Services include marketing support for the regional kiosk system, and evaluation.

** Employer Outreach for Bicycling Contract Services include evaluation activities.

§ Mass Marketing (Consumer) Contract Services include marketing and evaluation. Direct Costs include media placement activities.

**COMMUTER CONNECTIONS FY2005 WORK PROGRAM
FY03-08 REGIONAL TIP FUNDING SCHEDULE FOR COMMUTER CONNECTIONS PROGRAM AND ADOPTED TERM COMPONENTS¹**

PROGRAM COMPONENT	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	Program Total FY 03-08	Funding Shares DC/MD/VA
1 Employer Outreach	\$947,550	\$947,550	\$947,550	\$947,550	\$947,550	\$947,550	\$947,550	\$5,685,300	10/45/45
2 Guaranteed Ride Home	\$1,678,500	\$1,678,500	\$1,678,500	\$1,678,500	\$1,678,500	\$1,678,500	\$1,678,500	\$10,071,000	10/45/45
3 Commuter Operations Center ²	\$480,000	\$496,000	\$511,800	\$528,100	\$544,400	\$560,732	\$577,032	\$3,218,064	33/33/33
4 Telecommute Project ³	\$480,000	\$780,000	\$780,000	\$480,000	\$480,000	\$480,000	\$480,000	\$3,480,000	9/12/79
5 Integrated Ridesharing	\$152,000	\$177,000	\$177,000	\$177,000	\$177,000	\$177,000	\$177,000	\$1,062,000	35/0/65
6 Employee Outreach/Bicycling	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$90,000	20/40/40
7 Mass Marketing (Consumer)	\$1,275,000	\$1,020,000	\$815,000	\$600,000	\$500,000	\$400,000	\$400,000	\$3,735,000	10/45/45
TOTAL	\$5,053,050	\$5,114,050	\$4,924,850	\$4,426,200	\$4,342,450	\$4,275,082	\$4,275,082	\$27,341,364	

¹ Annual TIP funding corresponds to the federal government's fiscal year beginning October 1. Budget amount shown would be programmed for COG's fiscal year beginning the following July. For example, funding of the \$480,000 shown for the FY02 annual element of the TIP corresponds to the federal fiscal year 2002 beginning October 1, 2002, and would be programmed for COG fiscal year 2003 beginning July 1, 2002.

² Does not include annual membership/client fees.

³ Includes \$300,000 in federal fiscal year 2004 and 2005 for Virginia and Maryland's Expanded Telecommuting TERM adopted by the TPB in COG's fiscal year 2004.

COMMUTER CONNECTIONS FISCAL YEAR 2005 BUDGET

		Program Element						
FUNDS SOURCE	Employer Outreach	Guaranteed Ride Home	Commuter Operations Center	Metropolitan Telework Resource Center¹	Integrated Rideshare²	Employer Outreach for Bicycling	Mass Marketing	TOTALS
District of Columbia	\$94,754	\$167,850	\$170,600	\$42,000	\$53,200	\$3,000	\$81,500	\$612,904
State of Maryland	\$426,398	\$755,325	\$170,600	\$210,000	\$0	\$6,000	\$366,750	\$1,935,073
Commonwealth of Virginia	\$426,398	\$755,325	\$170,600	\$528,000	\$123,800	\$6,000	\$366,750	\$2,376,873
Other			\$54,900 ³					\$54,900
TOTAL	\$947,550	\$1,678,500	\$566,700	\$780,000	\$177,000	\$15,000	\$815,000	\$4,979,750

¹ Includes \$150,000 each for Maryland and Virginia to implement.

² Maryland elected to implement the TERP program instead of Integrated Rideshare

³ Local membership/client fees.

**LIST OF MITIGATION MEASURES ADOPTED BY THE TPB
Amount of VT and VMT reduction and Nox emission reduction**

TERM	Program Title	Adopted TIP	GOALS 2005					GOALS 2020					Actual Based on Evaluation 2002				
			VT	VMT	VOC	NOX	VT	VMT	VOC	NOX	VT	VMT	VOC	NOX			
M-47	Integrated Ridesharing	96-00	4,070	100,300	0.047	0.1023	4,070	100,300	0.038	0.0587	3,418	117,94	0.0663	0.1130			
M-92	Telecommute Resource Center	95-00	47.4	1,553,866	0.693	1.571	47,430	1,553,866	0.565	0.9	12,590	278,692	0.1675	0.2715			
M-70B	Emp. Outreach for Bicycles	97-02	30	567	0.001	0.001	170	670	0.001	0.001	284	1,225	0.0016	0.0015			
M-47C	Employer Outreach	96-01	131	196,406	0.104	0.205	16,170	260,520	0.111	0.0156	71,267	1,107,698	0.7439	1.1103			
M-47C	Guaranteed Ride Home	96-01	12,634	396,686	0.212	0.414	44,076	661,150	0.288	0.397	6,803	229,276	0.1247	0.2181			
M-101A	Mass Marketing Consumer	98-03	26,446	375,975	0.3	0.52											
M-99	Expanded Telecommuting	03-08	16,933	554,750	0.277	0.577											

Note: The goals for 2005 & 2020 were set at the time the TERMS were adopted based on Mobile 5b model. The results for 2002 are based on Mobile 6 model.

Program Title	PROJECTED 2005					PROJECTED 2020					Actual Based on Evaluation 1999				
	VT	VMT	VOC	NOX	VT	VMT	VOC	NOX	VT	VMT	VOC	NOX			
COMMUTER OPERATIONS CENTER	2,720	83,204	0.0375	0.0842	2,720	83,204	0.031	0.048	1,970	66,056	0.036	0.063			

* The Commuter Operations Center is an existing regional TERM and does not have established transportation and emission impact goals. The projected and actual transportation and emission impacts are shown for information purposes.

PROGRAM WORK ELEMENT XXXX

EMPLOYER OUTREACH

FUNDS APPLICATION

TYPE OF EXPENDITURE	BUDGETED AMOUNT	APPLICATION
Direct Salaries of DTP Staff	\$72,377	1.4 full-time staff equivalent or 2,445 budgeted staff hours.
Direct Salaries Other COG Staff	\$0	Staff support from OPA.
Management and Administration	\$19,542	Based on 27% of all direct salary costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Leave Benefits	\$15,825	Based on 18% of all direct salary, management and administration costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Fringe Benefits	\$16,599	Based on 16% of all direct salary, management and administration, and leave benefit costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Indirect Costs	\$52,224	Based on 42% of all direct salary, management and administration, leave and fringe benefits costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Data & PC Costs	\$14,000	Includes maintenance and upgrade costs of software and hardware systems and supplies for contact management database.
Contract Services	\$80,000	Contractor support for data tabulation and processing of employer site surveys (\$60,000), sale representative training (\$10,000), evaluation (\$10,000).
Direct Costs ¹ Pass-thru 45% – VA 45% – MD 10% – DC	\$676,983	Includes all out-of-pocket expenses such as pass-thru to local jurisdictions (\$662,000), telephone, fax, copy reproduction, travel, printing & postage.
TOTAL	\$947,550	This is the total cost of all the applications listed above.

¹There are no marketing funds budgeted for Employer Outreach

01 LOCAL AGENCY TECHNICAL ASSISTANCE

OBJECTIVES

The objective of the Employer Outreach program is to promote voluntary transportation demand management (TDM) strategies to employers throughout the region. In making major employers aware of their role in solving the transportation challenges facing the region through increased outreach efforts, employers will be encouraged to voluntarily adopt transportation benefits policies that lead to converting Single Occupancy Vehicle drivers to alternative means of commuting. Implementation of employer-sponsored TDM activities and programs will reduce the number of single occupant vehicle work-based trips, thereby reducing the amount of nitrogen oxide and volatile organic compound emissions in this region.

In addition to efforts aimed at achieving these specific employer outreach goals, assistance and information are provided to the Bicycle Technical Subcommittee for the Employer Outreach for Bicycling TERM in order to integrate and coordinate the initiatives of both TERMS. The Employer Outreach for Bicycling TERM was adopted by the TPB in the FY97-02 TIP and was fully implemented during COG's FY99.

Outreach activities are conducted through a regional network of Transportation Demand Management organizations sponsored by the participating local jurisdictions and by Commuter Connections staff. Representatives from the local jurisdictions reach out to major private-sector employers to explain Commuter Connections products and show how adoption of TDM strategies can enhance their organization's position and positively impact the region's congestion problem. Employer participation is strictly voluntary, so it is important that outreach representatives are equipped with the tools necessary to make persuasive presentations to major employers on the merits of adopting TDM strategies at their work sites. Commuter Connections staff at the Metropolitan Washington Council of Governments (COG) support this TERM in several critical ways. First of all, staff provides support and assistance to regional, federal, state, local agencies and their sales contractor(s), where applicable, to enhance coordination on key program activities in order to avoid costly duplication of efforts and to increase overall effectiveness of the outreach efforts. Second, COG provides survey/data analysis, maintains and updates the regional employer contract management database system, and coordinates training efforts of the regional sales and service force. Finally, COG processes employer leads and telephone calls received on the Commuter Connections 1-800-745-RIDE number or through the Commuter Connections Website or generated by other outreach efforts sponsored by Commuter Connections. COG staff forwards leads and calls to the appropriate local outreach representative. Approximately seventy percent of the funds for this program element are *passed thru* to the local jurisdictions for outreach activities to be carried out at the local level.

Assistance from the COG staff to the local outreach representatives includes, but is not limited to the following activities:

- < Provide forum for information and idea-sharing at Employer Outreach Ad-Hoc Group meetings.
- < Provide TDM sales training and support to local jurisdiction sales representatives.
- < Provide contact management software system training and support.
- < Regional marketing/lead generation.
- < Coordinate and monitor regional Commuter Survey data tabulation.
- < Employer site analysis.

- < Density plot analysis.
- < Preparation of on-site employer TDM plan.
- < Coordinate, monitor and provide assistance for Employee Transportation Coordinator (ETC) training.
- < Sales call coordination with WMATA or other agencies.
- < Employer seminars.
- < Assistance to local jurisdictions in welfare to work initiatives.

PREVIOUS AND ONGOING WORK

Employer Outreach activities are various and many. The Employer Outreach Ad-Hoc Group meets to develop regional policies and strategies, and facilitate cooperation and information sharing among the local outreach agencies. COG staff works closely with this group to ensure that new products are introduced and explained and that effective strategies are shared among outreach representatives.

Training and development continues to be a key element of the employer outreach component. As in previous years, COG will provide sales support through on-site visits and by phone and continue to provide training classes for the ACT! database management software. Additionally, in FY00, FY01, FY02, FY03, and in FY04 COG conducted sales and motivation training. The main purpose of the year-long training series is to consistently provide sales representatives with fresh sales strategies, presentation skills and goals achievement techniques to improve overall sales effectiveness of TDM products and services. Consistent training is vital to the success of the Employer Outreach TERM, and with three years successful experience with a sales and motivation training series, a training series was permanently funded beginning in FY02 and in future work programs. In FY05, training will be implemented in more of an ad-hoc style due to the overall program meeting and exceeding its original goals.

Maintenance of the regional database containing TDM information on employers from each of the participating regions continues to be a top priority. Not only does the database help outreach representatives in their day-to-day sales activities, but it is also the primary data collection device used to evaluate the effectiveness of the TERM. The contact management software enables easy, consistent, and coordinated tracking and reporting of employer contacts and employer-based TDM programs. To ensure that the database is as accurate as possible, the database is electronically updated monthly. Staff regularly assists outreach representatives with questions involving the software and continually reviews the software design to make sure that it continues to meet reporting requirements and the representatives' needs. The software was upgraded to a newer release which improved technical efficiency and removed prior difficulties with the software's earlier version. During FY05, staff will pursue the addition of new employer leads into the regional database through a vendor.

In previous years, COG issued and has administered training and technical services contracts and commuter survey data tabulation contracts in support of the Employer Outreach program. A consultant has been used to coordinate training and technical assistance with other projects; another consultant is

contracted to tabulate commuter surveys and generate ready-to-use reports that serve as a tool for employer meetings and presentations. In FY04, staff provided sales support and technical

training and a contractor was also used for survey data tabulation. This arrangement will continue in FY05.

In support of this TERM, COG staff has planned and will continue to plan regional employer-focused events. In FY00, COG was the major sponsor of the Regional Mobility and Competitiveness Summit. At this event, major private-sector employers and high-level transportation officials from around the region came together with transportation policy experts to discuss the needed partnership between private and public sectors in solving the region's transportation challenges. In addition, COG staff attends employer fairs and new employee orientation sessions to reintroduce alternative commuting to existing subscriber companies.

Increasing voluntary employer support for and involvement in commute alternatives is the task that drives the TERM. At the outset, participating jurisdictions were asked to provide detailed baseline information on their respective programs, participating employers, and the scope and employee participation levels of existing employers. Similarly, participating jurisdictions were asked to provide COG with detailed information about the nature and scope of all new employer based TDM initiatives. The comparison of the baseline data and post implementation information form the basis of the TERM evaluation completed in June 2002. The 2002 TERM Analysis demonstrated the level of effectiveness of Employer Outreach efforts. The report shows that outreach efforts were very successful in encouraging employers, new and existing, to adopt new TDM activities. With employers counted, the number of employer participants exceed the goal by almost two and a half times. The results also reveal some encouraging patterns. The number of employer participants exceeded the goal by such a significant amount, these employers committed to higher level TDM strategies, which have an impact on transportation (vehicle trip and vehicle miles traveled) and emission (NO_x and VOC) reduction. There was a new methodology used in the evaluation. The model used was the EPA Commuter Choice TDM analysis tool, rather than the Federal Highways Administration (FHWA) TDM analysis tool.

The monitoring procedures which have been developed and implemented for the Commuter Connections Employer Outreach program are intended to assist employers in promoting commute alternatives in ways that best suit their businesses, and to provide a means for the region to evaluate the impact of these employer efforts. The key to the procedures is flexibility: the diversity of the region, its employers and its local government is recognized. Employers have been encouraged to develop a program suited to their situation and their employees' needs.

Members of Commuter Connections have continued to coordinate marketing efforts to create awareness of these benefits for employers. In addition, the program is used to educate the business community that a voluntary program is a desirable way to improve traffic congestion and achieve air quality conformity.

One of the goals of the Commuter Connections Employer Outreach program is to work with employers to improve the convenience and availability of alternative means of commuting to work. A specific example of how the program successfully promotes alternative commuting options was the work done for the Bike to Work Day 2003. COG teamed with the Washington Area Bicycle Association (WABA) to help promote and support the annual Bike to Work Day event held throughout the Washington D.C. region. The event had an attendance goal of 3,000 and the final tally of participants was 3,015. The event was held in the District of Columbia,

Arlington County, the City of Alexandria, Fairfax County, Frederick County, Loudoun County, Montgomery County, and Prince George's County. Along with corporate sponsorships and in-kind donations for the pit-stops, the event gained wide coverage in the local and national media outlets helped by local elected officials and federal administrators in attendance. Commuter Connections was able to promote the regional Guaranteed Ride Home program to event participants.

Specific objectives for Employer Outreach are as follows:

1. To provide transportation services to employers that encourage:
 - < Improved employee productivity
 - < Improved morale
 - < Easier recruitment and retention because of enhanced family-friendly transportation benefits to all their employees
 - < Reduced parking and office space needs/costs
 - < Public recognition as a good corporate citizen
2. Provide benefits for the individual commuter:
 - < lower commuting costs
 - < reduced stress associated with commuting
 - < more productive and relaxing commute time
 - < better integration of work and family responsibilities
3. To improve air quality and receive emissions reduction credits for alternative commutes implemented through the Employer Outreach program.
4. To reduce fossil fuel consumption by improving energy efficiency.
5. To reduce traffic congestion.
6. To support economic development and to improve the business climate.
7. To make better use of the existing transportation infrastructure.

Examples of TDM strategies promoted by Employer Outreach sales representatives:

- **Parking Management:** a set of strategies used to balance the supply and demand for parking. The most commonly used parking management strategies are parking pricing and preferential parking.
- **Personalized Assistance and Ridematching:** Personalized matching involves introducing and matching potential ridesharers in carpools and vanpools. This can be as simple as posting names on a bulletin board or as technical as providing access to the Commuter Operations Center software system.
- **Vanpools:** 7-15 commuters sharing the ride to work in a van, usually from distances greater than 15 miles. There are four basic types of vanpooling: Employer Purchased Vans, Employer Leased Vans, Third Party Vans, and Owner Operated Vans.
- **Transit Services:** This includes any type of bus or rail service. An employer may

provide route and schedule information or on-site sale of tickets, passes, and tokens. Some employers may provide a service such as a shuttle from a rail station.

-
- **Subsidies/Incentives:** Several types of subsidies and incentives are available to Washington area employers and commuters.

- < Subsidies for any form of transit in the Washington region must be given in the form of Metrochek/SmartBenefits. By law, an employer may give up to \$100 per month as a tax-free benefit. For most for-profit organizations, the employer's investment in Metrochek/SmartBenefits may be tax deductible as an ordinary business expense. In addition, employers have the choice to offer Metrochek/SmartBenefits as a pre-tax benefit, allowing employees to purchase their own Metrocheks using a pre-tax deduction. Metrocheks may be used for qualified vanpools in the region. The SmartBenefits program offers the employee and vanpool operator a paperless means of collecting fares.
- < Many of the region's local jurisdictions provide a Metrochek or transit benefit match. With a match, a local jurisdiction will make the amount of subsidy that the employer provides to each employee to defray their transit or vanpool commuting costs. The current stable of localities offering a match program for employers are: (1) The City of Alexandria; (2) Arlington County; (3) Fairfax County; and, (4) Montgomery County.
- < An empty seat subsidy helps pay for a vanpool until enough riders have signed up to split the costs themselves. The Virginia VanSave and VanStart programs are an example of this.
- < Tax Credits are now in place in some jurisdictions and being considered in others to induce employers to provide transportation benefits to their employees. In Maryland, there is a Commuter Choice Tax Credit law that provides Maryland employers a state income tax credit for 50% of their eligible costs for providing qualified commuter benefits up to a maximum of \$30 per month per employee (based on a \$60 monthly contribution). The law applies to all taxable years beginning after December 31, 1999. The tax credit can be taken against the state income tax, personal income tax, or the insurance premium tax. The credit is applicable to employer-provided vanpool and transit expenses. The credit is applicable to the following expenses:
 - < Transit Instruments (weekly and monthly passes, tokens, fare cards, vouchers, reimbursement, or similar items);
 - < Company vanpool program;
 - < Guaranteed Ride Home Program;
 - < Cash in lieu of parking program.
- < Some jurisdictions such as Prince William County offer personal property tax relief for vanpools formed in the county.

- **Travel Allowances:** This is a "cafeteria-style" benefit plan for transportation. Every employee is given an equal amount of money to spend on transportation. Employees can use the allowance to pay for parking or for carpool, vanpool or transit expenses.
- **Bicycling/Walking:** Bicycling and walking are two ideal forms of commuting for employees who live close to work and may also be practical for longer work trips and

used in conjunction with other forms of commute modes. Employers encouraging this form of commuting may provide employees with bicycle racks, lockers, showers or walking shoes. Employers will also be encouraged to provide information on safe and convenient bicycle commuting. Some jurisdictions offer assistance to employers to facilitate the installation of bicycle amenities. This strategy complies with the Employer Outreach for Bicycling TERM (M-70B) which was adopted by the TPB in the FY97-02 TIP.

- **Telecommuting:** This is an option of working at home or at an office close to home on a full or part-time basis. Employers may provide the telecommunication equipment or require the participating employee to own it.
- **Variable Work Hours:** This strategy allows commuters to avoid rush hour congestion by scheduling work hours outside the 9 a.m. to 5 p.m. pattern. The three most popular schedules include: Flex-time, Compressed Work Week and Staggered Work Hours.
- **Guaranteed Ride Home Program:** Guaranteeing those employees who rideshare a means of getting home or to an emergency (via taxi, rental car, etc.). The regional Guaranteed Ride Home Program was established in January 1997 and is available for use by commuters up to four times annually (including a one time exception) from the registration date.
- **Emissions Equivalencies:** This is an approach to worksite programs that would allow employers to choose options other than the usual trip reduction strategies described above. An example of an Emissions Equivalency measure might be the conversion of a company fleet to alternative fuels.

Commuter Connections will continue to create alternatives even more attractive to employers. Beginning in FY98, employers have been recognized for their efforts according to the degree of commitment toward commute alternatives promotion.

TASKS

Task	Completion Date	% of Work
Provide direct support to federal, state, and local agencies, and their sales contractors for the regional Employer Outreach program and provide direct assistance to the Bicycle Technical Subcommittee for Employer Outreach for Bicycling implementation initiatives and activities.	ongoing	40%
Maintain and update computerized regional employer/employee database.	ongoing	30%
Management and monitoring of contract services for employer survey data tabulation and reporting.	ongoing	20%
Update and print Employer Outreach brochure, sales collateral materials and case studies.	as needed	10%

PRODUCTS

- Staffing and coordination of the Employer Outreach Ad-Hoc Group
- Staffing and coordination of TMA Advisory Group
- Sales Support Calls
- Sales and Motivation Training
- ACT! Database Training
- Annual Employer Satisfaction Survey Report
- Administration and monitoring of contract services for employer survey data tabulation and reporting.
- Sales collateral materials
- Monthly and Year-End Employer Outreach Report
- Quarterly Air Quality Conformity Statement
- Bike to Work Day Survey tabulation

FUTURE ACTIVITIES

Outreach and sales activities are ongoing. Commuter Connections and local outreach representatives continue to look for employers that have not yet been approached by Commuter Connections or exposed to Commuter Connections products and services to encourage them to adopt TDM strategies at their work sites. Equally important, outreach representatives will work with employers that have adopted lower level programs to persuade them to increase their efforts by implementing a higher level program. While constantly seeking new employers and encouraging others to institute higher level programs, outreach representatives work to maintain existing clients and programs by providing regular contact and service as requested. In addition, staff will assist federal and state employers with less than 100 employees in implementing alternative modes of commuting for their respective staffs.

02 EVALUATION SERVICES

OBJECTIVES

COG supported evaluation reprints of the TERM in June 1999 and in June 2002. During FY05, a similar report will be prepared. Included in the evaluation is an analysis of the reduction of vehicle trip and vehicle miles traveled as well as an evaluation of emission reductions. COG prepared progress reports throughout the evaluation period based on reports submitted by the local representatives on a monthly basis. These reports tracked the progress and effectiveness of the outreach efforts, which allowed for a regular comparison of employer outreach efforts and the regional goals established for the program.

PREVIOUS AND ONGOING WORK

Regular progress reports and the evaluation report are used not only to measure the steady progress of local programs, but also to measure the overall effectiveness of the regional effort. Regular reporting and evaluation makes it possible to make adjustments to the overall approach of outreach efforts if warranted. In FY00, COG staff carefully reviewed each jurisdiction's experience and progress toward achieving its overall goals. Based on this careful analysis, staff made recommendations to the funding agencies to either maintain the present course or suggest changes in the outreach strategy employed at the local level. Over the course of fiscal year 2000, staff also intensely reviewed reporting requirements with sales representatives—a process which vastly improved the completeness of TDM information contained on employers in the regional employer database. Beginning in FY01, staff began to issue a quarterly conformity statement showing total numbers of participating employers containing complete TDM information in the

database and the progress of the local jurisdictions and the region toward reaching the overall goals of the TERM.

From the beginning of the program, local outreach representatives were asked to obtain as much information as possible from the employers they work with as it pertained to TDM. For evaluation purposes, there are two important aspects of any employer program. One is the level of effort put in by the employer and the second is the level of participation by the employees. The level of effort and the kind of programs that are offered by employers can be conceptualized as a hierarchy of TDM strategies that is separated into four levels (bronze, silver, gold and platinum). This hierarchy of strategies is a short-hand device created for use by the employer-sponsored program. Higher level programs have stronger impacts on the transportation and emission goals determined for the TERM. It is not necessarily the number of programs offered by employers that is important, but the kind of programs and the associated level of effort and employee participation that determines the transportation and emissions benefits. For evaluation purposes, the programs were separated into a hierarchy of TDM strategies: Bronze (Level 1), Silver (Level 2), Gold (Level 3), and Platinum (Level 4). **[see the Appendix for a discussion of core and non-core programs used in previous years.]**

BRONZE (Level 1) strategies are TDM-awareness raising efforts where the employer agrees to some kind of information gathering or distribution activity. These activities include conducting the commuter survey, distributing or posting information, and requesting a meeting to learn more about Commuter Connections products. No program is actually implemented.

SILVER (Level 2) strategies include the annual implementation of a TDM program that encourages employees to switch from driving alone to work to an alternative mode. In most cases, these programs require employers to commit a small amount of organizational resources like staff time to administer the new program, or space and time. These activities include installation of a permanent information display, implementation of an alternate work schedule program, and appointment of an Employee Transportation Coordinator.

GOLD (Level 3) strategies are traditionally associated with higher levels of effort and in turn may result in higher emissions benefits. These programs tend to require more resource commitment on the part of the employer, but the benefits to the community and the employee are also more substantial. These programs include a formal telework program, a transit/vanpool benefit, and free parking for carpools and vanpools.

PLATINUM (Level 4). An employer that adopts two or more Level 3 TDM programs and actively promotes these programs and alternative commuting.

The impact of the implementation of these new programs is best obtained by surveying the employees at the worksite before and after the program is adopted. Whenever possible, the local sales representatives should perform a survey at the employment site prior to designing a program and performing a repeat survey six months to a year after implementation of the programs. By analyzing the survey data, the employee participation levels and impact of the programs on number of vehicle trips reduced can be obtained.

In cases where the employer has not been willing to perform a survey, the local sales staff were asked to obtain information on the kind of programs offered by the employer and the

corresponding level of effort. They could then identify the baseline conditions at the employment site using default employee participation figures (TDM model) provided by COG. When the sales staff have been able to implement a new TDM program and/or increase the level of effort by the employer on an existing program they have tried to collect data which was compared with the baseline established to estimate the vehicle trips reduced at the site. If re-survey or data collection activities were not forthcoming, COG staff estimated the potential reduction using the regional TDM model.

Employer surveys by local jurisdictions: These surveys are used to establish a baseline for employers who participate in the Employer Outreach Program and to design programs to increase Average Vehicle Occupancy (AVO) at employment sites. Since the surveys are voluntary, employers and employees may not perform a repeat survey after instituting trip reduction programs. Therefore, COG established levels of involvement by employers and established credits that can be taken for employers who increase their level of involvement or institute new programs. The Commuter Survey is used to obtain the site information. In FY02, more than 8,500 surveys were analyzed from 35 major private-sector employers throughout the region.

Total Activities for Region (July 1999 to June 2002) by Level of Effort²

Employer Outreach Program Level	Employers Participating
Silver (Level 2)	260
Gold (Level 3)	256
Platinum (Level 4)	51

²This table does not include the 213 Metrochek employers recruited through Metro.

TASKS

Task	Completion Date	% of Work
Data collection activities for evaluation of regional Employer Outreach project.	ongoing	60%
Program evaluation and progress reports.	ongoing	10%
Evaluation report of Employer Outreach Program.	6/05	5%
Evaluation of outreach sales, support and promotional efforts.	6/05	15%
Management and monitoring of contract services.	ongoing	10%

PRODUCTS

- Employer Outreach evaluation and progress reports
- Commuter Survey Results (hard copy and web-based versions)
- Quarterly Conformity Statements
- 2005 Team Analysis

FUTURE ACTIVITIES

Staff will continue to work with outreach representatives to ensure that data supporting their outreach efforts is recorded accurately and according to established guidelines in preparation of the next evaluation. Based on FY05 evaluation results and data submitted by the participating local jurisdictions, recommendations will be made to funding agencies regarding the overall implementation of the Employer Outreach TERM. Moreover, COG's sales support efforts continue to emphasize strategies that will improve the adoption of high-level TDM programs throughout the region.

As mentioned, much progress has been made in improving the completeness of information on TDM programs contained in the ACT! database. Staff will continue to carefully review monthly progress reports, synchronization, and produce quarterly statements to ensure the accuracy of database entries.

Staff will also assist in coordination for the annual Bike to Work Day in conjunction with the Employer Outreach for Bicycling TERM. In addition, staff will assist in the coordination and support of the Federal Employee Transportation Coordinators training session in conjunction with the National Planning Commission, and the General Services Administration.

PROGRAM WORK ELEMENT XXXX

REGIONAL GUARANTEED RIDE HOME PROGRAM

FUNDS APPLICATION

TYPE OF EXPENDITURE	BUDGETED AMOUNT	APPLICATION
Direct Salaries of DTP Staff	\$115,452	3.2 full-time staff equivalent or 5,640 budgeted staff hours. (Includes temporary staff)
Direct Salaries Other COG Staff	\$10,500	Staff support from OPA and Accounting ¹
Management and Administration	\$34,007	Based on 27% of all direct salary costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Leave Benefits	\$28,433	Based on 18% of all direct salary, management and administration costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Fringe Benefits	\$29,823	Based on 16% of all direct salary, management and administration, and leave benefit costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Indirect Costs	\$94,354	Based on 42% of all direct salary, management and administration, leave and fringe benefits costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Data & PC Costs	\$25,000	Maintenance costs of GRH software and hardware system, and communications equipment and line charges.
Contract Services	\$420,698	Contractor support for day to day operations of GRH program (\$115,000), technical software integration and support (\$30,000), marketing, (\$275,698), and evaluation (\$10,000).
Direct Costs Other - User Subsidies (\$165,000)	\$920,233	Includes all out-of-pocket expenses such as user subsidies paid directly to contracted cab and car rental companies and transit reimbursements (\$170,500), media placement (\$500,000), telephone, fax, copy reproduction, travel, printing, postage and office supplies.
TOTAL	\$1,678,500	This is the total cost of all the applications listed above.

¹ COG Accounting staff will be used to process transit voucher and user subsidy payments

01 GENERAL OPERATIONS AND MAINTENANCE

OBJECTIVE

The main objective of the Commuter Connections Guaranteed Ride Home (GRH) Program is to eliminate a major barrier to using transit, carpooling, vanpooling, bicycling or walking to work. Studies have shown that a commuter's fear of being "stranded" at work if they or a family member become ill, or if they must work unexpected overtime, is one of the most compelling reasons commuters do not rideshare or use transit to travel to work. The regional GRH program eliminates this barrier by providing a free ride home in the event of an unexpected personal emergency or unscheduled overtime. The GRH program's free ride home is offered only to commuters that either carpool, vanpool, use transit, bicycle, or walk to work at least two days per work week. As a result of the GRH program, some single occupant vehicle drivers will switch to a ridesharing or transit commuting alternative, and current ridesharing and transit users will increase the usage of these alternative commute modes. The GRH program is an insurance program for those commuters who do not drive alone to their worksite.

The GRH program is a regional Transportation Emissions Reductions Measure (TERM) with the goal of reducing automobile emissions. The reduction in single occupancy vehicle trips, as a result of the GRH program's influence on commuters' mode choice, will reduce vehicle miles traveled (VMT), volatile organic compounds (VOC) and nitrogen oxide (NO_x) vehicle emissions. Additionally, the GRH program serves as an integral supporting element of other regional TERMS by providing a "safety net" for commuters who use transit and rideshare. Furthermore, the GRH program supplements existing employer, corridor, or locally based GRH programs, and is a key part of the marketing and promotion of all area transit services, vanpool services, and local rideshare programs.

PREVIOUS AND ONGOING WORK

COG staff processes all GRH applications received by mail, fax, and the Commuter Connections Website. Using the GRH software system, COG registers qualifying applicants, produces GRH registration ID cards, and sends ID card and participation guidelines to new registrants.

Commuters can obtain information about the GRH program and complete an application on the Commuter Connections Website, www.commuterconnections.org. Commuters may also call COG's Commuter Connections 800 telephone number, 1-800-745-RIDE, to ask questions about the GRH program and/or request information and an application. The 800 number is equipped with a menu so that all questions and requests for information and applications are taken by COG staff.

COG staff also mails GRH applications to GRH users who have used the GRH program without formally registering. GRH guidelines permit a commuter to use the GRH service one time as a "one-time exception" before they register. Also, COG staff mails transit vouchers to GRH users who used transit as part of their GRH trip. All vouchers and invoices from transportation service providers are processed by COG staff.

GRH transportation service is provided by several taxi companies, a rental car company, and a paratransit company, all on contract with COG. Commuters make their GRH trip request through a menu option provided on COG's Commuter Connections 800 telephone number. This menu option transfers calls for GRH trips directly to the operation contractor. This contractor

reviews and assesses the trip request and approves or denies the request based on the GRH Participation Guidelines. The contractor then arranges the approved trips with the appropriate transportation contractor.

Additionally, the operations contractor contacts, by telephone, GRH registrants whose registration is near expiration and re-registers the qualifying commuters. While the system of calling commuters has been successful, many messages left on commuters' voice mail are not returned. For this reason, COG mails a re-registration notice to commuters who could not be contacted by telephone. The notice contains an application which the commuter can complete and send to COG to re-register. The commuter can also call Commuter Connections or visit the Commuter Connections Website to re-register.

COG hired a contractor to develop software specifically for the Commuter Connections GRH program. COG hosts and maintains the GRH server where all commuter records, trip usage, invoicing and other GRH data are stored. The GRH software allows COG staff and the operations contractor to instantly view new information entered by staff or the contractor. For example, when COG staff registers a commuter, the operation contractor can instantly view the registration record in the event that the commuter needed a GRH trip. The GRH software contractor is under contract with COG to provide modifications to the software as necessary. One such modification was the addition of an email field to collect the commuters' email addresses for use in future re-registration notification. In FY03, the software contractor also developed a new application processing system designed to process applications received through the Commuter Connections Website. This system also enables COG to review and approve GRH applications and import the application data into the GRH database without manual data entry.

COG staffs and coordinates the annual GRH Ad-Hoc Group meeting. The Ad-Hoc Group reviews the GRH participation guidelines and recommends changes. These recommendations are presented to the Commuter Connections Subcommittee for their review and approval. The Ad-Hoc Group has made recommendations to modify and add participation guidelines to better convey the GRH trip authorization, GRH re-registration, and one-time exception rules and restrictions.

A large portion of the GRH program budget is used for marketing and promotion of the GRH program and alternative commute modes (i.e., transit, carpooling, vanpooling, bicycling and walking). The GRH program has been a major component of the Commuter Connections regional marketing campaigns. These campaigns consist of a direct mail promotion of the GRH program to several hundred thousand households and to employers, GRH radio advertisements, and a GRH television advertisement. Other promotion of the GRH program includes on-site promotions at employment sites. The direct mail piece is different for each campaign in order to attract attention, and periodically, new GHR radio advertisements are produced to keep the GRH message "fresh."

In FY04 the fall direct mail campaign employed the use of a PRIZM cluster system, which enabled Commuter Connections to target residents with a higher propensity to use alternative transportation and GRH services. The PRIZM system analyzed the Commuter Connections

GRH database to create a profile of the typical alternative mode user and GRH customer based on cluster groups. Residents throughout the metropolitan region who matched the defined traits and characteristics of the target clusters were identified and sent a postcard mailer.

Partnerships between COG and area transit agencies enable promotion of the GRH program to transit riders and automobile drivers. Through these partnerships, WMATA and PRTC placed the GRH bus vinyls on the exterior of Metrobus and OmniRide buses. Maryland MTA and WMATA placed the interior GRH transit poster in MARC and Metrorail trains. The Virginia Railway Express also promotes the GRH program on their trains and through direct mail to potential VRE riders. Several area bus agencies, including RideOn, Fairfax Connector, and Loudoun County bus service, also placed free ride promotions for Fairfax Cue, Fairfax Connector, Frederick County Transit, Loudoun County Commuter Bus, MARC, Metrobus, Metrorail, Prince George's County's The Bus, PRTC's OmniRide and VRE. Examples of the marketing and promotional items developed for the GRH program as follows:

Marketing/Promotional Materials

- GRH Brochure/Application Form
- GHR posters (8½ x 14" four color - "Why Are You Still Driving Along?" and two color "No More Excuses")
- GRH flyer (8½ x 11" two color)
- GRH newsletter (8½ x 11" two color)
- Interior transit car card (11 x 28" two color)
- Interior transit poster (22" x 21" four color)
- Queen size bus vinyl (30" x 88" four color)
- Radio advertisements (60-second spots)
- GRH Post-It Notes
- Direct mail postcards
- Ten-minute video
- Thirty-second television advertisements
- Bookmarks
- Promotional CD-ROM
- Advertisement in MARC Riderguide

TASKS

Task	Completion Date	% of Work
Respond to calls and requests from customers; register and re-register applicants in GRH program and monitor and maintain GRH database and server.	ongoing	50%
Management and monitoring of contract services for day-to-day operations, service providers, software maintenance, and marketing outreach. Also includes processing of invoices for trips taken.	ongoing	35%
Monitor and prepare progress reports	ongoing	10%
Reprint GRH collateral/marketing and information materials and develop media plans.	As needed	5%

During COG's FY 2005, the GRH program will continue operations as in previous years. Promotional and advertising efforts will continue for the purpose of increasing public awareness of the GRH program and its benefits. These promotional efforts may include the production of new direct mail materials, new radio advertisements and a television advertisement. It is through these promotional and advertising efforts that single occupant vehicle drivers will learn of the benefits of the Commuter Connections GRH program and alternative commute modes, and subsequently, begin use of alternative commute modes. Improvements to the GRH software system will be made where necessary to improve performance and customer service. Current GRH program contracts will be renewed for contractors with satisfactory performance.

PRODUCTS

- Review and update participation guidelines
- Annual GRH Ad-Hoc Group meeting
- Media placements and marketing
- On-site promotions
- Update and re-print GRH marketing and information/registration brochures and materials
- Monthly progress report
- Annual progress report
- Evaluation report
- GRH software system improvements
- GRH server, software and database maintenance
- Monthly re-registration calls
- Daily processing of applications and re-registrations
- Weekly production and mailing of GRH ID cards, and welcome and re-registration letters
- Daily answering of GRH calls and inquiries
- Updates of the GRH information on the Commuter Connections Website
- Weekly mailing of Transit Vouchers to GRH users who used transit for part of their GRH trip
- Weekly mailing of the GRH application to "one-time exceptions"

FY05 ESTIMATED USER TRIPS AND COST

Total trips: 3,100
 Estimated Cost Per Trip: \$55
 Total Cost: \$170,500

As shown in the chart below, trip usage and registrations have increased each year. Trip usage increase at a much lower rate in FY03, however, each year taxi rates for one or more of the service providers have increased. In some cases, taxi rates have increased more than twenty percent over the last three years. In previous years, taxi companies were permitted by the regulating authorities to charge a \$1 per trip fuel surcharge.

	FY97	FY98	FY99	FY00	FY01	FY02	FY03
New Applications Processed	3,924	3,426	2,898	5,769	5,625	6,194	7,603
Trips Provided	221	909	1,132	1,740	2,136	2,696	2,906
New Registrants	3,127	2,667	2,888	5,124	4,702	4,554	6,495
Re-Registrants	N/A	N/A	2,727	2,874	2,678	5,450	7,106
Trip Expenditures	\$6,897	\$35,304	\$56,831	\$78,107	\$104,130	\$143,467	\$156,924
Total Size of GRH Database	3,127	5,794	9,482	12,893	17,769	21,224	26,499

02 PROGRAM EVALUATION

OBJECTIVE

The program evaluation component of the Commuter Connections GRH program will evaluate the effectiveness of the GRH program in comparison to the emission reduction and trip reduction goals developed by the pre-implementation GRH TERM analysis. Evaluation also measures customers' satisfaction with the GRH service.

PREVIOUS AND ONGOING WORK

COG hired an independent contractor selected by a committee of representatives from COG staff and the GRH program funding agencies to develop evaluation methodology and evaluation instruments. Representatives from the GRH program funding agencies and several local county representatives formed a TDM Evaluation Group that worked with COG staff to review and approve the evaluation criteria and survey instruments developed by the contractor.

COG conducts two different surveys to obtain the necessary data for evaluation of the GRH program. The annual Placement Rate Survey conducted in November of each year provides insight into the effectiveness of the GRH program. However, the sample size of GRH participants in the Placement Rate Survey is relatively small. Therefore, a separate GRH participants survey of 1,000 GRH participants is conducted every three years. The first such survey was conducted in FY01 and the last in the Spring of FY03. The survey of GRH program participants is conducted to examine characteristics of GRH participants and commute mode

shifts. The results of the survey are used to calculate emission reductions and VMT impacts.

Evaluation results have shown that GRH is a useful service and influences commute mode decisions, however, by itself, it is not a deciding factor for most commuters to change modes. The program allows commuters to overcome a barrier to use various alternative modes and also encourages alternative mode users to remain in their chosen arrangement for longer periods of time. The following is a summary of some of the survey's findings.

- GRH participants stay in alternative modes longer than the general population.
- More than three-quarters of participants were regularly using alternative modes before joining the GRH program. (This is due to the registration requirements.)
- There is a strong indication that GRH encourages more frequent use of alternative modes.
- GRH is influential, but not "the sole reason" commuters choose alternative modes.

Summary of GRH Goals and Impacts

	Original TERM Goals * 2005	Estimated Impacts ** 2002
GRH registrants	35,000	22,754
Daily vehicle trips reduced	27,548	6,803
Daily VMT reduced	413,217	229,276
Daily tons of NO _x reduced	0.650 T	0.2181 T
Daily tons of VOC reduced	0.290 T	0.2247 T

* Goals based on complete build out of eight years.

** Impacts based on first four and 1/2 years of the program and on the Mobile 6 model.

A customer satisfaction survey is sent to all users of the GRH program. The customer satisfaction survey measures the level of satisfaction GRH users have with the GRH trip reservations and transportation services. The survey also allows users to make suggestions or comments that are reviewed for possible improvements to the GRH service. The GRH service received a 94% satisfaction rating from the FY02 users. COG has published reports detailing the results of the completed surveys for FY97 through FY02.

TASKS

Task	Completion Date	% of Work
Customer Satisfaction Survey Mailings	monthly	40%
Processing Satisfaction Surveys	ongoing	25%
Prepare FY03 Satisfaction Survey Results Report	11/04	35%

PRODUCTS

- Customer satisfaction survey and FY03 results.

FUTURE ACTIVITIES

Operation of the GRH program is an ongoing activity. The GRH AD-Hoc Group will review the participation guidelines each year. Any proposed changes to the participation guidelines from the Ad-Hoc Group are submitted to the Commuter Connections Subcommittee for review and action. Subsequent guideline changes will prompt the updating of new collateral materials. Marketing and promotion of the GRH program will continue with Fall and Spring promotions, with an emphasis on promoting to SOVs. Monitoring and evaluation are also ongoing and include the annual Commuter Connections Placement Rate Survey, the GRH customer satisfaction survey, the bi-annual GRH participation survey, and future State of the Commute Surveys. Also, COG staff will be developing a new single database system that will include the ridematching database and GRH database data. Thus, combining the data from these two separate databases, each with different data formats and programs into one database.

PROGRAM WORK ELEMENT XXXX

COMPUTER OPERATIONS CENTER

FUNDS APPLICATION

TYPE OF EXPENDITURE	BUDGETED AMOUNT	APPLICATION
Direct Salaries of DTP Staff	\$107,531	2.8 full-time staff equivalent or 5,009 budgeted staff hours. (Includes temporary staff)
Direct Salaries Other COG Staff	\$3,000	Staff support from OPA.
Management and Administration	\$29,844	Based on 27% of all direct salary costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Leave Benefits	\$24,278	Based on 18% of all direct salary, management and administration costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Fringe Benefits	\$25,465	Based on 16% of all direct salary, management and administration, and leave benefit costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Indirect Costs	\$81,950	Based on 42% of all direct salary, management and administration, leave and fringe benefits costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Data & PC Costs Local Membership Fees ¹	\$54,900	Maintenance costs for Commuter Connections software and hardware and computer and communication equipment and supplies.
Contract Services	\$140,000	Contractor support for the following program initiatives: Evaluation (\$45,000), marketing (\$50,000), Employer Recognition Awards (\$30,000), Internet maintenance (\$15,000).
Direct Costs	\$99,732	Includes all out-of-pocket expenses such as telephone, fax, copy reproduction, travel, printing, media placement (\$35,000) postage and office supplies.
TOTAL	\$566,700	This is the total cost of all the applications listed above.

01 LOCAL AGENCY TECHNICAL ASSISTANCE

¹Local Membership fees are \$54,900 and will be applied to Data and PC Costs

OBJECTIVES

To provide management of the regional ridematching database and server, continuous software/hardware technical assistance, training and support to Commuter Connections member program staff, and provide support to regional, state, and federal agencies, and transportation management associations associated with Transportation Demand Management related activities and/or research studies.

PREVIOUS AND ONGOING WORK

Technical assistance provided in FY05 will be the same as in previous fiscal years and described as follows. COG provides training and technical assistance to system users of the Commuter Connections ridematching software. As of the writing of this document, there were 27 local rideshare software users: Alexandria, Annapolis Regional Transportation Management Association, Baltimore City, Baltimore Metropolitan Council, Bethesda Transportation Solutions, Department of Defense-Pentagon, Fairfax County, Frederick County TransIT Services, Harford County, Howard County, LINK, Loudoun County, Montgomery County (3 users), Maryland Transit Administration (COG processes their applications), National Institutes of Health-Bethesda, North Bethesda Transportation Center, Northern Neck Planning District Commission, Northern Shenandoah Valley Regional Commission, Prince George's County, Potomac and Rappahannock Transportation Commission, Rappahannock Area Development Commission, Rappahannock Rapidan Regional Commission, Tri-County Council for Southern Maryland, US Department of Energy.

Technical assistance is provided through the Commuter Connections member Help Line telephone number, email, site visits, at Commuter Operations Center Subcommittee meetings, training sessions, and a software user's manual. COG staff operates the Help Line weekdays, except holidays, between 8:45 am and 4:45 pm. All assistance and requests are logged into COG's member assistance database to provide optimal tracking and service. Assistance includes installation of the regional ridematching software, troubleshooting of software and computer problems, and customizing of client reports and matchletters. COG staff provides monthly and bi-weekly statistical and database reports to member clients, and processes client requests for other information and retrieval of deleted commuter records. On those occasions when a member's rideshare computer becomes inoperable, COG provides a loaner rideshare computer.

COG also provides assistance to local agencies for TDM marketing activities and for the coordination, planning, and participation of meeting of the Commuter Connections Subcommittee and its subcommittees and work groups, including the Computer Operations Center Subcommittee, TMA Advisory Group, Regional TDM Marketing Group, High Tech Ad-Hoc Group, and the Contingency Management Task Force.

COG provides comprehensive ridematching software training to new and existing client users once or twice a year. COG staff has created and maintains a user's manual for software users to have as a reference and a guide. COG generates and mails (using email and the U.S. Postal Service) matchletters

and renewal letters on behalf of Commuter Connections members. COG also handles requests for temporary application processing from members that are “short-staffed” due to staff illness, vacation or turnover.

Through a coordinated effort between COG and the General Services Administration, regular training to Federal Employee Transportation Coordinators (ETCs) is provided. Curriculum for ETC training includes information on Commuter Connections services and ridematching software, transit options, employee bicycling promotion and program development, carpool and vanpool formation promotion, alternative commute options information, transit benefit programs, employee incentives, and review of any applicable Federal or local mandates. COG also maintains a Website, www.federaletc.org, created by COG for Federal ETC’s.

COG staff also maintains and updates the Commuter Connections rideshare database and server, and the FTP server used by some clients to send their applicant data updates. This involves daily manual backup of rideshare server files, daily check of rideshare server for problems and free space, clean up of rideshare server files to ensure good performance of the server, maintenance and trouble shooting of data modems and data lines and connections, software upgrades as needed, edits and improvements of the renewal notices, and matchletters for each client.

TASKS

Task	Completion Date	% of Work
Provide technical support and training to local rideshare agencies for the Commuter Connections rideshare matching software program. Review and distribution of applications. Also provide matchlist and renewal notice generation and distribution services, reports, special requests and database maintenance, and Federal ETC training.	ongoing	74%
Staff the Commuter Connections Subcommittee structure (including Operations Center, TMA, Regional TDM Marketing, and High-Tech subcommittee groups)	ongoing	15%
Ridematching database, server, and files maintenance and FTP server and files maintenance.	ongoing	10%
Produce the Commuter Connections FY06 Work Program.	11/04 - 3/05	1%

PRODUCTS

- Documentation from specific support actions taken on behalf of the above mentioned agencies (i.e., memorandums, letters, consultation notes, client assistance database)
- Documentation from all Commuter Connections subcommittees (including Operations Center, TMA, Regional TDM Marketing Subcommittees and High-Tech groups).
- Daily technical support and documentation.
- Site visits for software installation and technical support.

- Daily matchlist generation and distribution.
- Software training.
- Training manual updates.
- Monthly and bi-weekly statistical reports.
- Monthly commuter renewal notices generation and distribution.
- Federal ETC training.
- Complete and implement Commuter Connections contingency Management Plan.
- Revision and distribution of bi-annual Transportation Demand Management Resources Directory for the Washington and Baltimore Metropolitan Regions.
- Daily rideshare and FTP servers maintenance.
- Maintenance/updates of the Federal ETC Website.
- COG's FY06 Commuter Connections Work Program

FUTURE ACTIVITIES

COG will continue to provide a forum to troubleshoot problems with the regional ridematching software system through the Commuter Connections Operations Center Subcommittee. COG will also continue to provide technical training and support to the local commuter agencies and federal agencies.

02 TRANSPORTATION INFORMATION SERVICES

OBJECTIVES

The purpose of this activity is to continue to provide basic carpool, vanpool, transit, telecommuting, bicycling, walking, Ozone Action Days, Welfare to Work, and other regional commuter related information services.

PREVIOUS AND ONGOING WORK

COG has provided transportation information services for 30 years in the Metropolitan Washington region. Those services and efforts will continue in FY05 as described in the following section.

COG staffs the regional commute information telephone number 1-800-745-RIDE. Calls received at COG are transferred to the local client-member site (based on jurisdiction of residence of the caller) where applicable. COG staff provides transportation information services to those commuters who cannot be assigned to a client member site, including members of the District of Columbia. COG receives a few hundred calls per week through the 800 number. COG staff also responds to the daily requests and questions received by email.

Each month, COG receives several hundred applications for ridematching and transit information. More than 90% of these applications are received through the Commuter Connections Website. COG staff reviews and processes all applications received through the Website. Matchlists for carpool and vanpool formation are sent daily by mail or email (depending on the applicant's preference). An email notification is sent to the client member serving the applicant's home jurisdiction. This email serves as a notice that an application was received from someone living in that jurisdiction and the client member staff should follow up with that commuter to provide any additional assistance. Applications received at COG through the mail and fax are forwarded to the client member serving the applicant's home jurisdiction for entry into the rideshare database.

Additional work during FY05 will include COG's work on integrating the ridematching and GRH databases into one database, and developing a new ridematching system that Commuter Connections ridematching software users can access using their Internet connection, thus eliminating the need for specialized ridematching software to be installed on users' computers. Work on the new ridematching system will require the purchase of software and hardware.

TASKS

Task	Completion Date	% of Work
Provide commuter traveler information on alternatives to driving alone over the telephone, by electronic means, Internet website and via printed information. Process applications. Answer telephone calls.	ongoing	50%
Development of a Web browser accessible ridematching system and integration of the GRH and rideshare databases.	ongoing	25%
Make improvements/updates to the existing ridematching system and the Commuter Connections Internet website. Contract management and review and implementation Contingency Management Plan.	ongoing	25%

PRODUCTS

- Monthly, quarterly and annual summary of statistics of the number and type of commuter traveler information requests filled from COG and other regional Commuter Connections sites.
- Customer service to callers, and applications received through fax, email, and website.
- Upgrade of ridematching system on the Commuter Connections Internet site.
- Disaster Contingency Management Plan maintenance.
- Commuter Connections Website updates and maintenance.
- Map server maintenance and updates.

FUTURE ACTIVITIES

This is an ongoing activity. COG will monitor the effectiveness of how information is delivered to the region's travelers. COG will also be working with and assisting the Regional TDM Marketing Group to receive phone calls and emails, monitor and track results on commuter traveler information disseminated before, during and after regional TDM marketing campaigns. COG will continue to make improvements to the ridematching software system, including development of ridematching and alternative commute information through web-based geographic information.

03 GENERAL MARKETING AND EVALUATION SERVICES

OBJECTIVES

Develop and implement regional marketing and promotions to increase awareness and usage of Commuter Connections' services and alternative transportation; and conduct an evaluation of Commuter Connections services to determine effectiveness of these services and marketing plan.

PREVIOUS AND ONGOING WORK

The marketing and evaluation activities to be conducted in FY05 will include the following activities that were conducted in the previous and current fiscal years.

COG coordinates marketing and promotional activities with transit, ridesharing, and other transportation demand management agencies. Much of this coordination is conducted through COG's Regional TDM Marketing Group. COG places advertisements for Commuter Connections in the telephone directories of both the Verizon and Yellow Book yellow pages. Ads are also placed on the Super Pages internet directory and the Yellowbook.com directory. Each year the regional Resource Guide and Strategic Marketing Plan is updated with input from member agencies.

A regional commute alternatives newsletter, *Commuter Connections*, is published quarterly and distributed to several thousand employers. In addition, COG staff works with the General Services Administration to produce a quarterly Employee Transportation Coordinator (ETC) newsletter insertion into the *Commuter Connections* newsletter, for distribution to more than 150 Federal ETC's.

COG staff coordinates and participates in on-site promotion at employment sites (public and private sector), retail centers, transit centers, and special events throughout the year. On average COG staff attends six to ten events a year.

COG conducts the annual Commuter Connections Employer Recognition Awards for employers showing commitment towards voluntarily implementing commute alternative programs at their respective worksite(s).

The annual Placement Rate Survey is conducted in the fall. This survey is conducted from a sample size of 700 first quarter applicants from the ridematching database. The Placement Rate Survey's main purpose is to determine the percentage, or rate, of applicants that made a commute mode change as a result of obtaining information through Commuter Connections. Results from the survey are used to calculate the vehicle trip reduction factor, estimate vehicle trips and miles reduced, estimate the reduction on vehicle emissions, and applicant characteristics. COG publishes a report showing the survey's findings. During FY05, this survey will be conducted in the Fall. Placement Rate surveys have been conducted on a bi-quarterly basis in order to properly evaluate the effectiveness of commuter use of alternative modes of travel in the region during all times of the year.

Results from the Placement Rate Survey is used, in conjunction with other evaluation instruments, to evaluate the impacts of Commuter Connections' TERM programs. During FY05, a TERM analysis report will be completed to show the impacts of Commuter Connections programs. Although the Computer Operations Center is not a TERM, the Placement Rate Survey is used to estimate the impacts of the Computer Operations Center, factoring out the impacts of the TERMS.

In FY04, the data was collected for the State of the Commute survey. The State of the Commute survey is a more comprehensive survey of commuters in the entire region, not just those in the regional ridematching database. The sample size of the State of the Commute survey is much larger than the Placement Rate survey, allowing COG to provide statistical analysis at the state and county level. A State of the Commute 2004 report will be published in FY05.

TASKS

Task	Completion Date	% of Work
General marketing support which will be coordinated with the Regional TDM Marketing Group. Support will include developing, updating, and implementing regional TDM marketing campaigns, updating and distribution of regional alternative commute collateral materials (such as brochures, quarterly newsletter and posters), on-site promotions, and a public recognition program for employers.	ongoing	80%
Regional Placement Rate survey to evaluate the effectiveness of the program(s).	06/05	10%
Management and monitoring of contract services.	ongoing	10%

PRODUCTS

- Brochures and marketing materials.
- Regional TDM Marketing Plan update.
- Annual Employer Awards public recognition program for employers.
- Placement rate survey and report.
- Quarterly TDM newsletter.
- Federal ETC newsletter insert.
- On-site promotions.
- 2005 State of the Commute Report.

FUTURE ACTIVITIES

COG will continue the regional TDM marketing campaigns and development of regional TDM marketing plans through the Regional TDM Marketing Group. A Placement Rate survey will be conducted each year and the State of the Commute survey will be conducted every three years for evaluation and information gathering.

PROGRAM WORK ELEMENT XXXX

METROPOLITAN WASHINGTON TELEWORK RESOURCE CENTER

FUNDS APPLICATION

TYPE OF EXPENDITURE	BUDGETED AMOUNT	APPLICATION
Direct Salaries of DTP Staff	\$123,288	2.3 full-time staff equivalent or 4,081 budgeted staff hours. (Includes temporary staff).
Direct Salaries Other COG Staff	\$2,000	Staff support from OPA.
Management and Administration	\$33,828	Based on 27% of all direct salary costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Leave Benefits	\$28,133	Based on 18% of all direct salary, management and administration costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Fringe Benefits	\$29,509	Based on 16% of all direct salary, management and administration, and leave benefit costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Indirect Costs	\$91,684	Based on 42% of all direct salary, management and administration, leave and fringe benefits costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Data & PC Costs	\$1,500	Includes hardware/software, upgrades/maintenance costs.
Contract Services	\$287,000	Contractor support for the following program initiatives: employer seminars (\$42,000), marketing assistance for the telework centers (\$15,000), marketing (\$25,000), evaluation (\$20,000), and employer outreach recruitment (\$185,000).
Direct Costs	\$183,058	Includes all out-of-pocket expenses such as telephone, fax, copy reproduction, travel, media placement (\$130,000), printing, postage and office supplies.
TOTAL	\$780,000	This is the total cost of all the applications listed above.

01 GENERAL TECHNICAL ASSISTANCE

OBJECTIVE

During COG's FY05, the Metropolitan Washington Telework Resource Center (MWTRC) will continue to provide free information, training, and assistance to individuals and organizations to further the implementation of in-home and center-based telework programs. Activities will be closely coordinated with COG's Commuter Connections and Clean Air Partners programs, state and local governments, the Federal government's telework programs, and telework organizations such as the Mid-Atlantic Telecommuting Advisory Council (MATAC), the Washington Metropolitan Telework Centers (WMTC) and local transportation management associations. Specific initiatives and strategies will be coordinated through the Telecommuting Ad-Hoc Group (TAHG), which reports to the Commuter Connections Subcommittee.

PREVIOUS AND ONGOING WORK

The MWTRC has initiated the following program activities:

- Conducted six employer focus groups and four regional telework household surveys.
- Developed and distributed approximately 21,475 telework information kits and more than 184 telework videos.
- Provided telework information through the Commuter Connections Internet website and kiosks.
- Developed and conducted 40 telework seminars for employers and 17 seminars for employees.
- Conducted bi-annual marketing campaigns in conjunction with the Commuter Connections marketing program.
- Provided marketing assistance to WMTC, a network of 16 telework centers in the Washington region.
- Surveyed telework center users to determine occupancy rates, prepared an analysis of regional telework activity for the 2002 TERM Analysis report, and conducted follow-up surveys with FY01 seminar attendees.
- Conducted survey of telework center users to determine overall occupancy rates, frequency of use, travel behavior impacts, and the average distance to the telework centers. This data will be used as part of future Commuter Connections TERM Analysis report.
- Conducted follow-up surveys with FY01 employee and employer telework seminar attendees.
- Conducted follow-up surveys with FY02 and FY03 employer telework seminar attendees.

The FY05 work plan reflects a continuation of the following previously implemented initiatives that have proven successful:

- *Employer Workshops:* The MWTRC will continue to conduct its free telework workshops for employers, "Better Work Through Telework." Three full-day workshops and 6 half-day workshops will be conducted in FY05. Seminar topics include a) Managing Teleworkers and Remote Teams; b) Choosing and Using the Right Telework Technology; c) Training Your Teleworkers for Anywhere, Anytime Performance. The workshops will be marketed primarily by direct mail and/or email to multiple points of contacts (e.g., senior executives, human resources representatives, facility managers, and information technology representatives) within public and private sector organizations.

- *Marketing:* The MWTRC will continue to conduct marketing campaigns as part of the overall marketing program for Commuter Connections. Information regarding the MWTRC will continue to be provided through the Employer Telework Seminars. Specific marketing strategies will be developed in conjunction with the TAHG and the Regional TDM Marketing Group. In addition, there will be an added emphasis on marketing and advertising in conjunction with the expanded Telecommuting TERM adopted by the TPB in COG's FY03.
- *Outreach:* The MWTRC will continue to distribute telework information kits and videos; provide information through the Commuter Connections website, kiosks, and newsletter; and present information on the MWTRC program to professional and business trade organizations. A telework awards category will also be part of the Commuter Connections Employer Recognition Awards Program.
- *Expanded Telecommuting TERM:* The MWTRC will continue to implement the Expanded Telecommuting TERM, which is a two year-effort from FY04 to FY05 to assist employers and federal government agencies to expand the number of teleworkers at their respective worksites. The emphasis will be on private sector employers located in Northern Virginia and suburban Maryland and large Federal government agencies. Twenty-six percent of federal employees who do not currently telework have telework-appropriate job responsibilities and would like to do it, while twenty-eight percent of employees from large private sector firms could and would telework if given the opportunity. Results from the two-year effort will be captured in the FY05/MWTRC TERM analysis.

In FY04 several radio stations ran a featured weekly series on local companies with strong Telework programs. The series was entitled "Commuter Conscious Company to Watch" on WGMS and WTOP and "The Telework Report" on WBIG, tied to the Big Brunch promotion saluting teleworking success stories.

Also held in FY04 was a joint Expanded Telework press-briefing event partnered by COG and the Greater Washington Board of Trade. "Better Work through Telework" was the theme of the event noted on signage and collateral materials.

The purpose of press briefing was to announce increased efforts to raise the number of Teleworkers in the region by 50,000 by 2005 in order to attain Telework levels comprising of 20% of the workforce. Currently 15% of the region's workforce teleworks. This initiative primarily targeted large companies with 1,000 or more employees to start or expand telework programs so employees can either work from home or from one of the 16 Washington area Telework Centers. Furthermore, the event publicized the GSA sponsored free 60-day Telework Center Trial Offer made available to Federal agencies in February 2004. The event also inspired an increased awareness of the 2004 COG Employer Telework Workshops.

TASKS

Task	Completion Date	% of Work
Continue to conduct employer telework workshops.	Spring 2005	30%

Continue to provide information through the distribution of information kits and videos, the Commuter Connections newsletter, Internet website, information kiosks; present information at meetings and conferences, and implement Expanded Telecommuting TERM.	ongoing	40%
Continue marketing campaigns and marketing assistance to WMTC. Conduct employer telemarketing services.	ongoing	20%
Manage and monitor all contract services.	ongoing	10%

PRODUCTS

- Telework information kits and video (already produced, continue distributing).
- Commuter Connections Internet website and kiosks (continue to update).
- Telework articles and papers.
- Telework workshops for employers.
- Telework awards program (as part of the Commuter Connections Employer Recognition Awards).
- Media placement.
- Employer telework program leads from telemarketing program
- Mass Marketing radio spot featuring Telework.

FUTURE ACTIVITIES

General technical assistance is an ongoing activity. Specific initiatives will be evaluated and modified based on their effectiveness in generating new teleworkers.

02 LOCAL COORDINATION

OBJECTIVE

The MWTRC will continue to: a) provide administrative and logistical support to the TAHG, MATAC, and WMTC as required, including scheduling meeting rooms, distributing meeting notices and agendas, preparing and distributing meeting minutes; b) obtain input from the TAHG and WMTC representatives on various MWTRC initiatives, including the annual work program; c) serve as liaison to other telework-related groups; d) present information to the Commuter Connections Subcommittee and other groups on MWTRC activities; and e) work with Commuter Connections representatives in a coordinated fashion to follow-up on telework leads identified through the Employer Services program. Employer Services representatives will be encouraged to attend MWTRC employer workshops for the latest information on telework program implementation to assist them in their outreach efforts.

PREVIOUS AND ONGOING WORK

The TAHG was established in August 1996 to provide input to the staff on MWTRC initiatives. The TAHG will continue to serve in this capacity during COG's FY05.

TASKS

Task	Completion Date	% of Work
Provide administrative and logistical support to the TAHG and WMTC as required.	ongoing	10%
Obtain input from the TAHG and WMTC representatives on MWTRC initiatives, including the annual work program.	ongoing	10%
Serve as a liaison to other telework-related groups.	ongoing	10%
Present telework briefings to various groups.	ongoing	30%
Follow-up on telework leads identified by Employer Outreach representatives; make joint site visits as needed.	ongoing	40%

PRODUCTS

- Meeting notices and agendas for the TAHG as required.
- TAHG meeting minutes.
- Briefings.
- Resources and information for Commuter Connections Subcommittee members and Employer Services representatives (employer seminars).

FUTURE ACTIVITIES

Local coordination will be an ongoing activity through the out years of the TIP.

03 TELEWORK CENTER MARKETING

OBJECTIVE

As of December 2003, there were 16 telework centers operating in suburban Maryland (6 locations), Northern Virginia (8 locations), West Virginia (1 location), and Washington D.C. (1 location). In October 1998, the directors of the region's telework centers formed an umbrella organization known as the Washington Metropolitan Telework Centers, or WMTC. WMTC was formed to provide unified marketing strategies for all 16 centers and to provide a more streamlined infrastructure for employers to utilize multiple facilities. The MWTRC has assisted in this effort by providing marketing assistance to WMTC.

PREVIOUS AND ONGOING WORK

Since FY98, the MWTRC has provided marketing assistance to regional telework centers by:

- Conducting spring and fall telework marketing campaigns, including a direct mail campaign to area employees and employers, and two 60-second radio advertisements promoting the use of the regional telework centers.
- Providing information through the Commuter Connections Internet website and kiosks.
- Developing and supporting an Internet website for WMTC (www.wmtc.org)
- Providing telework center information to business and individuals through direct mailings, the quarterly Commuter Connections newsletter, and at transportation fairs, meetings, and conferences.

- Incorporating telework center information into annual employee and employer telework seminars.

During COG's FY05, ongoing marketing assistance will be provided to WMTC by: a) promoting the regional telework centers through radio advertisements and direct mail campaigns; b) continuing to promote center-based teleworking through redesigned employer workshops (*see Section 01/General Technical Assistance*); and c) continuing to provide telework center information through the Commuter Connections newsletter, Internet website, and kiosks; the WMTC website; and at transportation fairs, meetings and other events.

TASKS

Task	Completion Date	% of Work
Continuing to promote the centers through marketing campaigns.	ongoing	40%
Continuing to promote the centers through employer workshops.	Spring 2005 (employer workshops)	15%
Continuing to promote the centers through Commuter Connections and WMTC initiatives.	ongoing	45%

PRODUCTS

- Providing telework center information through the Commuter Connections newsletter, Internet website and kiosks.
- Supporting the WMTC Internet website.
- Direct mail marketing materials and telework and radio advertisements.
- Inclusion of telework center information in employer workshops
- Telework center radio spots.
- Internet banners.

FUTURE ACTIVITIES

Telework center marketing will be an ongoing activity.

04 PROGRAM EVALUATION

OBJECTIVE

The program evaluation component of the MWTRC will evaluate the effectiveness of various MWTRC initiatives and measure progress in meeting overall program goals.

PREVIOUS AND ONGOING WORK

In 1996, 1998, 2001, and 2004, regional Commuter Connections telephone household surveys were conducted, and data gathered from the surveys revealed regional trends in teleworking patterns. This information is used as part of periodic Transportation Emission Reduction Measure (TERM) Analysis Reports. In 1999, TRC impacts were evaluated by calculating the number of new telecommuters in the region and estimating the number of vehicle trips and VMT they did not make, as a result of telecommuting, and the tons of emissions that were reduced by

the trips and VMT reductions. As such, the evaluation looked at the regional impact of all telecommuting.

In 2002, this methodology was changed to reflect the expectations that not all regional telecommuting could be attributed to the Telework Resource Center; some telecommuting would have occurred if the TRC were not in place. Thus TRC impacts were calculated by identifying telecommuters and employers who said they had used TRC services. The reductions in vehicle trips, VMT, and emissions for telecommuting resulting from these identified contacts were then estimated as the contribution of the TRC to regional telecommuting.

During FY05, four TRC components will be evaluated, including:

- Current regional telecommuters who had direct contacts with the TRC (telecommute information, seminars, advertising provided by the TRC) during the evaluation period.
- New telecommuters whose employers received assistance from the TRC (brochure/information packet, seminar, other direct assistance) during the evaluation period.
- Current telecommuters who used a Metropolitan Washington Telework Center (MWTC).
- Current telecommuters whose employer participated in the TRC Employer Pilot Program.
- Companies recruited into the Expanded Telecommuting TERM.

Data for impacts of these components were obtained from several sources. The sources and the evaluation data collected from each, are described briefly below:

TRC Assistance Survey (new telecommuters at worksites assisted by TRC)

- Percentage of employers with telecommute programs before and after receiving TRC assistance
- Percentage of teleworkers at assisted sites before and after receiving assistance

State of the Commute Survey (regional commuters)

- Number of regional telecommuters and their frequency of telecommuting
- Telecommute locations—the mix between home-based and telecenter-based telecommuting
- Average frequency of telecommuting, telecommuters' commute modes on non-telecommute days, and commute distance they traveled on non-telecommute days
- Telecommuters travel patterns to telecenters
- Sources of information telecommuters had used to learn about telecommuting

Telecenter Occupancy and Telecenter Teleworker Surveys (MWTC telecommuters)

- Number of teleworkers at the centers on an average day
- Average telecommute frequency of teleworkers (the number of days teleworked per week) at the telecenter and other locations
- Teleworkers travel mode and travel distance to telecenter
- Teleworkers travel mode and travel distance to main worksite (non-telecenter days)

TRC Expanded Telecommuting TERM (telecommuters at program worksites)

Using results from these surveys and records, the number of telecommuters who had either direct or indirect (through their employers) contact with the TRC during the evaluation period will be estimated and divided into “home-based,” “MWTC-based,” and “other telecenter-based” groups. The number of telecommuters will then be multiplied by the average VTR factors, as identified by the appropriate survey data, to obtain the number of vehicle trips reduced by their telecommuting.

Telework Resource Center Summary of Impacts

The result of the calculations for Telecommuting in the region from 2002 are shown in the Table below. Emission reduction results are based on the Mobile 6 Model.

TRC Estimated Impacts

	<u>2002 Regional Impacts</u>
Number of new telecommuters	97,999
Daily vehicle trips reduced	47,432
Daily VMT reduced	1,553,856
Daily tons NO _x reduced	0.21715 T
Daily tons VOC reduced	0.1675 T

Approximately 15% of regional workers now telecommute at least occasionally and the number of new telecommuters has been increasing since 1996. This increase is likely the result of several factors, including the use of teleworking by employers to recruit and retain employees in a very competitive labor market. Increasing traffic congestion in the Washington region also might have prompted some commuters to work at home or at a telework center or employer satellite center to avoid fighting traffic. Finally, desire of employees for a better balance of work and family, a trend occurring nationally, also might have contributed to the growth of telecommuting.

TASKS

Task	Completion Date	% of Work
Conduct follow-up surveys with FY05 seminar attendees	November-December 2005	20%
Conduct MWTRC Survey	April-May 2005	30%
Conduct Telecenter Occupancy Survey	February-March 2005	30%
Conduct MWTRC evaluation as part of the regional TERM analysis report	April-May 2005	20%

PRODUCTS

- Telework seminar survey results
- MWTRC Survey results
- Telecenter Occupancy Survey results

FUTURE ACTIVITIES

Program evaluation will be an ongoing activity.

PROGRAM WORK ELEMENT XXXX

INTEGRATED RIDESHARING

FUNDS APPLICATION

TYPE OF EXPENDITURE	BUDGETED AMOUNT	APPLICATION
Direct Salaries of DTP Staff	\$56,176	1.3 full-time staff equivalent or 2,242 budgeted staff hours.
Direct Salaries Other COG Staff	\$0	
Management and Administration	\$15,168	Based on 27% of all direct salary costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Leave Benefits	\$12,842	Based on 18% of all direct salary, management and administration costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Fringe Benefits	\$13,470	Based on 16% of all direct salary, management and administration, and leave benefit costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Indirect Costs	\$41,557	Based on 42% of all direct salary, management and administration, leave and fringe benefits costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Data & PC Costs	\$20,000	Includes system upgrades for InfoExpress kiosks as well as supplies, electricity, and communication line charges.
Contract Services	\$13,000	Contractor support for marketing (\$13,000).
Direct Costs	\$4,787	Includes all out-of-pocket expenses such as telephone, fax, copy reproduction, travel, printing, postage and office supplies.
TOTAL	\$177,000	This is the total cost of all the applications listed above.

01 COMMUTER INFORMATION SYSTEM

OBJECTIVE

The objective of the Commuter Connections commuter information system is to provide comprehensive commute information to residents, employees and employers in the greater Washington Metropolitan region. This objective is achieved by obtaining, updating and maintaining databases containing transit routes and stops, park-and-ride locations, telework center locations, and bicycling information, and providing this information through the Commuter Connections Computer Operations Center Commuter Connections ridematching software system, website and kiosk system.

PREVIOUS AND ONGOING WORK

Transit bus and rail station stops and route data were obtained from WMATA, Maryland MTA, and PRTC and integrated into the Commuter Connections ridematching software. Additionally, COG integrated the telework center and park-and-ride locations in the ridematching software. Matchletters include the information stating the closest transit bus and station stop, transit route number, telework center and park-and-ride lot to the commuter's home. The integration of this data allows COG and their Commuter Connections members to provide more comprehensive commute information in addition to the standard carpool/vanpool matchlist.

The transit component of the software upgrade, which was most likely to influence mode shifts, was not implemented until October 1998. Placement Rate studies conducted in FY00, FY01 and FY02 include questions to test respondent's awareness of transit and HOV information provided on matchlists and their use of such information to shift modes. Results were used to assess the impacts of the software upgrades in FY03.

During FY04, staff continued to update the transit data and other software modules of the Commuter Connections ridematching software, and integrates the data into the software system.

During FY02, the E-Communicator software integration system was developed and was tested and implemented in FY03. E-Communicator is a web-based application to retrieve the data from the Commuter Connections' web-site and process it for the Commuter Connections Ridesharing System and Guaranteed Ride Home Software Management System. The software will assist in the commuter operations by minimizing data-entry and manual mailing of commuter ridematching and GRH requests for all client member sites. The new software also enhanced the commuter follow-up mechanism by using email instead of the U.S. mail system.

The FY03 efforts continued to enhance the functionality of E-Communicator and integrate more alternative mode information on to the Commuter Connections Website. The outcome of these efforts created the ability for consumers to obtain the latest transit, telework center, and park-and-ride information specific to their daily commute.

During FY04, software modifications were developed and implemented to enhance the processing of applications received from the Commuter Connections Website. A landmark feature was added onto the system to enhance matching capability. This effort included the addition of all major landmarks

located within the Metropolitan area in a spatial format. A utility was developed to utilize the applicant's home and work zip codes in conjunction with the landmark feature. Application forms residing on the Commuter Connections Website were modified for ease of use.

During FY04, staff developed an interactive mapping functionality and integrated it with the Commuter Connections Website. The effort included software and hardware procurement, installation, and maintenance. The interactive mapping functionality allows visitors to the site to locate park and ride lots, telework centers, and transit information spatially.

During FY04, the Commuter Connections Website was redesigned. This effort included new graphic layout, enhanced navigation, flash videos, and frequent content updates.

Impacts of the software upgrades were assessed in 2002 using data from the rideshare placement survey, which measures changes commuters made after receiving a ridematch or other commuter service from Commuter Connections. Respondents to that survey were asked if they recalled receiving transit and/or park & ride information on a matchlist and if they used the information to make any travel changes. This was a modification from the 1999 evaluation. In that evaluation, these data were not yet available, because the most significant of the upgrades, transit improvements, were not implemented until October 1998, during the quarter covered by the final applicant survey. Thus, the 1999 evaluation made several assumptions about the share of placement rate improvements that could be assigned to the software upgrades.

Data from the GRH survey allowed the research team to replace this assumption with empirical results. These results showed three placement rates for the software upgrades: 0.8% continued placements, 0.1% temporary placements, and 5.7% one-time placements. The continued and temporary rates were essentially the same as those assumed in the 1999 evaluation, but the 2001 one-time rate (5.7%) was nearly three times the rate assumed in 1999.

To estimate vehicle trips reduced, placement rates were multiplied by the 60,781 commuters who applied to Commuter Connections during the evaluation period by the VTR factors derived from the placement surveys for the commuters who used the information provided. These VTR factors were 0.60 for continued and 0.60 for temporary, and 0.80 for one-time placements. Temporary and one-time placements also were discounted to reflect their short duration of 8.3 weeks (16% of a year) and 2 days (0.8%) respectively.

VMT reductions were estimated by multiplying the number of trips times average trip lengths calculated from the placement surveys (32.5 miles per trip for continued placements and 32.0 miles per trip for temporary and one-time placements). Emission reduction was calculated using trip based and VMT based 1999 regional emission factors.

The impact from software upgrades did not meet the goal for this component of Integrated Rideshare, primarily because the mode shifts were almost exclusive trial/one-time and so the impacts were significantly discounted. Because the data for this component was taken from the quarterly placement survey, the changes observed were measured very soon after the commuters received the information.

TASKS

Task	Completion Date	% of Work
Integrate new transit, telework and park-and-ride data into the Commuter Connections Internet ridematching system.	ongoing	85%
Obtain updated transit data from transit agencies and reformat data for use on the Commuter Connections system.	ongoing	10%
Update park-and-ride telework center databases.	ongoing	5%

PRODUCTS

- Documentation of regional TDM software upgrades and/or enhancements.
- Documentation of added or changes of transit, telework center, park-and-ride, or bicycling information which is on the regional TDM software system, regional kiosk system, Commuter Connections Internet Website, or E-Communicator software system.
- Interactive park-and-ride lot mapping application.
- Redesigned Commuter Connections Website.

FUTURE ACTIVITIES

This project is an ongoing activity. Transit, park-and-ride and telework center databases will be continually updated and maintained. It should be noted that the updating of the transit database is dependent on the regional and local transit agencies providing their respective transit data to COG on a regular basis.

Staff will continue to modify the interactive mapping functionality to allow enhanced searching capabilities based on their search criteria. During FY05, staff will have milestones established for Commuter Connections Ridesharing system migration onto a browser-based, scalable intranet application. This application will also integrate the Commuter Connections Ridesharing Database and Guaranteed Ride Home Database. Additional implementation plans will be conceived and documented after the software development phase.

02 REGIONAL INFOEXPRESS KIOSK PROJECT

The regional information kiosks (InfoExpress) promote traveler information and other alternative transportation services to employers and to the general public. Beginning in FY00, COG staff began maintaining and updating data content, troubleshooting kiosk system problems and providing routine physical maintenance.

Kiosk users can complete an online survey or provide their name and telephone number to be surveyed. The survey measures the users like or dislike of kiosk features and content, and their current commute mode. Those users who provide their name and telephone number, either online using the kiosk, or through completed survey cards from kiosk promotions, are surveyed via telephone to measure commute mode information. The results of this survey are used to evaluate the kiosk component of the Integrated Rideshare TERM.

PREVIOUS AND ONGOING WORK

Commuter Connections developed a pilot kiosk project in Arlington County during COG's FY97. Two kiosks for this project were developed and installed by the Ballston Area Transportation Association. These two kiosks were incorporated into COG's InfoExpress kiosk project beginning in FY99.

The regional InfoExpress project was established during FY98 with five sites in Northern Virginia and two sites in the District of Columbia selected for kiosk installation. In addition, two mobile kiosks, one in Northern Virginia and one in the District were also made available to qualified sites. All nine kiosks were installed in January 1998, with the official ribbon cutting ceremonies taking place at each site during February and March 1998. During FY04, two additional kiosks were developed and implemented in Northern Virginia.

In FY04 Commuter Connections promoted the two new grand openings through various marketing efforts coordinated through a contractor. The awareness kickoff included print ads in local community newspapers, postcard mailers in both English and Spanish; mall posters and food-court table tents, napkins, cups; presence of kiosk ambassador and distribution of giveaway items and slides on movie theater Lobby Entertainment systems.

Kiosk Ambassadors have been stationed at kiosk sites for one to three days between 1998 and 2003. In-mall billboards and theater slides were used from FY99 through FY03 to promote the kiosks. Ambassadors gave away brochures and park-and-ride lot maps to increase kiosk usage rates during these promotions. COG has also provided for prize drawings in conjunction with retail establishments in order to increase awareness. Drawings were conducted with the postcards filled out by kiosk users and collected by Kiosk Ambassadors during the promotions.

During FY98, COG developed and produced a brochure explaining the features of the InfoExpress kiosk. The brochure was designed to provide a detailed explanation with illustrations of the InfoExpress kiosk to potential host site managers. The brochure was updated in FY04 to accommodate the newly added kiosks. Signage on all kiosks was also updated in FY04. The new signage provides dual branding of the InfoExpress and Commuter Connections logos.

In FY99, COG began performing the maintenance of the data content and reparation of kiosk problems.

During FY01, the InfoExpress kiosk located at National Foreign Service Affairs Training Center was moved within the facility upon the host site request. A new application was developed for Fair Oaks Mall, and all the other host site information was updated during the year. During FY01, the InfoExpress kiosk located at United States Department of State was moved to PEPCO and in FY02 it was moved to PEPCO's new headquarters in Washington D.C. During FY01, staff developed a new application to monitor the usage of the InfoExpress kiosks on a monthly basis; this task was done by a contractor in previous years. During FY03, the InfoExpress kiosk located at the Pentagon was relocated within the facility. The InfoExpress kiosk located at PEPCO was moved to the District of Columbia's Reeves Center in April 2002. During FY04, the InfoExpress kiosk located at National Foreign Service Training Center was moved to the United States Department of Agriculture located in Alexandria, Virginia. An InfoExpress demo unit was moved to the American Red Cross building located in Washington D.C. for a trial period of 3 months. The kiosk located at Wal-Mart in Woodbridge was removed from the site by Wal-Mart management. The kiosk was removed from the site as a result of a corporate decision

of not hosting any kiosks unless authorized by the Wal-Mart corporate office. The kiosk located at Union Station was moved to another location within the Station premises and then moved back to its previous location due to less foot traffic.

COG staff developed a new segment of the InfoExpress kiosk application. This segment was integrated with Fairfax County's community resident information system (CriS) and deployed onto Fairfax County kiosks. COG staff also developed a new module of the InfoExpress kiosk software to access their travel using local transit.

A DSL service was installed at Tysons Corner Center and Springfield Mall to enhance the speed of web transactions and queries. Communication systems were improved and streamlined on the InfoExpress kiosk network during FY03. High speed internet services were installed and integrated with the existing kiosk network at Reston Town Center and the Reeves Center.

During FY01, COG staff worked with Prince George's County kiosk program. COG staff also worked with the U.S. Department of State with their permanent kiosk. COG staff provided consultant services for hardware and software specifications for the U.S. Department of State transportation kiosk.

During FY03, COG staff worked with the Virginia Department of Rail and Public Transportation on its kiosk program. A contractor was hired and a site selection process was initiated for new prospect kiosk locations. Three additional sites were selected for the new InfoExpress kiosks. These sites are Manassas Mall, Prince William County; and Dulles Town Center, Loudoun County. During FY04, staff continued to work with selected host sites. The kiosk cabinetry and design was selected according to the host site specifications. The kiosks were procured and installed at the selected locations. Content was redesigned to accommodate the selected host site information on the InfoExpress kiosk.

In FY02, COG staff designed and developed a new InfoExpress kiosk software system. The new software is platform independent and can be integrated with all other regional kiosk programs. The new software is scalable and contains more features offered by new technology to accommodate new web-based applications. Interactive mapping functionality was developed in FY03. The kiosk Ridematching application and Guaranteed Ride Home application was integrated with the E-Communicator system. During FY04, a new database utility was developed to facilitate the collection of kiosk statistics.

It is technologically easy to track the number of kiosk users for various information screens, but very difficult to follow-up with users to determine their use of the information they received because kiosk use is largely anonymous. Commuter Connections has contact names and phone numbers for only a tiny fraction of the more than 120,000 kiosk users recorded between July 1999 and June 2002. Users who were known had submitted an on-screen Commuter Connections application for a ridematch and/or GRH, completed the online survey and included their names and phone numbers, and/or registered with the kiosk's "ambassadors" who assisted users during promotions held at major retail locations.

Commuter Connections conducted annual surveys of commuters for whom contact information was available. But because the kiosks allow users to obtain some information, notably transit schedules and maps, without any further contact with Commuter Connections, it was important to try to capture kiosk use and mode changes information for these commuters as well as to

accomplish this objective, a survey module regarding use of kiosks was included in the 2001 State of the Commute Survey. This survey asked commuters about the following information:

- Use of the InfoExpress kiosks to obtain travel or commuter information.
- Changes in travel pattern or trial use of alternative mode after receiving information.
- Mode used prior to making the change.
- Duration of the change.
- Commute distance.

About 2% of the commuters surveyed in the 2001 State of the Commute survey had used a kiosk. This represented approximately 51,000 regional commuters. Almost a quarter (22%) of these commuters said they used kiosk information to shift to or try an alternative method (placement rate). A VTR factor of 1.10 was calculated for these commuters. This high VTR factor, relative to factors for many other TERMS, was due to the substantial use of the kiosks to obtain and use transit information; nearly half of the commuters who used a kiosk said they obtained transit routes or schedule information.

Vehicle trips reduced through the use of the kiosk was calculated by multiplying vehicle trips and VMT reduced by the 2002 regional emission factors.

TASKS

Task	Completion Date	% of Work
Maintain information on regional InfoExpress kiosks already implemented.	ongoing	75%
Conduct monitoring and evaluation activities for regional kiosk project.	ongoing	10%
Selection of Mobile InfoExpress kiosk sites in Northern Virginia and the District of Columbia.	ongoing	10%
Management and monitoring of contract services.	ongoing	5%

PRODUCTS

- Selection of InfoExpress mobile kiosk sites in Northern Virginia and the District.
- Mobile site qualifications and recommendation application form approvals/denials.
- Document maintenance activities for regional kiosk system.
- Documentation of evaluation criteria.
- Distribution of InfoExpress brochure.
- Ambassador promotions.
- New kiosk grand opening promotions.
- Kiosk signage.

FUTURE ACTIVITIES

The regional kiosk project will be coordinated with all other kiosk systems already in operation or planned, such as the Fairfax County kiosk program, Montgomery County's TERM kiosk project, the regional Partners in Motion Project, and Metro's SmartTrip card kiosk project.

The InfoExpress system will continue to be maintained and monitored. The mobile kiosk sites will be selected and kiosks installed during the year in the District of Columbia and Northern

Virginia. COG will continue to improve the InfoExpress kiosks with new information and continued monitoring of its usage in order to increase mode shifts. New software modules will be added on the kiosk to enhance the interactive mapping functionality offered by the kiosks. COG will continue to monitor the new sites and also conduct promotional campaigns on these specific sites. COG will work with WMATA to host a SmartTrip replenishment service on InfoExpress kiosks.

PROGRAM WORK ELEMENT XXXX

EMPLOYER OUTREACH FOR BICYCLING

FUNDS APPLICATION

TYPE OF EXPENDITURE	BUDGETED AMOUNT	APPLICATION
Direct Salaries of DTP Staff	\$3,270	0.2 full-time staff equivalent or 228 budgeted staff hours.
Direct Salaries Other COG Staff	\$0	Other Staff support.

Management and Administration	\$883	Based on 27% of all direct salary costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Leave Benefits	\$748	Based on 18% of all direct salary, management and administration costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Fringe Benefits	\$784	Based on 16% of all direct salary, management and administration, and leave benefit costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Indirect Costs	\$2,388	Based on 39% of all direct salary, management and administration, leave and fringe benefits costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Data & PC Costs	\$275	Costs associated with inclusion of information on the COG Website
Contract Services	\$2,623	Contractor support for evaluation.
Direct Costs	\$4,029	Includes all out-of-pocket expenses such as telephone, fax, copy reproduction, travel, printing, postage and office supplies.
TOTAL	\$15,000	This is the total cost of all the applications listed above.

EMPLOYER OUTREACH FOR BICYCLING

OBJECTIVE

The Employer Outreach for Bicycling program will provide information, through the Employer Outreach Program, to area employers to help support and encourage bicycling to work by their employees. This information will be integrated in the Employer Outreach materials currently under development.

PREVIOUS AND ONGOING WORK

Bicycle Program staff has prepared a 24-page guide on biking to work and a web version of the guide.

TASKS

Task	Completion Date	% of Work
Investigate & implement marketing opportunities, including Bike-to-Work Day, lunch time seminars, association meetings, strategic mailings, etc.	ongoing	85%
Monitor activities for post-implementation evaluation.	6/05	10%
Incorporation of WABA bike mentors into ride-matching database.	6/04	5%

PRODUCTS

- Biking to Work in the Washington Area; A Guide for Employers and Employees. Hard copy and web version. The Web version will be updated. WABA's website now provides users with 24-hour matching to WABA bike mentors, automating a service that previously consumed considerable staff time, and which was available only during office hours. WABA has had 2,600 visits to the Commuter Assistance Page in three months.

FUTURE ACTIVITIES

- Market the guide, in concert with ongoing Commuter Connections marketing efforts and bicycling events.
- Lunch-time employee seminars at work sites.
- On-site assistance for creating a bike-friendly work place.
- Investigate the possibility of partnering with WABA and a software firm to create software that can generate the best route between any two points based on bicycle level of service data. This would create a service for bicyclists similar to what Mapquest provides for motorists.

PROGRAM WORK ELEMENT XXXX

MASS MARKETING (Consumer)

FUNDS APPLICATION

TYPE OF EXPENDITURE	BUDGETED AMOUNT	APPLICATION
Direct Salaries of DTP Staff	\$79,925	1.8 full-time staff equivalent or 3,349 budgeted staff hours (includes temporary staff).
Direct Salaries Other COG Staff	\$2,500	Staff support from OPA.

Management and Administration	\$22,255	Based on 27% of all direct salary costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Leave Benefits	\$18,533	Based on 18% of all direct salary, management and administration costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Fringe Benefits	\$19,439	Based on 16% of all direct salary, management and administration, and leave benefit costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Indirect Costs	\$62,012	Based on 42% of all direct salary, management and administration, leave and fringe benefits costs for this program in accordance with COG's Indirect Cost Allocation Plan for FY04.
Data & PC Costs	\$0	Includes maintenance costs of software and hardware systems and supplies for contact management database.
Contract Services	\$145,000	Contractor support for marketing campaign development (\$75,000), and evaluation (\$70,000).
Direct Costs	\$465,336	Includes all out-of-pocket expenses such as telephone, fax, copy reproduction, travel, printing, postage and direct media placement (\$430,000).
TOTAL	\$815,000	This is the total cost of all the applications listed above.

01 REGIONAL MASS MARKETING CONSUMER CAMPAIGN

OBJECTIVE

The main objective of the TERM is to achieve emission reductions by reducing vehicle trips (VT) made by commuters in single occupancy vehicles (SOV) by 17,050 by June 2005 and another 17,050 by June 2007.

Period Ending	Daily Reductions			
	SOV Round Trips (VT)	VMT	NO _x	VOC
2005	17,050	250,650	0.211	0.119
2007	34,100	501,300	0.422	0.238
<i>figures are cumulative</i>				

The Mass Marketing campaign elements include the use of radio and TV spots at high reach and frequency levels to communicate the benefits of alternative commute methods to Single Occupant Vehicle (SOV) commuters most likely to shift to non-SOV travel. The campaign delivers a “brand promise” for Commuter Connections as an umbrella solution for commuters seeking alternative commuting options within the region. The campaign also aims to encourage current non-SOV populations to continue using alternative transportation modes for commuting. In addition, the mass marketing initiative encourages employers to provide alternative commuting benefits to their employees. The campaign will complement other on-going TERM program efforts that have been implemented in the region, increasing their overall efficiency and effectiveness.

PREVIOUS AND ONGOING WORK

This program was adopted for implementation by the TPB in the CCWP during COG’s FY03. A contractor was hired to develop the mass marketing campaign with input from the state funding agencies and the Regional Transportation Demand Management (TDM) Marketing Group. The Regional TDM Marketing Group is coordinated through COG and has been in place since 1996. It provides a cooperative regional forum to share ideas and coordinate TDM marketing efforts aimed at reducing SOV drivers while maximizing the use of commuter transportation alternatives.

COG hired a marketing specialist to coordinate the Mass Marketing project and manage all related TDM marketing programs and activities for Commuter Connections. This individual works closely with the contractors and internal COG staff to direct and implement all associated materials and deliverables pertaining to advertising and public relations. This staff member also gathers feedback from COG and Commuter Connections committees and workgroups including:

- < Access for All Committee
- < Citizen’s Advisory Committee
- < COG Board of Directors
- < Commuter Connections Subcommittee
- < Regional TDM Marketing Group
- < State TDM Workgroup

- < TDM Marketing Workgroup
- < TPB Technical Committee
- < Transportation Planning Board

The advertising agency selected to spearhead the contract was Dudnyk Advertising & Public Relations. This full service agency brought in a fresh perspective to the project through their experience and knowledge of brand building and connecting with customers. In order to learn the nuances of TDM marketing and gain experienced perspective, Dudnyk worked with COG staff and Pathways Strategic Communications, a sub-contractor to the project who has been a consultant to Commuter Connections marketing for several years.

PREVIOUS AND ONGOING TDM MARKETING:

Radio / TV

- < Five mass marketing radio ads promoting Commuter Connections and alternative transportation modes
- < Radio ad in Spanish
- < TV ad for mass marketing campaign

Website / Online

- < Continual maintenance and content refreshing of Commuter Connections website
- < Web Banner ads on several Internet sites, including WashingtonPost.com and WTOP.com traffic pages for Mass Marketing and GRH campaigns
- < Placement of keyword search engine sponsorships
- < Regional online yellow pages
- < Development of Extranet site made available to stakeholders to comment on posted marketing materials

SCOPE OF THE MASS MARKETING CAMPAIGN

In FY03, the scope of the regional mass marketing campaign effort consisted of building upon the current regional ad-hoc marketing campaigns to establish continuous year-round marketing for transportation demand management programs in the region. The added campaign has been tailored to increase the usage of existing transit and ridesharing services. The effectiveness of the Mass Marketing program will be continuously monitored through an evaluation process as part of the overall Commuter Connections program.

Prior to the campaign launch, an extensive review of TDM research was conducted by the contractor, some of which included the following:

- < Telework Survey and Employer Focus Group Reports, Commuter Connections, 1997
- < Commuter Connections TDM Evaluation Project Placement Rate Reports, 2000-2000
- < Employer and General Public Marketing Focus Group Findings, Commuter Connections, 2000
- < Dulles Toll Road HOV Lane Survey Results, VDRPT, 1998
- < Northern Virginia I-95 Commute Study results, Southeastern Institute Research Inc, 1998
- < Guaranteed Ride Home Survey results, Commuter Connections, 2001
- < 2001 State of the Commute results, Commuter Connections, 2001
- < Telework Center Occupancy Reports Results, Commuter Connections, 2001

After review of approximately two dozen existing research data sources, COG staff met with the state funding agencies to discuss plans for further qualitative research proposed for the mass marketing campaign. It was stated that the extensive amount of research previously conducted for the region was largely quantitative in nature. Therefore, in order to gather data pertaining to the behavioral and emotional aspects of commuting, qualitative research was recommended prior to implementing the mass marketing campaign.

Methodologies for the new research included focus groups, surveys (telephone, written and online) and round table discussions. Participants in the various research forums were made up of a broad group of constituents including commuters, TDM stakeholders, and employers. Information and opinions collected helped form the communications strategy and position Commuter Connections as a relevant support mechanism for commuters. The qualitative research allowed for a deeper glance into the behavioral feelings of commuters. It focused on commuters' attitudinal concerns and the way they associate experiences and points of view about their daily commutes in the Washington metropolitan area.

The research revealed that the most recurring and compelling emotion associated with commuting is that of "frustration," as commuters appear to be in a state of anxiety. This level of frustration is linked more so with the commute to work. Most felt they had no choice in the matter and grudgingly accepted their commute as a necessary evil.

In accordance with these findings, the campaign was developed to provide the needed solution and strongly identify with commuters who've "had enough." Furthermore, the campaign aims to help commuters understand the options available to them and that Commuter Connections can help assist them with finding a solution that works "best for each individual." The inference to be made is that "Commuter Connections is the one point solution within the region to the frustration of commuting alone by car."

Another factor that came out of the research was that consumers enjoy having choice. Based on this notion, they acted more favorably to the test spots that provided a variety of alternative transportation options. Another key breakthrough was that many SOV drivers didn't want to give up their flexibility of driving and responded very well to the mention that alternative transportation can also be flexible. The realization that one can still drive their own car on the days when they really need it, was an eye opener to the surveyed commuters.

The Mass Marketing measure will be supportive of and complementary to marketing efforts currently underway by regional and local transit agencies, other Commuter Connections programs, and local rideshare agencies.

TASKS

Task	Completion Date	% of Work
Work with full-service marketing contractor to refine mass marketing campaign messages and themes.	ongoing	15%
Coordinate the Regional TDM Marketing Group which meets every other month at COG.	ongoing	5%
Implement and evaluate regional Mass Marketing Campaigns geared toward consumers.	ongoing	80%

PRODUCTS

- < Documentation from the Regional TDM Marketing Group
- < Documentation of all marketing support
- < Monthly program progress reports
- < Coordination of contractors and stakeholder representatives
- < Revision and distribution of annual Transportation Demand Management Marketing Resource Guide and Strategic Marketing Plan
- < Extranet development and maintenance
- < Evaluation through mini-household survey

FUTURE ACTIVITIES

The regional mass marketing campaign will continue to be implemented through an integrated marketing communications (IMC) plan utilizing a broad scope of media and public relations efforts as outlined below. It aims to effectively utilize the strengths of each medium, delivering the IMC message in a way that's relevant, personalized and compelling, while also establishing a baseline level of mass awareness. The IMC plan also provides for efficiency to deliver the maximum impact possible based on the allotted budgets.

1. Mass media
2. Ethnic/Limited English and urban marketing
3. Public relations
4. Direct marketing
5. Interactive marketing

The program will be an ongoing multi-year campaign which will start out aggressively at \$1 million plus and will decrease by about 20% each year and eventually level out to around \$400,000. At the maintenance level, the customer base and Commuter Connections brand awareness will be sustained. The campaign funding is incremental above and beyond the current regional TERMS managed by Commuter Connections.

Continued input will be solicited from the members of the Regional TDM Marketing Group which includes representatives from the three state DOT's, the Virginia Department of Rail and Public Transportation (VDRPT), the Northern Virginia Transportation Commission, Washington metropolitan area local rideshare agencies, Transportation Management Associations, local

transit agencies, telework and bicycling experts and established Commuter Connections and COG Workgroups made up of stakeholders.

This contingency will provide feedback on what medium and messages would be the most effective at both the regional level and within particular activity centers / corridors being targeted.

The mass marketing objectives will continue to be achieved through a strategy of acquisition and retention. While we need to increase the number of people using alternative modes of transportation through change in behavior, we also need to ensure a high degree of retention to prevent them from falling back into the SOV mode. In order to achieve this objective, Commuter Connections needs to be recognized as an umbrella brand for all local and regional programs that offer alternative commuting options.

The program TERM will be monitored and periodically evaluated against its objectives with a formal monitoring/evaluation report due June 2005. Results will be used from the State of the Commute Survey and the mini-household survey.

GLOSSARY OF ACRONYMS

ACT	—	Association for Commuter Transportation
AVO	—	Average Vehicle Occupancy
CCRS	—	Commuter Connections Ridematching System
CCWP	—	Commuter Connections Work Program
COG	—	Council of Governments
DDOT	—	District of Columbia Department of Transportation
DTP	—	Department of Transportation Planning
ECP	—	Employee Commute Options
ETC	—	Employee Transportation Coordinator
FHWA	—	Federal Highway Administration
GIS	—	Geographic Information System
GRH	—	Guaranteed Ride Home
GSA	—	General Services Administration
GRP	—	Gross Rating Points
HOV(s)	—	High Occupancy Vehicle(s)
ITAC	—	International Telework Association & Council
MATAC	—	Mid-Atlantic Telecommuting Advisory Council
MDOT	—	Maryland Department of Transportation
MTA	—	Maryland Transit Administration
MWAQC	—	Metropolitan Washington Air Quality Committee
MWCOG	—	Metropolitan Washington Council of Governments
MWTRC	—	Metropolitan Washington Telework Resource Center
NO _x	—	Nitrogen Oxides
OPA	—	Office of Public Affairs

PRTC	—	Potomac & Rappahannock Transportation Commission
SOV(s)	—	Single Occupancy Vehicle(s)
TAHG	—	Telecommute Ad-Hoc Group
TCM	—	Transportation Control Measure
TDM	—	Transportation Demand Management
TERM	—	Transportation Emission Reduction Measure
TIP	—	Transportation Improvement Program
TMA	—	Transportation Management Association
TMO	—	Transportation Management Organization
TPB	—	Transportation Planning Board
TRC	—	Telework Resource Center
VDOT	—	Virginia Department of Transportation
VDRPT	—	Virginia Department of Rail & Public Transportation
VMT	—	Vehicle Miles Traveled
VOC	—	Volatile Organic Compounds
VRE	—	Virginia Railway Express
VT	—	Vehicle Trips
WABA	—	Washington Area Bicyclist Association
WMATA	—	Washington Metropolitan Area Transit Authority
WMTC	—	Washington Metropolitan Telework Centers