Long-Range Transportation Demand Management (TDM) Financial Plan Addendum

Dulles Area Transportation Association

2015-2021

prepared for

Dulles Area Transportation Association (DATA)

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Revised March 2015

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The Dulles Area Transportation Association

Dulles Area Transportation Association (DATA) is a 501(c)3 not-for-profit transportation management association (TMA) that identifies transportation needs; promotes steps to meet those needs; and provides a forum for members and other concerned parties to be informed of opportunities and to participate in timely actions that will bring about a more effective transportation system.

As a true public-private partnership, DATA works area employers and with the Virginia Department of Rail and Public Transportation (DRPT), the Virginia Department of Transportation (VDOT), and with Fairfax, Loudoun, and Prince William Counties to promote programs that help reduce the number of single occupancy vehicles on regional roads.

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Background

As directed by the Virginia Department of Rail and Public Transportation (VaDRPT), the Dulles Area Transportation Association (DATA) has revised its existing 30 year Long Range Plan to bring its financial forecasts and projections in to congruence with the Commonwealth's six year Transportation Improvement Program (TIP). This document serves as an addendum to the current DATA Long Range Plan, sub-planting the financial elements of the existing plan and provides a revision to the strategies and objectives that DATA will strive to achieve in the next 6 years in accordance with this financial plan. The financial forecast is predicated upon the realization of the anticipated revenue streams as identified within. The DATA Executive Committee and Board reserves the right to revise and adjust this plan as it deems appropriate.

DATA will work with VaDRPT, Virginia Department Of Transportation (VDOT), its local stakeholders and the private sector to achieve the following objectives and to pursue the identified strategies.

DATA Objectives and Strategies (2015 – 2021)

- Expand the Live More Commute Less brand to the public to develop improved understanding of the concepts associated with transportation demand management and the quality of life benefits that derive from these strategies.
- Further develop and increase the distribution/circulation of @LiveMore, DATA's newly created bi-monthly informational tabloid that promotes the Live More Commute Less program.
- Improve outreach with newly elected officials, particularly education of newly elected leaders.
- Become a formally recognized player in the Fairfax and Loudoun County proffer process; engage in management and monitoring of these proffers.
- Update DATA's brochure to highlight multimodal/TDM focus.
- Identify activities in which DATA's role is mentioned in the Loudoun and Fairfax County Plans, and coordinate those activities.
- Increase the number of contacts with private businesses and entities in the DATA service area and recruit these contacts to active members of DATA.
- Develop a separate marketing piece that focuses on DATA's experience and role in employer TDM strategies and plans.
- Engage in infrastructure/facilities network, focusing on physical and institutional integration; DATA should endeavor to engage the various counties in better coordination of transportation planning to maximize the impact of TDM strategies and to bring a regional perspective to these transportation networks/systems.

- Become more active along I-66 corridor and associated transit initiatives that are associated with the growth of this section of the DATA service area (e.g. Prince William County, City of Manassas, Haymarket, Gainesville).
- Expand the membership and breadth of the annual Transportation Roundtable forum.
- Expand the participation in the Employer Council.
- Work with local elected officials and state delegation to improve funding of DATA's TDM programs.
- Work with local governments, WMATA and other transportation providers to ensure maximum utilization of the new METRO Silver line in the Dulles Corridor.
- Serve as the primary employer outreach coordinator for Phase II of the METRO Silver line transportation management plan (TMP).
- Promote Transit Oriented Development in the vicinity of the new METRO stations in the Dulles Corridor.
- As the designated employer outreach entity in Reston Town Center, continue to build relationships with the businesses and residents in this area. Develop new programs, such as the Reston Town Center Block Party to engage and inform Reston Town Center employees of their transportation options.
- Forge a partnership with VDOT and other appropriate stakeholders to secure funding for DATA's Rotating Rideshare Program.
- Create new and more robust partnerships with local economic development authorities and pursue projects and programs of mutual interest.
- Continue to promote telework programs and, when available, incentive programs that are associated with TeleworkVa.
- Work with DRPT to continue to promote and pursue the formation of new vanpools in the DATA service area.
- Develop new, innovative K-12 educational programs that promote and engage children in being knowledgeable of the benefits of TDM strategies.
- Become the leading "voice" for TDM strategies in the DATA service area.
- Support the development of transportation hubs around the airport for tourist destinations.
- Continue to further refine E^3Calc and utilize it as an important analysis tool and quantitative measure.
- Continue to work with the colleges and universities in the DATA service area to identify and implement programs of common interest.
- Support shuttle service in areas where they are needed.
- Continue to educate members (and public) about mobility options.

DATA Metrics of Success/Progress

One of the core missions of DATA is to affect behavioral change among business leaders and their employees. DATA also serves as a regional facilitator for its primary stakeholders – local governments, non-profits and the private sector. As such, finding quantitative measurements for programs is typically difficult. What is a measure of success for say the employer council or the transportation roundtable? Is it the number of attendees or the stature of the attendees? Can DATA quantify the impact that such sessions have on the future decision making the attendees have concerning TDM programs and strategies? Without resources to conduct extensive surveys, or focus group analysis, DATA is challenged to find quantitative measures and results for many of the projects and programs it implements.

However, DATA does believe, like any marketing campaign that strives to affect behavioral change (be it buying a tube of toothpaste or choosing to join a carpool), these programs do have an impact on the participating employers and employees. In the world of marketing (where follow up resources for analysis are far greater than in the TDM industry) one such measurement is the number of impressions any marketing campaign achieves. DATA intends to continue utilizing this measure and seek ways to enhance the collection and analysis of this data to assist it in evaluating its programs and projects.

DATA also would like to consider broadening the definition of what is an "employer" is to encompass those "entities" that have an infrastructure to reach people/employees. For example, economic development authorities, a natural business partner who could expand DATA's reach to employers and employees. This growth in DATA's network should prove to open new doors and angles when approaching prospective new clients.

DATA intends to utilize the following four measures to define the success of the organization in meeting the before stated objectives and strategies. These measures include:

M[1] = Quantifying the number of impressions programs have on businesses, employees and residents;

M[2] = Having DATA's stakeholders provide an annual evaluation of programs to determine if these programs provide value to them;

M[3] = How many new (personal) connections are established each year through DATA's programs;

M[4] = Reduction in single occupancy trips in the DATA service area; and

M[5] = How many new businesses DATA registers in Commuter Connections database (ACT) and how many existing businesses DATA moves up the TDM program ladder.

Major Future Financial Components

As DATA moves forward to accomplish its goals and objectives, the funding to achieve this is predicated on a number of assumptions and forecasts. As is typical with forecasting future funding sources and programs, DATA will rely more on the "know" or reasonably more stable future funding streams, than to predict bold new initiatives that have less likely chance to materialize. A snapshot of a more detailed forecast of future funding between 2015 – 2021 is depicted in Table 1, below.

Table 1
Overview DATA's Financial Plan 2015 – 2021

	Budget	Projected						
	2015	2016	2017	2018	2019	2020	2021	2015 - 2021
Income								
Contract Revenue								
JARC	$ 74,000	$ 74,000						$ 148,000
Fairfax County	$ 65,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 545,000
Total Contract Revenue	$ 139,000	$ 154,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 693,000
Total Events	$ 49,390	$ 50,872	$ 52,398	$ 53,970	$ 55,589	$ 57,257	$ 58,974	$ 378,449
Total @Livemore	$ 2,000	$ 12,000	$ 12,360	$ 12,731	$ 13,113	$ 13,506	$ 13,911	$ 79,621
Grants								
TDM	$ 148,000	$ 152,440	$ 157,013	$ 161,724	$ 166,575	$ 171,573	$ 176,720	$ 1,134,044
Long Range	$ 4,800							$ 4,800
Van Go	$ 48,000							$ 48,000
Other		$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 60,000
Total Grants	$ 200,800	$ 162,440	$ 167,013	$ 171,724	$ 176,575	$ 181,573	$ 186,720	$ 1,246,844
Total Membership Fees	$ 71,170	$ 73,305	$ 75,504	$ 77,769	$ 80,102	$ 82,506	$ 84,981	$ 545,337
Total Income	$ 462,360	$ 452,617	$ 387,275	$ 396,194	$ 405,379	$ 414,841	$ 424,586	$ 2,943,252
Expenses								
Marketing and Promotion	$ 6,000	$ 6,180	$ 6,365	$ 6,556	$ 6,753	$ 6,956	$ 7,164	$ 45,975
Ttraining	$ 680	$ 700	$ 721	$ 743	$ 765	$ 788	$ 812	$ 5,210
Total Events Expense	$ 17,950	$ 18,489	$ 19,043	$ 19,614	$ 20,203	$ 20,809	$ 21,433	$ 137,541
Total Overhead	$ 117,187	$ 95,159	$ 98,013	$ 100,954	$ 103,982	$ 107,102	$ 110,315	$ 732,712
Total Personnel Expenses	$ 255,220	$ 262,877	$ 227,935	$ 227,935	$ 227,935	$ 227,935	$ 227,935	$ 1,657,774
Total Professional Fees	$ 34,950	$ 35,999	$ 37,078	$ 38,191	$ 39,337	$ 40,517	$ 41,732	$ 267,803
Total Expense	$ 431,987	$ 419,403	$ 389,157	$ 393,994	$ 398,976	$ 404,107	$ 409,392	$ 2,847,015
Net Ordinary Income	$ 30,373	$ 33,214	$ (1,882)	$ 2,200	$ 6,404	$ 10,734	$ 15,194	$ 96,236

*Assumptions:
1) 3%annual increase in funding from DRPT.
2) 3% annual increase in all non-grant funding through 2021.
3) 3% annual increase in all expenses until 2021.
4) 3% annual increase in payrolll expenses until 2016, then a 15% reduction in payroll due to ending JARC grant. Payroll remains static thereafter through 2021.

The objective of creating a 6-year financial/long range plan is to bring DATA's goals, objectives and forecasted financial needs into congruence with the Commonwealth's Transportation Improvement Plan (TIP), which also has a 6-year planning horizon. In the current TIP, the Commonwealth's TDM program forecasts a flat funding level of $4 million statewide (see Table 2).

In reality, if state funding remains flat for the next six years, there will be a reduction in services due to expected growth in the region (which results in more potential clients – businesses and commuters) and inflationary costs of doing business. In examining the last ten years of the Consumer Prince Index (CPI) for Northern Virginia, the average increase in consumer costs was about 3% annually (see Table 4). The CPI does not take into account many business costs, such as commercial rents, health insurance, labor costs (salaries), etc.

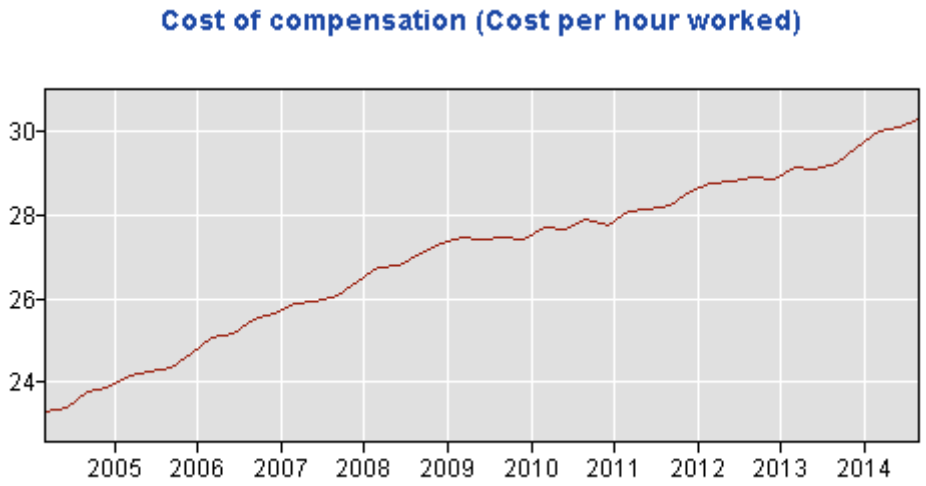
Table 2

Commonwealth Transportation Board
FY 2015 Rail and Public Transportation Improvement Program

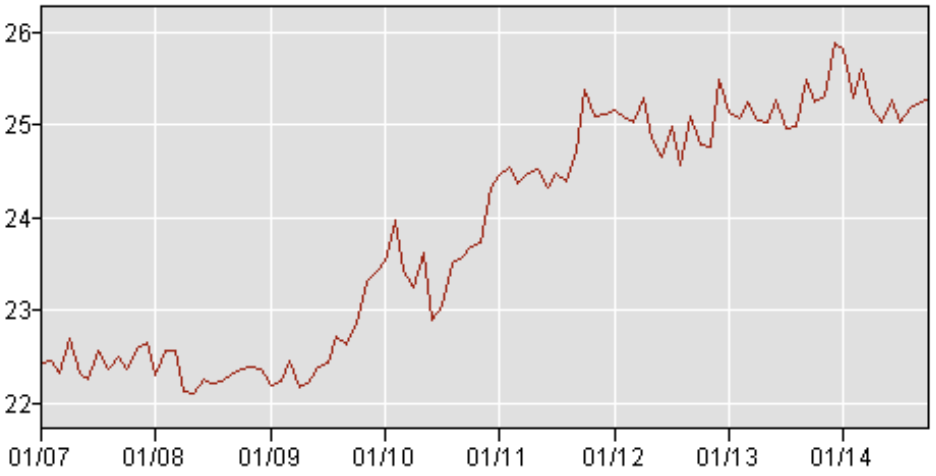
Six Year Projection of Allocations for the Rail and Public Transportation Improvement Program

	FY15	FY16	FY17	FY18	FY19	FY20	Total
Mass Transit Trust Fund:							
Operating Assistance	179,907,958	$ 177,227,113	$ 184,043,226	$ 189,067,277	$ 194,110,005	$ 198,595,820	1,122,951,399
Operating Assistance - I-95 Technical Memo #3	-	629,000	629,000	629,000	629,000	1,355,000	3,871,000
Capital Assistance	60,399,770	47,406,630	52,741,537	54,438,205	57,416,927	59,226,074	331,629,143
Capital Assistance - Multi Year/Other Projects	3,264,850	4,148,680	1,180,480	1,227,740	-	-	9,821,750
Special Projects-Other	2,802,287	2,186,637	2,470,642	2,679,913	2,890,031	3,107,129	16,136,639
Special Projects-TDM/TMP	3,820,036	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	23,820,036
Paratransit Assistance Program (From MTTF)	1,258,949	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	8,758,949
Total Mass Transit Trust Fund Allocation	251,453,850	237,098,060	246,564,885	253,542,135	260,545,963	267,784,023	1,516,988,916

Table 3
National Average for Private Industry Total Cost of Compensation per Hour Worked



Statewide Average for Private Industry Total Cost of Compensation per Hour Worked



Northern Virginia Average for Private Industry Total Cost of Compensation per Hour Worked

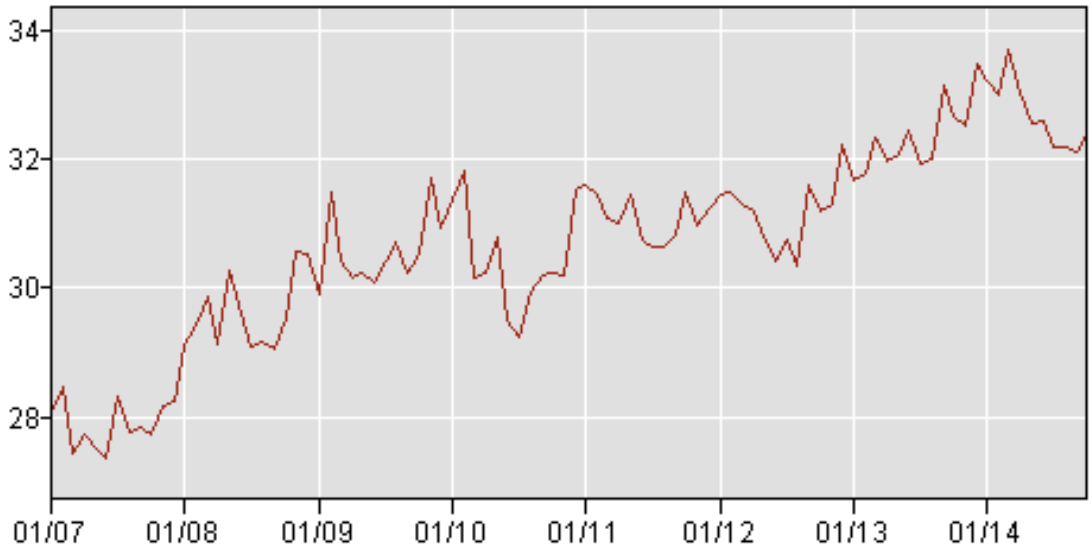


Table 4
National, Statewide and Northern Virginia Average Hourly Compensation 2007 - 2014

	National Average		Statewide Average		Northern Virginia Average	
Year	**All Workers - Cost of compensation (Cost per hour worked)**	**Annual % Increase**	**All Workers - Cost of compensation (Cost per hour worked)**	**Annual % Increase**	**All Workers - Cost of compensation (Cost per hour worked)**	**Annual % Increase**
2007	$26.42		$22.37		$27.73	
2008	$27.35	3.52%	$22.36	-0.04%	$29.53	6.49%
2009	$27.42	0.26%	$22.86	2.24%	$30.52	3.35%
2010	$27.75	1.20%	$23.68	3.59%	$30.22	-0.98%
2011	$28.57	2.95%	$25.39	7.22%	$31.50	4.24%
2012	$28.87	1.05%	$24.79	-2.36%	$31.19	-0.98%
2013	$29.63	2.63%	$25.25	1.86%	$32.68	4.78%
2014	$30.32	2.33%	$25.28	0.12%	$32.36	-0.98%
2007 - 2014	$3.90	14.76%	$2.91	13.01%	$4.63	16.70%
2007 - 2014 Average		1.99%		1.80%		2.27%

Source: U.S. Bureau of Labor Statistics, Private Industry Total compensation for All occupations; Cost per hour worked.

However, when analyzing average salary/wage information over the past seven years, DATA's growth assumption of 3% annually is pretty much in line with the average wage increases being documented by the U.S. Bureau of Labor Statistics (see Tables 3 & 4). Thus, DATA feels confident that a modest 3% annual increase in overall revenues should sustain its current level of services. A more specific breakdown of DATA's anticipated revenues and costs have been detailed in Table 5.

Table 5

Revenue and Cost Forecast 2015 - 2021

	Budget	Projected						
	2015	2016	2017	2018	2019	2020	2021	2015 - 2021
Income								
Contract Revenue								
JARC	$ 74,000	$ 74,000						$ 148,000
Fairfax County	$ 65,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 545,000
								$ -
								$ -
Total Contract Revenue	$ 139,000	$ 154,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 693,000
Events								
Annual Dinner								$ -
Sponsors								$ -
Total Annual Dinner	$ 26,500							$ 26,500
Annual Meeting/Holiday Receptio	$ 850							$ 850
Golf								$ -
Foursome	$ 7,300							$ 7,300
Mulligan	$ 650							$ 650
Silent Auctions	$ 90							$ 90
Sponsor	$ 7,900							$ 7,900
Total Golf								$ -
Seminars	$ 6,100							$ 6,100
								$ -
Total Events	$ 49,390	$ 50,872	$ 52,398	$ 53,970	$ 55,589	$ 57,257	$ 58,974	$ 378,449
								$ -
Total @livemore	$ 2,000	$ 12,000	$ 12,360	$ 12,731	$ 13,113	$ 13,506	$ 13,911	$ 79,621
Grants								
TDM	$ 148,000	$ 152,440	$ 157,013	$ 161,724	$ 166,575	$ 171,573	$ 176,720	$ 1,134,044
Long Range	$ 4,800							$ 4,800
Van Go	$ 48,000							$ 48,000
Other		$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 60,000
Total Grants	$ 200,800	$ 162,440	$ 167,013	$ 171,724	$ 176,575	$ 181,573	$ 186,720	$ 1,246,844
Membership Fees								
Pacesetter Sponsors	$ 10,900	$ 11,227	$ 11,564	$ 11,911	$ 12,268	$ 12,636	$ 13,015	$ 83,521
New Dues	$ 3,150	$ 3,245	$ 3,342	$ 3,442	$ 3,545	$ 3,652	$ 3,761	$ 24,137
Renewals	$ 57,120	$ 58,834	$ 60,599	$ 62,417	$ 64,289	$ 66,218	$ 68,204	$ 437,680
Total Membership Fees	$ 71,170	$ 73,305	$ 75,504	$ 77,769	$ 80,102	$ 82,506	$ 84,981	$ 545,337
Total Income	$ 462,360	$ 452,617	$ 387,275	$ 396,194	$ 405,379	$ 414,841	$ 424,586	$ 2,943,252
Expenses								
Marketing and Promotion	$ 6,000	$ 6,180	$ 6,365	$ 6,556	$ 6,753	$ 6,956	$ 7,164	$ 45,975
Training	$ 680	$ 700	$ 721	$ 743	$ 765	$ 788	$ 812	$ 5,210
Events Expense								$ -
Annual Dinner	$ 3,110	$ 3,203	$ 3,299	$ 3,398	$ 3,500	$ 3,605	$ 3,714	$ 23,830
Golf	$ 11,360	$ 11,701	$ 12,052	$ 12,413	$ 12,786	$ 13,169	$ 13,564	$ 87,046
Seminars	$ 3,480	$ 3,584	$ 3,692	$ 3,803	$ 3,917	$ 4,034	$ 4,155	$ 26,665
Total Events Expense	$ 17,950	$ 18,489	$ 19,043	$ 19,614	$ 20,203	$ 20,809	$ 21,433	$ 137,541
Overhead								
Bank Service Charges								
Bank Fees	$ 610	$ 628	$ 647	$ 667	$ 687	$ 707	$ 728	$ 4,674
Credit Card	$ 630	$ 649	$ 668	$ 688	$ 709	$ 730	$ 752	$ 4,827
Finance Charges	$ 57	$ 59	$ 60	$ 62	$ 64	$ 66	$ 68	$ 437
Total Bank Service Charges	$ 1,297	$ 1,336	$ 1,376	$ 1,417	$ 1,460	$ 1,504	$ 1,549	$ 9,938
Catering	$ 12,800	$ 13,184	$ 13,580	$ 13,987	$ 14,407	$ 14,839	$ 15,284	$ 98,080
Dues and Subscriptions	$ 4,800	$ 4,944	$ 5,092	$ 5,245	$ 5,402	$ 5,565	$ 5,731	$ 36,780
Education/Meeting Fees	$ 3,970	$ 4,089	$ 4,212	$ 4,338	$ 4,468	$ 4,602	$ 4,740	$ 30,420
Staff Development	$ 780	$ 803	$ 828	$ 852	$ 878	$ 904	$ 931	$ 5,977
Insurance								
Directors & Officers	$ 3,745	$ 3,857	$ 3,973	$ 4,092	$ 4,215	$ 4,341	$ 4,472	$ 28,696
Disability	$ 1,300	$ 1,339	$ 1,379	$ 1,421	$ 1,463	$ 1,507	$ 1,552	$ 9,961
GL - Comm Prop		$ -	$ -	$ -	$ -	$ -	$ -	$ -
Health Insurance	$ 29,500	$ 30,385	$ 31,297	$ 32,235	$ 33,203	$ 34,199	$ 35,225	$ 226,043
Workmen's Comp		$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Insurance	$ 34,545	$ 35,581	$ 36,649	$ 37,748	$ 38,881	$ 40,047	$ 41,249	$ 264,700
Internet/Website	$ 4,300	$ 4,429	$ 4,562	$ 4,699	$ 4,840	$ 4,985	$ 5,134	$ 32,949
Licenses and Permits	$ 30	$ 31	$ 32	$ 33	$ 34	$ 35	$ 36	$ 230
Miscellaneous Meetings	$ 200	$ 206	$ 212	$ 219	$ 225	$ 232	$ 239	$ 1,532
Office Space								
Rent	$ 1,320	$ 1,360	$ 1,400	$ 1,442	$ 1,486	$ 1,530	$ 1,576	$ 10,114
Telephone	$ 4,300	$ 4,429	$ 4,562	$ 4,699	$ 4,840	$ 4,985	$ 5,134	$ 32,949
Total Office Space	$ 5,620	$ 5,789	$ 5,962	$ 6,141	$ 6,325	$ 6,515	$ 6,711	$ 43,063
Office Supplies	$ 1,600	$ 1,648	$ 1,697	$ 1,748	$ 1,801	$ 1,855	$ 1,910	$ 12,260
Payroll Service fees	$ 200	$ 206	$ 212	$ 219	$ 225	$ 232	$ 239	$ 1,532
Postage and Delivery	$ 230	$ 237	$ 244	$ 251	$ 259	$ 267	$ 275	$ 1,762
Printing and Reproduction	$ 10,800	$ 11,124	$ 11,458	$ 11,801	$ 12,155	$ 12,520	$ 12,896	$ 82,755
Vanpool Subsidy	$ 14,775	$ 15,218	$ 15,675	$ 16,145	$ 16,629	$ 17,128	$ 17,642	$ 113,213
Special Project Support								
Est. Dulles Phase II TMP Expenses			#					
LMCL Support	$ 12,000							$ 12,000
Total Subcontractor	$ 12,000	$ -	$ -	$ -				$ 12,000
Travel								
Travel	$ 3,050	$ 3,142	$ 3,236	$ 3,333	$ 3,433	$ 3,536	$ 3,642	$ 23,371
Mileage	$ 4,800	$ 4,944	$ 5,092	$ 5,245	$ 5,402	$ 5,565	$ 5,731	$ 36,780
Tolls & Parking	$ 1,390	$ 1,432	$ 1,475	$ 1,519	$ 1,564	$ 1,611	$ 1,660	$ 10,651
Total Travel	$ 9,240	$ 9,517	$ 9,803	$ 10,097	$ 10,400	$ 10,712	$ 11,033	$ 70,801
Total Overhead	$ 117,187	$ 95,159	$ 98,013	$ 100,954	$ 103,982	$ 107,102	$ 110,315	$ 732,712
Personnel Expenses								
Wages	$ 231,000	$ 237,930	$ 202,241	$ 202,241	$ 202,241	$ 202,241	$ 202,241	$ 1,480,133
Payroll Taxes	$ 20,200	$ 20,806	$ 21,430	$ 21,430	$ 21,430	$ 21,430	$ 21,430	$ 148,157
Simple IRA	$ 4,020	$ 4,141	$ 4,265	$ 4,265	$ 4,265	$ 4,265	$ 4,265	$ 29,485
Total Personnel Expenses	$ 255,220	$ 262,877	$ 227,935	$ 227,935	$ 227,935	$ 227,935	$ 227,935	$ 1,657,774
Professional Fees								
Accounting/Audit	$ 34,950	$ 35,999	$ 37,078	$ 38,191	$ 39,337	$ 40,517	$ 41,732	$ 267,803
Total Professional Fees	$ 34,950	$ 35,999	$ 37,078	$ 38,191	$ 39,337	$ 40,517	$ 41,732	$ 267,803
Total Expense	$ 431,987	$ 419,403	$ 389,157	$ 393,994	$ 398,976	$ 404,107	$ 409,392	$ 2,847,015
Net Ordinary Income	$ 30,373	$ 33,214	$ (1,882)	$ 2,200	$ 6,404	$ 10,734	$ 15,194	$ 96,236

*Assumptions:
1) 3%annual increase in funding from DRPT.
2) 3% annual increase in all non-grant funding through 2021.
3) 3% annual increase in all expenses until 2021.
4) 3% annual increase in payrolll expenses until 2016, then a 15% reduction in payroll due to ending JARC grant. Payroll remains static thereafter through 2021.