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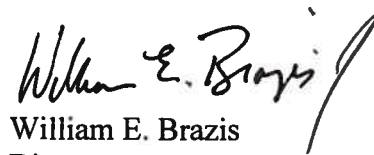
Dear Mr. Baier:

The Washington Headquarters Services (WHS) Transportation Management Program Interim Evaluation Report is enclosed pursuant to Section 6.2, *Evaluation Report*, of the October 2010 Transportation Management Plan (TMP) for Base Realignment and Closure (BRAC) Recommendation #133 at Mark Center, and the March 14, 2011 Letter of Agreement (LOA) between WHS, the Department of the Army and the City of Alexandria. The Department continues to complete its final phased moves to the Mark Center through September of 2012. Thus, although delayed, this report is intended to meet the requirements as set forth in the LOA, and reflects data through December 2011. We will update this information as we complete the moves in late 2012.

The report outlines the Mark Center (BRAC 133) TMP Goals to include sections regarding the program progress in achieving goals, specifically, goal one: to minimize traffic impacts on the neighboring community through a 40 percent non-SOV mode share, and goal two: to facilitate tenant mobility through the WHS Transportation Management Program Office. It also includes performance measures, roadway infrastructure operations information, parking utilization, and program strengths and areas of improvement.

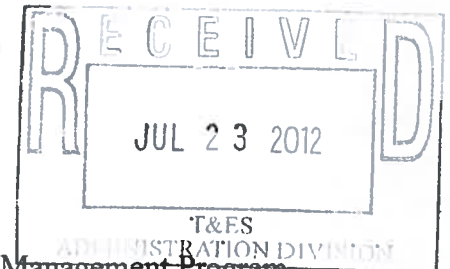
Additionally, pursuant to Section 6.1, *Progress Monitoring and Annual Survey*, the Transportation Coordinator conducted surveys of both federal and non-federal employees six months after relocation. Results from this survey are not finalized, and therefore, are not included in this interim report.

My point of contact for the TMP is Mr. Sajeel Ahmed, Director, Facilities Services Directorate, WHS, sajeel.ahmed@whs.mil or (703) 697-7241.

  
William E. Brazis  
Director

Enclosure:  
As stated

JUL 18 2012





# Washington Headquarters Services Transportation Management Plan Interim Evaluation Report



# Table of Contents

	<u>Page</u>
<b>ACRONYM LIST</b> .....	ii
<b>1.0 INTRODUCTION</b> .....	1
<b>2.0 MARK CENTER (BRAC 133) TRANSPORTATION MANAGEMENT PLAN (TMP) GOALS</b> .....	1
2.1 Program Progress in Achieving Goals.....	2
2.1.1 Goal 1 – Minimize Traffic Impacts on the Neighboring Community through a 40 percent non-SOV mode share.....	2
2.1.2 Goal 2 – Facilitate Tenant Mobility through the WHS TMPO .....	3
2.2 Performance Measures .....	5
<b>3.0 ROADWAY INFRASTRUCTURE OPERATIONS INFORMATION</b> .....	7
<b>4.0 PARKING UTILIZATION</b> .....	12
<b>5.0 PROGRAM STRENGTHS AND AREAS FOR IMPROVEMENT</b> .....	13
<b>6.0 NEXT STEPS</b> .....	15

## List of Tables

Table 2-1: Mark Center Station Shuttle Program.....	3
Table 2-2: Mark Center (BRAC 133) Facility Mode Split (based on December 2011 data) .....	6
Table 3-1: VDOT Mark Center Area January Traffic Monitoring Study – LOS Analysis .....	11
Table 4-1: North and South Parking Garage Totals (Average) .....	12
Table 5-1: WHS Transportation Management Program Strengths and Areas for Improvement .....	13

## List of Figures

Figure 3-1: Mark Center (BRAC 133) Facility Roadway Infrastructure.....	8
Figure 3-2: AM Peak Period Volume .....	9
Figure 3-3: PM Peak Period Volume.....	10

## ***Acronym List***

<b>BRAC</b>	<b>Base Realignment and Closure</b>
<b>DoD</b>	<b>Department of Defense</b>
<b>DOT</b>	<b>Department of Transportation</b>
<b>LEED</b>	<b>Leadership in Energy and Environmental Design</b>
<b>LOS</b>	<b>Level of Service</b>
<b>NCR</b>	<b>National Capital Region</b>
<b>SOV</b>	<b>Single Occupancy Vehicle</b>
<b>TDM</b>	<b>Travel Demand Management</b>
<b>TMP</b>	<b>Transportation Management Plan</b>
<b>TMPO</b>	<b>Transportation Management Program Office</b>
<b>USACE</b>	<b>United States Army Corps of Engineers</b>
<b>VRE</b>	<b>Virginia Railway Express</b>
<b>WHS</b>	<b>Washington Headquarters Services</b>

## 1.0 Introduction

This following report is provided pursuant to the Transportation Management Plan (TMP) for Base Realignment and Closure (BRAC) Recommendation #133 at Mark Center dated October 2010 and the March 14, 2011 Letter Agreement between Washington Headquarters Services (WHS), the Department of the Army and the City of Alexandria, WHS is submitting the "WHS Transportation Management Program Interim Evaluation Report." As we complete the final moves this summer and fall as part of the phased move plan to the Mark Center the DoD will provide an updated report.

This report contains the following sections:

- Mark Center (BRAC 133) TMP Goals (inclusive of a description of the WHS Transportation Management Program Office and Performance Measures)
- Roadway infrastructure operations information
- Parking utilization
- Program strengths and areas for improvement
- Interim conclusions
- Next steps

As of December, 2011, approximately 4,000 employees had been relocated and assigned to the facility, with about 2,386 (average) employees entering the building daily. Full occupancy (just over 6,000 personnel) is on target for September 2012. Future evaluation reports submitted by WHS will include impacts and performance results achieved as the facility reaches full capacity.

The Mark Center (BRAC 133) facility was designed and constructed to achieve a Leadership in Energy and Environmental Design (LEED) "Gold" rating. As a result, a detailed framework for identifying and implementing practical and measurable green building design, construction, operations and maintenance solutions was followed. LEED certification includes detailed strategies aimed at achieving high performance in key areas of human and environmental health.

## 2.0 Mark Center (BRAC 133) Transportation Management Plan (TMP) Goals

The goals of the October 2010 Mark Center (BRAC 133) TMP are twofold: to reduce peak hour travel and traffic impacts on the neighboring community by striving for a non-single occupancy vehicle (SOV) mode share of 40%; and to facilitate tenant mobility to the site through a viable transportation program. For the period ending February 29, 2012, WHS achieved a 53% non-SOV mode share for personnel utilizing the Mark Center (BRAC 133) facility; this exceeds the TMP's 40% goal through a series of measures including shuttle buses, van pools and other non-SOV transportation means. WHS also established a viable mass transit program that has enhanced tenant mobility to the site and minimized traffic impacts



on the neighboring community. WHS will continue its efforts toward achieving these goals as the facility reaches full occupancy in September 2012.

As the primary interface before, during, and after relocation, WHS is responsible for executing and monitoring the goals and objectives of the TMP. This is achieved primarily through the establishment of an on-site WHS TMP Office, a parking management program, a comprehensive DoD shuttle program utilizing private providers and enhanced transit services, and the execution of an aggressive employee commuter program geared toward promoting and educating alternative modes of transportation.

## 2.1 Program Progress in Achieving Goals

### 2.1.1 Goal 1 – Minimize Traffic Impacts on the Neighboring Community through a 40 percent non-SOV mode share

The 40% non-SOV mode share goal to the Mark Center (BRAC 133) facility was exceeded by 13% primarily through implementation of a comprehensive DoD shuttle program, implementation of an aggressive employee commute program geared toward promoting alternative modes of transportation, and the execution of a parking management program. Various performance measures – such as average vehicle ridership and mode split – will determine the continued effectiveness of the TMP and aforementioned programmatic elements (early indications through June 2012 continue to be very encouraging).

The comprehensive DoD shuttle program adopted by WHS operates frequent service between the Mark Center (BRAC 133) facility and key Metrorail stations, including the Pentagon Metrorail station, King Street Metrorail/VRE station, West Falls Church Metrorail station, and the Franconia-Springfield Metrorail/VRE station (Table 2-1).<sup>1</sup> The Pentagon and West Falls Church Routes<sup>2</sup> are operated by the Washington Metropolitan Area Transit Authority (WMATA), as enhanced transit services labeled Metrobus 7M and 28X, respectively. The King Street Route is operated by the Alexandria Transit Company's DASH as an enhanced transit service labeled AT2/AT2 Express, while the Franconia-Springfield Route is operated by a private provider.<sup>3</sup> In accordance with the Mark Center (BRAC 133) TMP, as of December 2011, the WHS Transportation Coordinator conducts monthly meetings with the transit agencies that utilize Mark Center Station to provide enhanced transit service, regional service,

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<sup>1</sup> Note: Ballston Route – In the initial development phases of the Mark Center (BRAC 133) TMP and DoD Shuttle Program, the Ballston Metrorail station was designated as a pick-up location for a fifth shuttle route to Mark Center Station. However, during coordination efforts with Arlington County, this effort became unfeasible as the County was conducting a redevelopment study on the Metrorail station and bus bay space was limited. This study, now on hold due to limited staff resources, is expected to resume in the Fall of 2012. WHS maintains contact with Arlington County's project manager to receive project status updates and participate in the planning effort. The Ballston Route was designed to capture employees north of the Mark Center. The current ridership on the West Falls Church Route – also north of the Mark Center – is relatively low (about 150 trips/day). In addition, WMATA currently operates several Metrobus Routes, including the 25A, 25B, and 25E, from the Ballston Metrorail station to Southern Towers, an apartment complex located within a quarter mile of Mark Center.

<sup>2</sup> Evaluation data from the West Falls Church Route included operations under the Office of the Administrative Assistant to the Secretary of the Army (OAA), from August 2011 to January 2012.

<sup>3</sup> Since inception, the WHS Transportation Coordinator continues to coordinate with local/regional transportation providers to enhance the Franconia-Springfield Route. Specifically, meetings were held with WMATA and DASH. Subsequent to those meetings, both transit agencies expressed their inability to provide the enhanced transit service. WHS continues to examine alternative providers for improving the Franconia-Springfield Route from 30-minute headway/frequency to 15-minute headway/frequency. Current daily ridership on the Franconia-Springfield Route is relatively low (about 125 trips/day, 9% of overall route trips to Mark Center Station).

and local service. Monthly meetings are conducted to discuss current conditions affecting the program, to address outstanding issues and concerns, and provide improvements and modifications to station operations.

**Table 2-1: Mark Center Station Shuttle Program**

Shuttle Routes	Pentagon (7M)	King Street (AT2 Express)	West Falls Church	Franconia / Springfield
Provider	WMATA	DASH	WMATA	OAA
Peak hours of operation (AM)	5:40 am – 9:00 am	6:00 am – 9:00 am	5:30 am – 9:30 am	5:30 am – 9:30 am
Peak hours of operation (PM)	3:30 pm – 6:30 pm	3:00 pm – 6:00 pm	3:30 pm – 7:30 pm	3:30 pm – 7:30 pm
Off Peak hours of operation	9:00 am – 3:30 pm	N/A	N/A	N/A
Headway in peak Hours (minutes)	10	10	30	30
Headway in off peak (minutes)	15	30	N/A	N/A
Average Daily Ridership (December 2011)	923	204	156	116
Year to Date Ridership (Aug 2011 – Dec 2011)	72,928	12,101	11,578 <sup>4</sup>	9,212
Ridership Percentage	66%	15%	8%	11%

### 2.1.2 Goal 2 – Facilitate Tenant Mobility through the WHS TMPO

The WHS Transportation Management Program Office’s mission is to serve as the leader in providing secure, relevant, and efficient transportation services and solutions to Mark Center (BRAC 133) employees ensuring mobility, accessibility, safety, and connectivity. Branded as a one-stop-shop, the WHS Transportation Management Program Office: 1) coordinates with transportation service providers within the National Capitol Region (NCR) for a more effective and efficient transportation system; 2) provides up-to-date and easy-to-access information on DoD and local/regional transportation

<sup>4</sup> Ridership data from the West Falls Church Route encompasses operations under OAA performed through 31 January 2012. As of 1 February 2012, the West Falls Church Route is operated through enhanced transit services provided by WMATA Metrobus Route 28X. Ridership is expected to increase on this route as the headway/frequency increases to every 20 minutes from every 30 minutes with the private provider.

providers for employees traveling or commuting; 3) continually assesses and improves transportation services to meet the needs of the Mark Center community; and 4) works to implement a safer, more energy efficient, and environmentally friendly transportation program by striving for a 40% non-SOV mode share through transit, carpooling, vanpooling, bicycling, walking, and/or teleworking. A detailed Communications Plan was developed to effectively and efficiently educate relocated Mark Center (BRAC 133) employees on utilizing non-SOV modes of transportation to the facility. The Communications Plan includes marketing materials, a comprehensive website, education efforts, and several transportation events and fairs. Additionally, the WHS Transportation Management Program provides information through the following channels:

- Telephone Hotline
- Weekly Email Updates
- Newsletters
- DoD Articles
- Social Media Accounts (Facebook/Twitter)
- Weekly Informational Display Table
- Transportation Open Houses
- Rideshare Seminars

The WHS Transportation Management Program's employee commuter program focuses primarily on ridesharing, slugging, and bicycling to the Mark Center (BRAC 133) facility. Ridesharing is one of the most effective ways for employees to commute to the Mark Center (BRAC 133) facility. As such, the WHS Transportation Management Program Office is coordinating with the General Services Administration (GSA) to develop and obtain a ride-matching program. Temporarily, the Program Office has established an employee database for commuters interested in ridesharing to the Mark Center (BRAC 133) facility. Interested commuters are asked to visit the Program Office to register their information. Through continuous monitoring, potential matches are determined and emails are sent to employees with appropriate contact information. As of December 2011, and as a result of the above activities, there were 95 registrants on the employee database; 86 of whom have been contacted for a potential match. The WHS Transportation Management Program Office also created a slugging email distribution list to make slugging a viable option for tenants of the Mark Center (BRAC 133) facility. As of December 2011, more than 200 employees were actively participating in the program. When a driving commuter is in need of a slug(s) for his or her commute, he/she sends an email to the distribution list with a departure time, destination, and passenger availability. Employees with the corresponding need will reply to the driver to determine the details of their commute. Additionally, the WHS Transportation Management Program Office established a Bicycle Working Group to promote bicycling as a viable mode of transportation and to provide those utilizing this commuting method with the appropriate amenities and assistance.



The WHS Parking Management Plan consists of priority parking designations within the Mark Center (BRAC 133) North and South Parking Garages. There are 3,747 total parking spaces. Priority spaces are designated for disabled, carpool/vanpool, alternative fuel, government vehicles, and visitors. As the management organization, WHS is in charge of handling all parking operations including management of parking permit allocations and the distribution of permits to carpools, vanpools, and alternative fuel vehicles. Individual tenant organizations are responsible for distributing their allocated SOV parking permits to employees. WHS conducts daily monitoring of the number of issued permits versus the number of vehicles entering the garages.

## 2.2 Performance Measures

The following performance measures are used to monitor and evaluate the effectiveness of the TMP and aforementioned programmatic elements.

### *Average Vehicle Ridership*

Employee trip reduction is expressed utilizing the Average Vehicle Ridership (AVR) calculation, which is a ratio of employee trips to vehicle trips.

$$\text{AVR} = \text{Employee Trips} / \text{Vehicle Trips}$$

As of December, 2011, an average of 2,386 employees entered the Mark Center (BRAC 133) facility daily with 1,310 vehicle trips entering daily (1,238 car trips through the North and South Parking Garages + 72 bus trips through Mark Center Station). Utilizing the above formula and December 2011 data, the WHS Transportation Management Program Office has determined the Mark Center (BRAC 133) facility's morning AVR to be 1.82.

$$\text{Baseline AVR}^5 = 2,386 / 1,310 = 1.82$$

As of December 2011 the AVR is 1.82; the WHS Transportation Management Program Office projects the goal for the first full year of occupation to be an AVR of 2.0. Setting this type of goal will focus program marketing and incentives on increasing the number of employee trips per vehicle to the Mark Center (BRAC 133) facility.

### *Mode Split*

In order to determine which programs are working effectively and which commute options employees prefer, mode split information is provided below. Mode split is the percentage of employees utilizing various modes of transportation, including SOV, carpool/vanpool, shuttles, transit, bicycling, and walking. The WHS Transportation Management Program Office utilized shuttle program ridership, North/South-parking garage counts, parking permit allocations, building turnstile information, and 2011 transportation/commuter survey data (Table 2-2) to determine the Mark Center (BRAC 133) facility's mode split.

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<sup>5</sup> Based on December employee/vehicle trips

Table 2-2: Mark Center (BRAC 133) Facility Mode Split (based on December 2011 data)

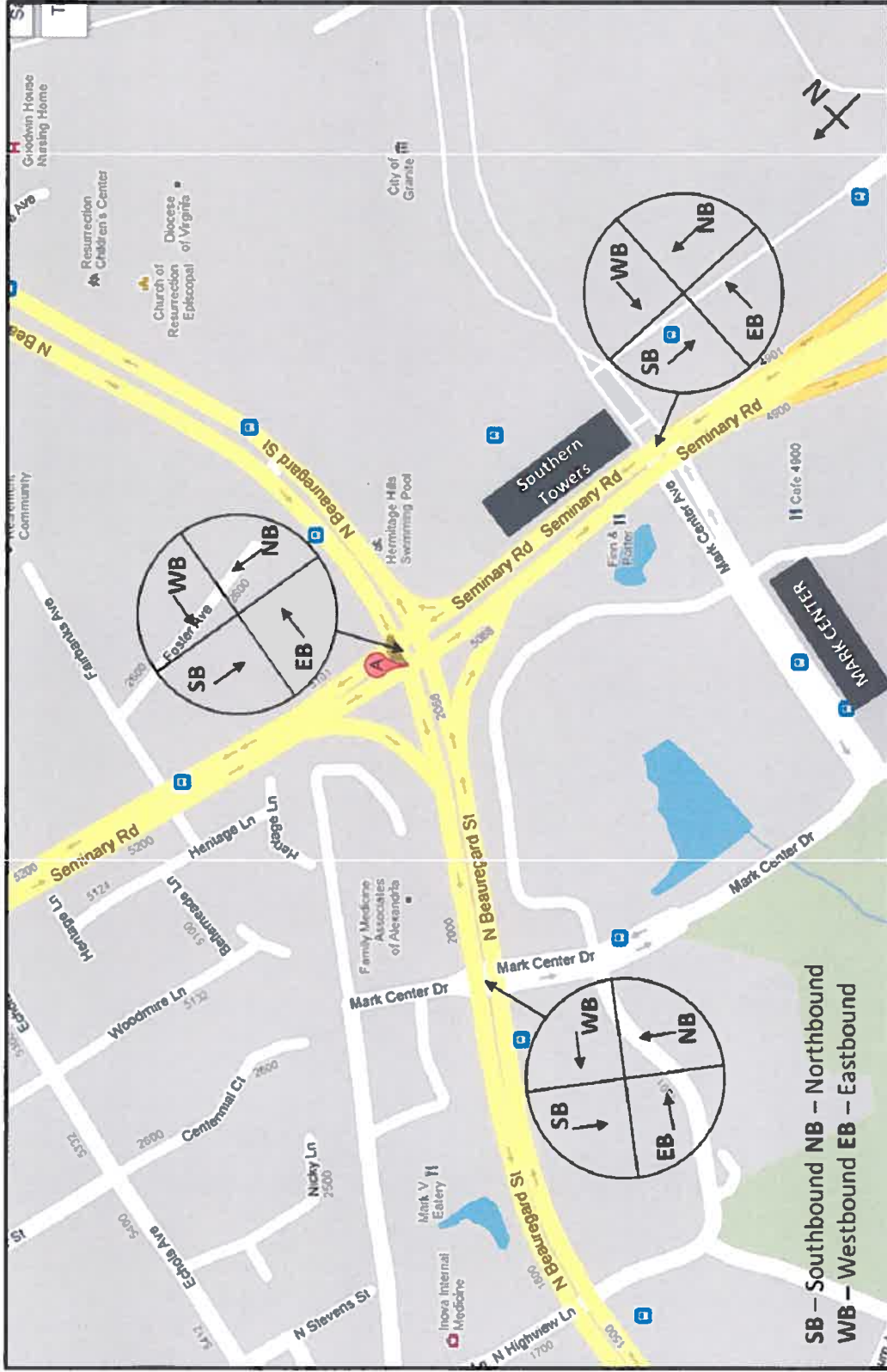
Mode Split	TMP Forecasted Employee Trip Modal Split	As of Dec 2011 Employee Trip Modal Split (based on relocated population)
Total Employees Relocated	6,409	4,000
Employees Present on Day Shift	5,768	2,386
<b>SOV</b>		
SOV	57%	47%
DoD Shuttle Program	23%	20%
Other Public Transit Options (Metrobus / DASH / Quicks)	5%	18%
Carpools	5%	9%
Bike, Walk, and Slug	7%	5%
Vanpools	3%	1%
<b>Total Mode Split</b>		
Total Mode Split	100%	100%
<b>Other (telework, absences, meetings, etc.)</b>		
Other (telework, absences, meetings, etc.)	10%	40%

As of December 2011, 4,000 employees had been relocated and assigned to the facility, with about 2,386 (average) employees entering the building daily. WHS estimates that about 40% of assigned employees are not entering the building on a daily basis. Additionally, and as Table 2-2 exhibits, about 47% of facility commuters (2,386 entering the building) are traveling via SOV, approximately 10% less than the anticipated mode split in Section 2.0 of the TMP – 57%. Thus, 53% of personnel and visitors arrived at the Mark Center (BRAC 133) facility via means other than SOVs; exceeding the 40% non-SOV mode share to the Mark Center (BRAC 133) facility by 13%.

### 3.0 Roadway Infrastructure Operations Information

The WHS Transportation Management Program Office conducted a traffic assessment to evaluate the impact of the Mark Center (BRAC 133) facility. The study was conducted in two phases within the adjacent roadway network. Traffic counts were conducted in July 2011 (prior to move-in) and January 2012 (two-thirds of building population moved) at three intersections, including Mark Center Drive and North Beauregard Street; North Beauregard Street and Seminary Road; and Seminary Road and Mark Center Avenue. Figure 3-1 shows the direction of vehicle traffic through the black arrows, i.e. Southbound (SB), Northbound (NB), Westbound (WB) and Eastbound (EB). A vehicle is said to be travelling in the northbound direction when the vehicle is travelling towards the North, and likewise for the aforementioned directions. Various WHS representatives physically counted vehicle traffic during the morning (5:30 AM to 9:00 AM) and afternoon (3:00 PM to 6:00 PM.)

**Figure 3-1: Mark Center (BRAC 133) Facility Roadway Infrastructure**



SB – Southbound NB – Northbound  
WB – Westbound EB – Eastbound

**Figure 3-2: AM Peak Period Volume**

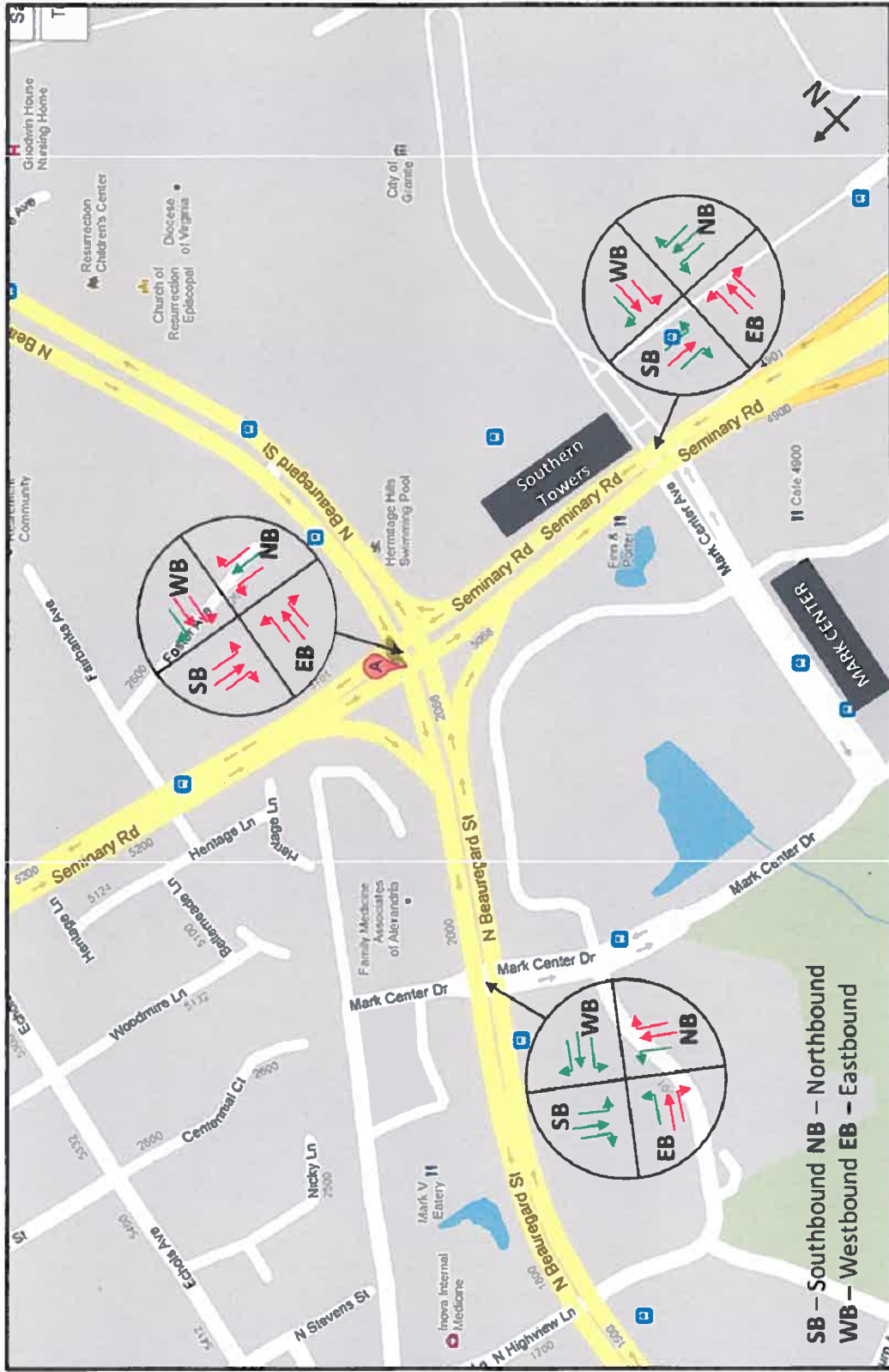
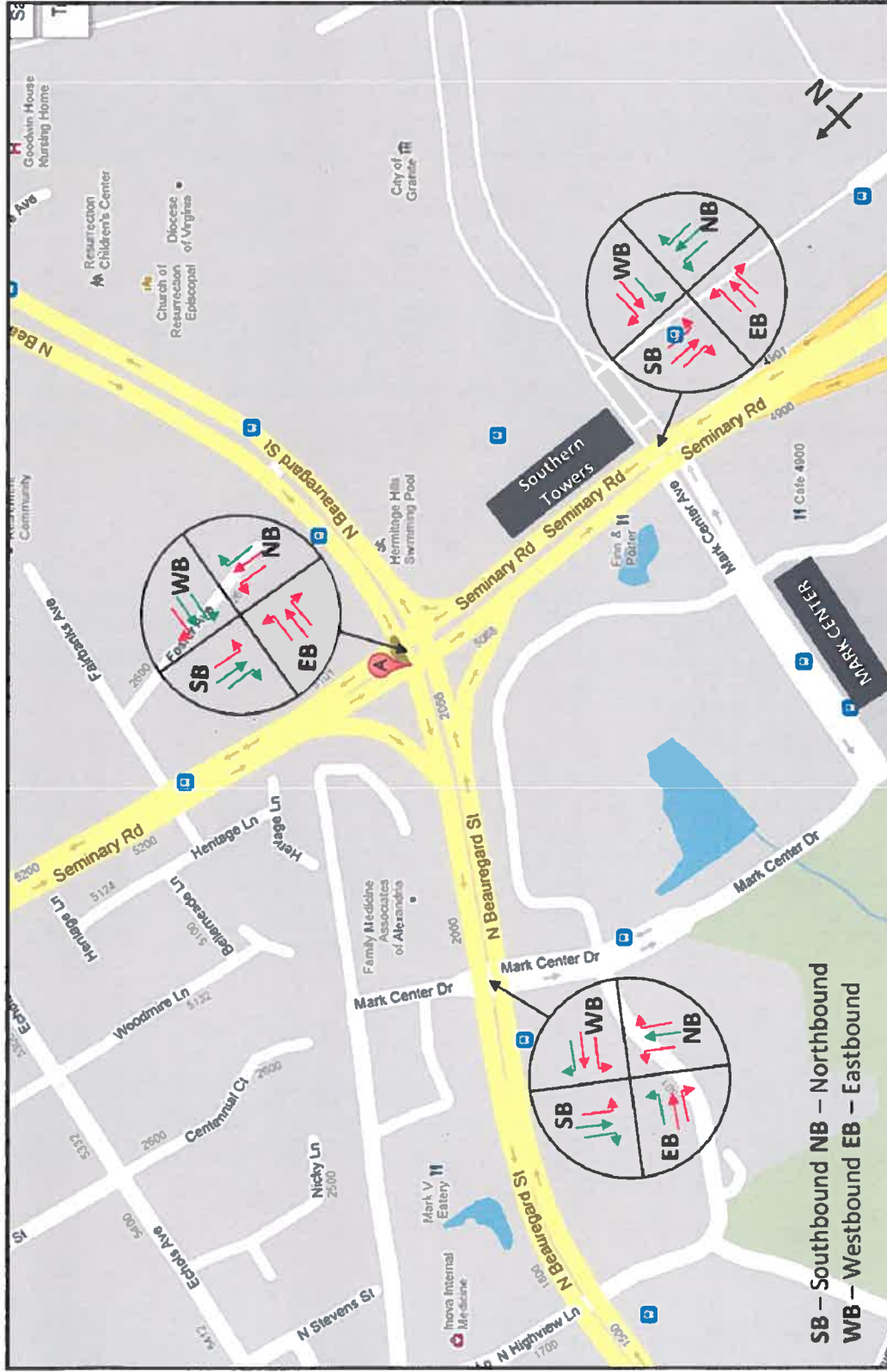


Figure 3-2 and Figure 3-3 reflect the AM and PM Peak Hour Volumes, respectively, comparing July 2011 and January 2012 traffic counts. The red directional arrows represent an increase in traffic volume while the green arrows represent a decrease in traffic volume between counts take in July 2011 and January 2012.



Figure 3-3: PM Peak Period Volume



SB – Southbound NB – Northbound  
WB – Westbound EB – Eastbound



Further analysis will be conducted to determine each intersection’s level of service (LOS). The aforementioned information will be analyzed with traffic simulation software known as CorSim, for the LOS analysis. This assessment will be used to address the overall traffic impact of the Mark Center (BRAC 133) facility and adjust implemented Transportation Demand Management (TDM) strategies from the Mark Center TMP.

In addition to the above information, WHS is reviewing the Virginia Department of Transportation (VDOT) traffic monitoring study. In that study, VDOT recorded the following LOS ratings for the assessed intersections (Table 3-1), highlighting non-failing levels as a result of the Mark Center (BRAC 133) facility.

**Table 3-1: VDOT Mark Center Area January Traffic Monitoring Study – LOS Analysis**

Intersection	LOS (August 2011)		LOS (December 2011)		LOS (January 2012)	
	AM Peak Period	PM Peak Period	AM Peak Period	PM Peak Period	AM Peak Period	PM Peak Period
Mark Center Dr. & N Beauregard St.	B	B	B	B	B	B
Seminary Road & N Beauregard St.	D	D	D	D	D	C
Seminary Road & Mark Center Ave.	B	B	B	B	B	C

**LOS Designations and Descriptions**

Level of Service	Description
A	Free flow operations at average travel speeds. Vehicles are completely unimpeded in their ability to maneuver within the traffic stream and control delay is minimal at signalized intersections.
B	Reasonably unimpeded operations at average travel speeds. The ability to maneuver within the traffic stream is only slightly restricted. Control delay is not significant at signalized intersection.
C	Stable operations but ability to maneuver and change lanes in mid-block locations may be more restricted than LOS-B.
D	Borders on a range in which small increases in flow may cause substantial increases in delay and decreases in travel speed.
E	Characterized by significant delays usually caused by a combination of adverse progression, high signal density, high volumes, extensive delays at critical intersections and inappropriate signal timing.
F	Characterized by urban street flow at extremely low speeds and intersection congestion is likely at critical signalized locations with high density, high volumes, and extensive queuing.

## 4.0 Parking Utilization

Since the commencement of building operations, the WHS Transportation Management Program Office has tracked the number of vehicles entering and exiting the parking garages through the designated gate locations (Table 4-1.)

**Table 4-1: North and South Parking Garage Totals (Average)**

Date	Average Parking Totals
Nov 2011	927
Dec 2011	1,238
Jan 2012	1,730

In December 2011, an average of 1,238 vehicles entered both parking garages equaling about 33% of the total parking spaces. In January 2012 (based on partial data,) an average of 1,730 vehicles entered the parking garages, representing about 46% of the total number of parking spaces. WHS conducts daily monitoring of the number of issued permits versus the number of vehicles occupying the garages.

## 5.0 Program Strengths and Areas for Improvement

Table 5-1 highlights WHS Transportation Management Program Strengths and Areas for Improvement.

**Table 5-1: WHS Transportation Management Program Strengths and Areas for Improvement**

Programs	Strengths		Areas for Improvement	Program Actions
	Goal 1 – 40 percent non-SOV mode share	Goal 2 – Facilitate tenant mobility through TMPO		
DOD Shuttle	Establishment of a 4-route shuttle system with peak hour service		Improve Franconia-Springfield Route headways/frequency	Local transit provider coordination Update marketing materials to effectively promote the use of transit and the DoD Shuttles
	Provided over 100,000 trips Coordination with transit agencies for enhanced transit services			Continue to manage DoD Shuttle Bus Program operations between Mark Center Station and the four Metrorail Stations Manage Mark Center Station by continuing coordination with local transit agencies to upkeep schedules and route information
Parking Management	AVR = 1.82		Increase AVR to 2.0	Increase alternative mode education through transportation open houses, rideshare seminars, weekly tabling and online/print material
	Only 33 % usage of parking spaces in December Only 46% usage of parking spaces in January <sup>6</sup>			Implementation of the Transportation Notification System and Commuter Connections Ridematching software Continue SOV restriction of no more than 2,000 vehicles Coordinate with parking management program manager to enforce reserved carpool, vanpool, and alternative fuel vehicle parking

<sup>6</sup> Increase in parking utilization attributable to tenant population increase

Programs	Strengths		Areas for Improvement	Program Actions
	Goal 1 – 40 percent non-SOV mode share	Goal 2 – Facilitate tenant mobility through TMPO		
Education/Commuter Assistance/Communications	<p>Implementation of the one-stop-shop WHS Transportation Management Program Office</p> <p>Developed WHS Transportation Management Program Office Communications Plan to effectively and efficiently inform tenants of their available transportation options</p> <p>Developed comprehensive Transportation website</p> <p>Developing online/print media to encourage non-SOV modes of travel to the facility</p> <p>Developed designated transportation telephone hotline and email address</p> <p>Providing weekly transportation email updates</p> <p>Performing ride-matching services</p> <p>Initiated a slugging distribution list</p> <p>Created social media – Facebook and Twitter profiles</p> <p>Coordinating Mark Center Transportation Fair and Bike to Work Day Events</p> <p>Providing input for various DoD newsletters advertising transportation programs</p>	<p>Number of carpool/vanpools</p> <p>Number of alternative fuel vehicles</p> <p>Efficiency of information dissemination in emergencies</p>	<p>Provide assistance to employees requesting commuting information</p> <p>Update marketing materials to effectively promote the use of carpools, vanpools, transit, flex-time, bicycling, walking, telecommuting, and other TDM programs</p> <p>Coordinate with Commuter Connections for the Mobile Commuter Store to administer sale of transit fares</p> <p>Liaise with the City of Alexandria to discuss updates to local transportation information and available city programs</p> <p>Increase carpool/vanpool permits through interactive ride-matching activities</p> <p>Educate employees on benefits of alternative fuel vehicles</p> <p>Obtain Commuter Connections Ride-matching Software and Transportation Notification System</p> <p>Organize, plan, and conduct the Mark Center Transportation Fair and Bike to Work Day Events</p> <p>Educate new tenants on alternative modes through educational orientation materials on how to get to the facility</p> <p>Explore the feasibility of an open-to-the-public annual transit fair at or in the vicinity of Mark Center Station</p>	

## 6.0 Next Steps

Upcoming transportation efforts include a third online transportation survey and second on-board shuttle survey to determine Mark Center (BRAC 133) employee satisfaction with the WHS Transportation Management Program. Results of both surveys will be used to evaluate and determine the ongoing effectiveness of transportation plan implementation.

Additionally, as of February 2012, two-thirds of the building population has relocated. Therefore, it is now more feasible to conduct both surveys and make appropriate recommendations for program improvement. WHS expects to continue to meet the performance measures described in this report for Goal 1 and develop performance measures for Goal 2, which will be included along with the survey results included in the next Evaluation Report.