2018 – 2019 REQUEST FOR PROPOSALS

Transportation Demand Management (TDM) Education and Public Outreach

Introduction

The Atlanta Regional Commission’s (ARC) Mobility Services Group is seeking proposals from experienced and qualified organizations to coordinate and manage Transportation Demand Management (TDM) Services in each of the identified Transportation Management Association (TMA) areas in the Atlanta region.

The goal of TDM Services is to increase the use of travel modes other than single occupant vehicles by establishing, maintaining and enhancing partnerships with employers, property managers and commuters in designated areas of the region to implement programs that encourage employees to commute by using alternatives to driving alone. Effective implementation of these programs will result in spreading peak period congestion, decreased single occupant vehicle (SOV) trips, reduced vehicle miles traveled (VMT), and reduced emissions throughout the region.

The funding for this work is provided through a federal-aid program, Congestion Mitigation and Air Quality (CMAQ) at 80 percent, thus requiring 20 percent matching funds from non-federal sources. Only labor costs associated with the tasks identified in Exhibit A are eligible for reimbursement. In addition, successful proposer(s) must provide sufficient funding for the 20% local match. Any contract award for this work is contingent upon ARC receiving adequate funding for this purpose from the Georgia Department of Transportation (GDOT).

Background & Program Description

One of the fastest growing in the nation, the Atlanta region is expected to continue experiencing population and employment growth over the next two decades. An additional 2.3 million residents are forecast to move to the Atlanta region, which will accommodate about 1,200 people per square mile. Distributed evenly, this level of density would equate to each resident living in a house on a plot of land slightly less than ½ acre. By the standards of many metro areas around the country, the Atlanta region currently is and will continue to be a low-density metro area. Strong employment growth is also forecast, with the region providing over 4.2 million jobs by 2040, up from roughly 2.9 million jobs today. However, unlike projected housing growth, future employment opportunities are forecast to cluster in major established activity centers such as Downtown, Midtown, Buckhead, Perimeter Center and Hartsfield- Jackson Airport. These forecast trends will increase levels of traffic congestion, thereby further taxing the region’s multimodal transportation system. Without improved management of this system through a suite of strategies that increase system efficiency, the region faces serious threats to competitive advantage over peer regions when attracting or keeping businesses and jobs.
As part of a larger effort to manage and alleviate stress on the region’s transportation system, the Atlanta region’s Transportation Demand Management (TDM) program seeks to reduce existing and anticipated congestion and improve the region’s air quality. TDM efforts in the Atlanta region are focused primarily on education and outreach to commuters, employers, and property managers located in regional employment centers. However, these efforts should be considered within the broader context of The Region’s Plan, a comprehensive, long-range vision designed to ensure the region’s future success and improve quality of life. The Atlanta Regional TDM Plan, adopted in 2013, considers TDM strategies within this broader context, helping stakeholders build on the TDM concepts within the Region’s Plan by focusing on four major objectives:

• Better integrating travel planning with transportation planning and system operations
• Maximizing the value, connectivity, and efficiency of existing transportation infrastructure
• Achieving cost savings through better coordination of existing efforts
• Establishing a framework for funding decisions to support program innovation and long-term strategies

The TDM Plan has influenced this request for proposals and it is strongly suggested that respondents to the RFP familiarize themselves with both The Atlanta Region’s Plan and the TDM Plan prior to preparing a response.

Moving forward, ARC will further focus the current state of TDM by specifically addressing the following issues:

• Increased roadway construction
• Relocation of employers to major activity centers
• Decline in participation of the regional incentive programs
• Decreased carpooling as a mode and increased teleworking regionally
• Rise of new forms of transportation such as Technology Network Companies and autonomous vehicles
• Continued evolution of standardizing measurements for outcomes of TDM efforts at employer partner sites and within Transportation Management Associations (TMA) areas

In order to reinforce the regional nature of the program being supported by implementation in TMA areas and to continue to address the overarching goals of reducing congestion and improving air quality, measures and performance targets for each TMA area will be determined. These measures and targets will continue to require contractors to collect employer partner level site data about the commute habits of employees in the form of surveys, mode counts, and/or transit pass sales. Mode counts will be captured in the regional customer relationship management (CRM) software. ARC will provide licensing and access to the CRM on behalf of each contracted organization. ARC will maintain ownership and require access to all data points, such as employer names, contacts, notes and other items related to the TDM program. Additionally, a standardized commuter survey template and incentives will be provided by ARC and must be used by contracted TDM service providers.
A program survey to Employer Transportation Coordinators (ETC’s) will be conducted annually and results will be shared with the TMA and used in the annual review process as a gauge of performance. The survey will be conducted by ARC on behalf of the region and information will be used to validate relationships and partnership status. ETC contact information must be provided to ARC 30 days in advance of the survey deployment each contract year.

The funding for this work is provided through a federal-aid program, Congestion Mitigation and Air Quality (CMAQ) at 80 percent, thus requiring 20 percent matching funds from non-federal sources. Any contract award for this work is contingent upon ARC receiving adequate funding for this purpose from the Georgia Department of Transportation (GDOT) and upon the successful proposer(s) providing sufficient funding that meets the required 20 percent local match.

Interested organizations should submit a proposal that addresses the factors listed below and in the scope of services in Exhibit A. In addition, the contractor should provide a detailed breakdown of the proposed budget in the form of Exhibit B.

Only labor hours and approved overhead (see Exhibit C for approved overhead items) as specified below are permitted for reimbursement. These contracts will be for a two-year period, 2018-2019 calendar years. Budgets are required for year (1) - 2018 and year (2) - 2019. At completion of each contract year contractor’s performance will be evaluated. Any labor and accompanying overhead to be reimbursed must be demonstrably and directly related to education and outreach of regional TDM programs as established by the Atlanta Regional Commission.

**Labor Hours Eligible for Reimbursement**

1. Labor hours used by a staff member in support of this grant;
2. Labor hours by subcontracted staff labor;
3. Labor hours by temporary staff;
4. Labor hours used to directly provide employer education and public outreach for regional programs only;
5. Labor hours used to attend ARC mandated TDM meetings (contractors meeting, MPC, ad-hoc TDM meetings);
6. Labor hours used to directly conduct outreach to employers or property managers; including transit pass sales to employers;
7. Labor hours used to directly conduct outreach to employees within the specified areas;
8. Labor hours used to record and report required program measurement items as required by ARC.
9. Other labor hours as specifically requested or required by ARC;
10. Labor hours used to provide cost effective management of staff and other resources in the provision of all employer education and public outreach; and
11. Labor for electronic marketing of regional programs
12. Labor hours in support of local TDM ordinances as adopted in TMA territories

Applicants interested in providing services described in this request must comply with the requirements described herein and requirements governing the use of CMAQ funds. All documentation associated with CMAQ funding must be retained by the Awardee for seven (7) years without exception.

Awardees are expected to:
1. Conduct employer and property manager outreach and education via on-site and pre-scheduled events/meetings, electronic media, webinars, etc. Outreach and education efforts will be aimed at:
   a. Providing technical assistance to employers and property managers in the establishment of customized workplace and site specific TDM programs
   b. Conducting employee outreach activities with employers or property managers to achieve SOV trip reduction utilizing the market data that is obtained through ARC and Employer surveys (fairs, meet your match events, carpool/vanpool formation meetings, webinars, learning sessions, electronic media, etc.)
2. Provide outreach to commuters on approved regional programs in such a way as to increase the number of people participating in carpools, regional vanpools, regional transit, biking, walking, telework programs, or alternative work schedules;
3. Submit employee ride-matching applications to the regional rideshare database as part of communication and outreach, when commuter shows qualified interest;
4. Increase the number of employees at partnering employers/property managers who participate in alternatives to driving alone as measured by on-site surveys required at employer sites;
5. Adhere to regional vanpool formation and participation guidelines as directed by GRTA
6. Follow guidelines established for securing and distributing regionally-provided incentive awards through the TDM Program;
7. Conduct specified follow-up with regional program registrants as directed by ARC;
8. Report results, statistics, trackers, etc. by specific dates as requested by ARC;
9. Participate in annual programmatic and financial reviews as structured by ARC;
10. Conduct annual standardize commuter survey at 20 percent of existing and new employer partners;
11. Participate in monthly contractor coordination meetings and other regional TDM meetings as required by ARC
Awardees will submit required reports to ARC utilizing the regional reporting system, provided by ARC. ARC will provide licensing, technical support and access to the CRM on behalf of each contracted organization. ARC will maintain ownership and require access to data (employer names, contacts, and other items related to the TDM program).

Organizations should respond to this RFP by submitting one (1) written proposal as well as an electronic version of the proposal in either Microsoft Word format or a PDF file. Electronic versions must be submitted on a compact disc or a USB flash drive along with the written proposal. The electronic file should be entitled: *TDM Employer Services Proposal*. Submissions must be received no later than 5:00PM on Monday, December 18, 2017. Proposals received after 5:00PM on the aforementioned date will be considered non-responsive and will not be evaluated. ARC reserves the right to award this contract based on initial proposals received without formal interviews and, further, reserves the right to award all or part of this project to one or more firms. ARC anticipates awarding a contract(s) in January 2018.

Please send proposals to:

Atlanta Regional Commission
ATTN: Rosalind Tucker
229 Peachtree St. N.E.
Atlanta, Georgia 30303

It is the policy of ARC that Disadvantaged Business Enterprises (DBE) certified in accordance with 49 CFR Part 26 shall have equal opportunity to participate in the performance of the Commission’s contracts.

If your organization does not wish to propose on this project, please notify us as soon as possible. A negative response will not prejudice consideration of your organization in competition for future ARC contracts.

Proposals should be limited to a total of **no more than 25 pages** and should include the following information:

1. Proposed scope of work and technical approach in response to Exhibit A
2. Employer Services Proposal Cover Page (following Exhibit A-1 format)
3. Employer Services Budget (following Exhibit B format)
4. Employer Services Overhead Rate Components and Structure (included in Exhibit C format)

Proposals will be evaluated on the completeness of the above criteria and budget submittals related to the work as described in this RFP.

Additional information should not be required to respond to this RFP. However, technical questions may be submitted to Rosalind Tucker (rtucker@atlantaregional.org), **in writing** to be received no later than 5:00 PM on Wednesday, November 29, 2017. All questions and responses will be posted to the ARC website no later than Monday, December 4, 2017.
Services requested below are proposed to be provided to employers and commuters of the areas described on the Employer Services website (eso.atlantaregional.com). Respondents should specify the area(s) for which they are submitting a proposal. Also, respondents are encouraged to consider the characteristics of the area(s) for which they are submitting a proposal and tailor their responses to how these various characteristics should impact the implementation of the regional program in each area.

Additionally, each respondent is asked to conduct and provide a SWOT (Strength, Weakness, Opportunities and Threats) analysis for the defined area utilizing the Employer Services website and/or any other localized information available. Respondents should illustrate and apply the following when responding to each task:

1. Identify the strong alternative mode(s) in TMA defined area
2. Identify the weak alternative mode(s) in TMA defined area
3. Identify the opportunities in TMA defined area for greater alternative mode use
4. Identify the threats in TMA defined area that could impact current or future alternative mode usage

In 2016, the Atlanta Regional Commission developed a Regional Sales Guide for the Georgia Commute Options program. Though this guide is not intended to be implemented solely in the TMA areas, respondents may reference this guide in formatting their responses to the tasks below (See Exhibit E for the Sales Guide).

**Task 1: Education and Outreach to Employers and Property Managers**

Taking into consideration the required elements stated within this RFP, respondents should propose activities which clearly describe how SOV reduction will be achieved at employers and property managers. Below are the goals of this task and required activities that must be considered in achievement:

**GOAL:** At the beginning of each contract year, all employer and property manager partners will be categorized as belonging to a “level” based on their percent of clean commutes as follows:

- 0.1 - 4.9%
- 5.0 - 9.9%
- 10.0 - 14.9%
- 15.0 - 19.9%
- 20% or greater

Clean commute percentages as of January 1st of the contract year will be used to place partners into these levels for each year of the contract. For each contract year, contractors are to shift a minimum of 15% of their total number of partners to a higher clean commute level. Partners listed
as having 0% clean commutes will not be considered regarding this goal unless there is a valid mode count associated with the account.

If a new relationship is established with an employer during a contract year, that new account may be used toward that contract year’s established goal if: the ESO conducts a baseline mode count when creating the new account and the ESO conducts a mode count later in the same year that demonstrates a shift in that account’s clean commute percentage. All baseline mode counts for new employer accounts must be conducted in the form of an employer survey. Survey findings can only be extrapolated to a company-wide basis if the survey is statistically significant at a 95% confidence level with a +/- 5% confidence interval. Otherwise, surveys can only be used to document clean commute days for respondents.

a. **Required Activity**: Hold a minimum of 10 direct interactions with employers and/or property managers quarterly for the purposes of creating customized commute options programs with the following strategies in mind:
   i. Maintain existing and establish new relationships and programs with employer and property management partners;
   ii. Create new formal and informal telework and alternative schedule (compressed work week, and/or alternative work hours) agreements with employers;
   iii. Educate employers on the regional incentives and modal programs;
   iv. Educate employers on regional transit options; non-motorized modes such as walking, biking, teleworking and alternative work schedules; and regionally-funded commute options programs such as carpooling and vanpooling;
   v. Educate employers and property managers on local/regional construction projects that will impact commute times; offering alternative mode choices with the goal of long lasting behavior change.

**Task 2: Outreach to Employees and/or the Commuter**

Taking into consideration the required elements stated within this RFP, please describe the daily activities planned to provide outreach services to employees and others travelling to and within the geography of the described TMA area. Proposed activities must clearly describe how commuter outreach will result in achieving SOV reduction at employer and property manager sites. Below is the required activity and the strategies that must be considered in achievement of Task 2 and in support of the goal in Task 1:

a. **Required Activity**: Hold and report results of a minimum of 10 direct commuter interactions (commuter events) per quarter for the purposes of creating customized commute options programs with the following strategies in mind:
   i. Create new carpools and increased occupancy of existing carpools;
   ii. Educate commuters on local/regional construction projects that will impact commute times; offering alternative mode choices with the goal
of long lasting behavior change

iii. Assist vanpool vendors with creation of new vanpools and ridership maintenance of existing vanpools;

iv. Increase transit ridership and maintain existing transit ridership through promotional activities;

v. Increase use of non-motorized modes, such as bicycling, teleworking and walking;

vi. Submit new qualified applications from those employees and/or commuters interested in ride-matching services and regional incentives programs each month;

vii. Educate qualified employees and/or commuters about the regional Guaranteed Ride Home program;

viii. Prepare, coordinate, and staff measurably successful outreach events quarterly;

ix. Conduct and document follow up with program participants in the specific geography that have recently graduated from specified incentives programs and/or have not logged their trips in the regional rideshare database within the span of a month.

**Task 3: Results Tracking Reporting**

The goal of this task is to inform TDM Outreach activities and measure progress against SOV travel reduction goals. This will be accomplished through employer surveys conducted electronically or on site. Survey methodology, commuter incentives and tools will be provided and coordinated by ARC. Below are the goals of this task and required activities that must be considered in achievement:

**Goal:** Conduct ARC provided surveys that demonstrate the current state of clean commuting at a minimum of 20% of employer partner sites as calculated from baselines established in Salesforce as of December, 31st of the previous contract year. Surveys must be statistically significant at a 90% confidence level with a +/- 10% confidence interval. Required statistical significance will be reevaluated in year two (2) of the contract period. Tools for achieving this goal will be provided by ARC, such as virtual incentives, survey software, and access to electronic tablets for the purposes of on-site surveys.

a. **Required Activity:** Contractor must submit monthly numbers and results of survey findings through the regional reporting tool (Salesforce).
Task 4: Modal-based TDM Promotions

The goal of this task is to reduce SOV travel through local promotions that will raise the level of awareness of alternative modes. Describe, in detail, your approach to encouraging the adoption of the clean commute modes listed below in a one time or continuous promotion. Promotions can consist of an existing regional campaign (The Atlanta Bike Challenge is currently the only regional campaign scheduled for 2018) or the creation of a new approach to generating mode shift. Respondents must present at least three promotional concepts for this task but may substitute future regional programs once announced. Additionally, respondents’ concepts must address how the promotion will work within the context of the Georgia Commute Options program and the restrictions put forth in this RFP and subsequent contract, if selected.

Alternative Modes for consideration of modal promotions:
- Transit
- Carpool
- Vanpool
- Telework/ Alternative Work Arrangements
- Bike
- Walk

Task 5: Program Administration

This task shall consist of no more than 10 percent of total labor budget. The goal of this task is to provide the labor costs necessary for program oversight, staff training and professional development, financial accounting, reporting of results, and retention of documentation supporting execution of the work tasks in this contract. Proposed activities must clearly describe what will be achieved, how the activities will address each of the following requirements:

1. Monitor and report results in accordance with contract stipulations. All staff involved with reporting will be required to attend one training session that will include discussion on how to complete the reports;
2. Participate in annual programmatic and financial reviews;
3. Maintain a well-trained, knowledgeable, qualified staff to implement work tasks as proposed in this contract. Requires regional, annual training for all staff;
4. Maintain all documentation including e-mails, cost records, procurement documentation, invoices, audit trails, etc. and provide this documentation as required by this contract. All documentation associated with this effort must be retained by Awardee for seven (7) years.
5. Notify ARC of any program reallocations, salary and employee changes, and/or overhead changes for reporting adjustments to employer services budget.
General Terms and Conditions

This program is contingent upon GDOT receiving CMAQ funds through the FHWA, and ARC receiving funds from GDOT. ARC reserves the right to reject any and all submittals, to withdraw this Request for Proposals, to withdraw from contract negotiations, and/or to re-issue this Request for Proposals at a later time.

The Applicant is required to have experience, skills and a level of knowledge of TDM issues in the area to be served. To maintain continuity with existing employer services efforts, the Applicant must have demonstrated, documented expertise in sales, marketing, outreach and educational efforts.
EXHIBIT A-1

EMPLOYER SERVICES PROGRAM PROPOSED SCOPE OF SERVICE
COVER PAGE

Date:

Name of Employer Services Organization:

Name of Contact Person:

Title and Organization:

Address/City/State/Zip:

Telephone:

Fax:

E-Mail:

Non-profit, DBE, or MBE designation:
### EXHIBIT B

#### 2018 Employer Services Budget

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<th>ESO Name</th>
<th>Education and Outreach to Employers and Property Managers</th>
<th>Outreach to Employees and/or Commuters</th>
<th>Results Tracking Reporting</th>
<th>Modal-based TDM Promotions</th>
<th>Program Administration</th>
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### 2018
**EMPLOYER SERVICES OVERHEAD RATE COMPONENTS**

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# 2019 Employer Services Overhead Rate Components

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<td>Software</td>
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<td>Website Hosting and Maintenance Cost</td>
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<tr>
<td>Accounting Fees</td>
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</tbody>
</table>
EXHIBIT D

Employer Partnership Levels

In Georgia, commuters are approached primarily through their employer (or property manager), as this approach has proven to be most effective at getting commuters to change their commute behavior. This “Employer Outreach” approach also has the advantage of getting the employer actively involved in the process.

A formal partner model is in place to recognize the efforts and success of employers and property managers. All ESOs shall follow these partner level guidelines as established by the Employer Services Committee (ESC) and approved by the TDM Partners.

Employers and Property Managers may be considered prospects until such time that they meet the required criteria to become Partners. Employer and Property Manager Partners who meet additional stringent requirements will then be recognized as Platinum Partners.

For Employers or Property Managers to be recognized at the basic Partner level all 3 of these criteria must be achieved:

1. There must be one or more persons acting as ETC* at the worksite.
2. There must be an on-going effective means of educating employees/tenants:
   - Distribute information on commute options through electronic means (e.g. memos, e-mails, newsletters, intranet)
   - Posts commute information in common areas (e.g. bulletin boards, lunchroom, lobby)
3. There must be an on-going commute alternative recruitment process which promotes the use of the regional programs (can be achieved through one of the following means):
   - Annual commuter event (e.g. transportation fairs, lunch and learns, etc.)
   - Make Georgia Commute Options programs available for employees/tenants (e.g. placed in common areas, included in new hire packets)

*Definition of ETC: One or more employees at the worksite that are working with us to facilitate on-going education of commute options, AND are assisting with on-going recruitment into commute programs. In other words, contacts who are actively working with us to promote commute options - we know who they are, and they know they have taken on this responsibility, and it’s on-going (not just a one-time effort). However, it is not a requirement that our contact(s) be officially appointed by the employer, or be officially designated as the ETC. In fact, our contact could be a self-appointed “champion” of commute alternatives. What matters is that the contact takes on-going action to educate/recruit.
Platinum Recognition

I. Employers

Employers can achieve Platinum status when they meet the basic Partner criteria plus:

- Provide documented evidence that 20% percent (or more) of all employee commutes during a 12-month period are “clean commutes”. Documented evidence must be entered into Salesforce prior to November 1 of the current year. Platinum Partnership will be recognized at the start of the following calendar year, and the mode count will be valid for a 2-year period.

Acceptable documentation includes:

  o RidePro Employer Clean Commute Reports when run for all modes. If you use RidePro to measure individual modes, care must be taken to avoid double counting. Consult with members of the ESC Partnership Level subcommittee for guidance.

  o ESO-Reported – applicable when the ESO makes an actual measurement of mode use. For example, ESO staff visually counts the number of users by mode. While actual days per week of use of a mode at an employer site is preferred, you can apply regional average days per week for mode use to number of participants to calculate clean commute days.

  o Employer-Reported – applicable for telework, compressed work week (CWW), vanpool, and transit. CWW counts must be by specific schedule type (9/80, 4/40, 3/36) – that way you will have both number and frequency. For other modes (telework, vanpool, transit) you can apply regional average days per week to number of participants to calculate clean commute days, or use actual if you have it.

  o Employer Surveys – applicable for all modes. Will only use to document clean commute days for those responding to the survey. Survey findings can’t be extrapolated to a company-wide basis. When surveying, seek to get average days per week frequency so that you can use those figures instead of regional average frequencies.

  o Other – ESOs may submit other documentation methods to ESC Partnership Level subcommittee for consideration.

Mode counts that are ESO-Reported, Employer-Reported, or as a result of an Employer Survey are valid for a period of up to two years.

If it is possible to document a mode by more than one method, ESOs will be asked to choose only one to determine clean commutes to avoid double-counting participation (e.g., if a partner sells transit passes and employees log transit commute trips, use only one of these methods of documentation.)
Property Managers can achieve Platinum status when they meet the basic Partner criteria plus:

- Enhance partnerships between ESO and tenants by achieving 2 of the following activities:
  - Host semi-annual (2x per year) transportation events on campus to include tenant presentation, commuter fair, Lunch and Learn, etc.
  - Offer permanent display of transportation options in building (dedicated kiosk, consistent elevator or lobby slides, real time transit information, section of intranet or newsletter, etc.)
  - Provide warm introduction of ESO to tenants (new or existing). Example activities includes: provide tenant rep. contact information to ESO, email introduction, host new tenant meeting, etc.
  - 50% of occupied space is leased by ESO partners

And --

- At least four (4) of the following programs or activities:
  - Provide designated preferential parking at the worksite for carpools and/or vanpools. Examples include: “Green” lots, high visibility parking, premium proximity parking spots
  - Discounted parking program is offered to clean commuters (free parking for all tenants excluded). Examples include:
    - Discounted parking for carpools/vanpools
    - Free or reduced daily parking rate options for clean commuters offered x times throughout year
  - Sell transit passes on-site (to tenants – not just PM employees)
  - Assist with the development of an on-site vanpool program through one of the following:
    - Host vanpool formation meetings/vanpool lunch and learns
    - Provide employee information to ESO to assist in the formation of new vanpools
    - Assist in the coordination and recruitment of riders, paperwork, etc.
o Support a **bike/walk** program through at least one of the following:
  - Sponsor a formalized bike share program or Atlanta bike share location on site
  - Access to showers and lockers for participants
  - Providing secure bike parking (covered when possible). The primary purpose of the secure structure should be bike parking.

o Provide financial support or sponsorship of a local shuttle service

o **Implement a green building program through 1 of the following:**
  - Green Building Certification
  - EV chargers on-site
  - Idle-Reduction policy with signage and ongoing enforcement

o Provide **fleet cars** or vehicles for use by employees who use an alternative mode (PM sponsored or spaces provided for Zipcar located on the property would count here)

o Other incentives or innovative programs (not mentioned anywhere above) that eliminate trips (must be approved by ESC Partnership Level Subcommittee)
  - Examples: Unbundling of parking spaces with tenant lease; property provides space for regional GCO event (ex – annual recognition of partners), etc.
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1.0 Introduction

Georgia Commute Options (GCO), the regional employer-based commute options program, is transitioning oversight to the Atlanta Regional Commission (ARC) in mid-2017. As a result, ARC evaluated the existing design and delivery of GCO’s employer and property manager outreach program, including the overarching mission statement of the organization. Thorough review of existing processes, as well as stakeholder interviews, employer focus groups, and best practice research, is leading ARC to update the GCO mission to be more focused on measurable travel behavior change. With this newfound focus, ARC must subsequently analyze and modify previous GCO sales strategies to better reflect the desired goals.

This guide provides two critical items that begin to address this revised mission: first, an updated methodology to target new GCO partners with a focus on specific criteria to identify potential employers and property managers that have the best opportunity for behavior change, and second, a sales strategy that is tailored to the specific opportunities these employers provide. “Sales” in this context is the approach to selecting partners and the methods to engage them in alternative mode usage through behavior changing programming and infrastructure development (i.e. the creation of carpool only parking, bike facilities, showers, etc.).

ARC’s strategic approach is intended to result in time and financial savings by focusing efforts where there is the most potential for long-term impact. This can be achieved by leveraging data visualization tools (GIS) to manage and target sales leads, utilizing prospect criteria that keeps sales staff focused on return on investment (ROI), and implementing tactics that better match specific TDM programming to partners and prospective partners. It also includes a more stringent evaluation methodology for making adjustments to existing programming, identifying new opportunities for strategy implementation, and, most importantly, measuring successes.

It is important to note that GCO’s program is complemented by a series of activity-center based Employer Service Organizations (ESOs), most of which are Transportation Management Associations (TMAs). While this guide is not specifically targeted for these organizations, they are an important part of the overall regional strategy and some concepts may be transferrable.

The approach is organized into three core elements:

1. **Strategically Targeting Partners**: In order to focus resources, criteria were developed and analyzed to target and prioritize GCO employer and property manager partners. This includes both existing GCO partners and prospective partners.

2. **Employer Partnership Program**: This guide will be finalized at the conclusion of ARC’s development of an external partnership program, discussed further in Section 3.0.

3. **Enhanced Sales Methodology**: An internal strategy is required to determine the level of effort for each employer, both in terms of time and resources. It also provides a structured engagement strategy with specific goals. Through an improved process of identifying employers needs and opportunities, the resulting sales strategy will be focused and tailored whenever possible.
2.0 Targeting Employers

Program resources can be maximized by targeting employers in locations where behavior change is most likely to occur. To provide ARC with an updated methodology to target employers, the following analysis was conducted to identify target locations. The effort involved the following four actions:

1. A geospatial analysis of existing partner locations;
2. Development of criteria to guide the targeting and prioritization of current and future GCO partners;
3. A geospatial analysis of those criteria to identify specific geographies where outreach should be targeted;
4. A review of industry types to identify geographies and industry sectors that may not currently receive an equitable distribution of TDM services. These industries were subsequently identified for additional outreach efforts.

The strategic prioritization of partners will help maximize staff resources and achieve performance targets, so that less time is spent on activities and outreach with little chance of success based on lessons learned from trends and best practices. Given the availability of new data sets used to conduct this analysis, the ARC’s desire to maintain regional equity, and with changing infrastructure in the region, it is anticipated that ARC would update this analysis every two to three years.

Existing Partner Locations

Existing partners are the foundation of the GCO program. These partners provide opportunities to increase existing levels of program participation and serve as valuable peer examples for potential new members from various industries. They also can indicate areas where employer/property manager demand in TDM programs may exist. Finally, they provide opportunities to cluster the distribution of TDM services and campaigns for efficient program delivery.

There are 561 partners within the region who are actively engaging in the education of their employees and tenants about commute options programs. That number includes partners within an existing ESO or TMA. Of these partners, 474, or 84 percent, are located outside of existing ESOs. As can be seen in Figure 1, employer partners are primarily concentrated along major employment dense activity centers and corridors.
Criteria Analysis
Many of the factors that are required to develop a successful ESO/TMA are also conditions that are characteristic of success for regional commute options programming (see Atlanta Region TMA Feasibility Study and Criteria Report, July 2015, for more information). These criteria were refined through feedback gathered through stakeholder interviews conducted by ARC staff while refining the partnership program. The criteria can be used to determine which employer and property manager prospects should be targeted due to the high propensity for behavior change. The criteria include:

- **Employer Size.** Large employers, with 300 or more employees, are prioritized due to the potential for a larger impact on mode shift and vehicle miles reduced and cost effectiveness of programming.

- **Employment Density.** Area characteristics are important to identify geographic clusters that create opportunities for ridesharing, walking and biking. These could be corridors, activity centers or other easily identifiable nodes.

- **Proximity to Transit.** Proximity to a transit station, defined as a location within a half-mile radius from a bus stop or transit station adds opportunity for employment clusters.

- **Proximity to Managed Lanes.** Proximity to the HOV and managed lanes network, defined as two-mile buffer from an HOV lane, provides a significant time savings opportunity for ridesharing and transit usage.
- **Defined Transportation Challenge.** A defined transportation challenge, about which there is consensus among employers, makes it easier to develop a clear, concise commute options plan.

- **Economic Development Activity.** Commute options programs are more successful where significant economic development is occurring or within existing activity centers.

- **Local Impacts.** Major construction and detours, event venues and special events have an impact on both employers and activity centers. Outreach should be prioritized to employers in these areas.

The criteria and the resulting priority target areas are described further in the following sections.

**Employer Size**

Commuter critical mass is requisite in order to effectively implement TDM programming. Efficient establishment of critical mass starts at the employer level by identifying worksite locations that generate higher quantities of daily commuters. Encouraging a new employer to participate in the regional TDM program is time consuming from a staffing standpoint. Effort must be expended to identify interested employers, meet with employers, develop appropriate TDM program recommendations, assist with the implementation of program recommendations, and track program impacts. The number of employees working at a site has little effect on the hours that must be expended to enroll and support a new employer in the regional TDM program. For this reason, outreach efforts should focus primarily on larger employers.

An analysis was conducted to determine the ideal number of employees an employer should have before being targeted for participation in the regional TDM program. The following graph shows the average return on investment per full-time staff equivalent (FTE) in terms of vehicle miles of travel reduced (VMTR) and vehicle trips reduced (VTR). The analysis assumes an average reduction in the drive alone rate of 5 percent at targeted employment sites. It also assumes that supporting an employer with fewer than 450 employees will require 0.05 FTEs per year. Supporting employers with 450 or more employees will require 0.075 FTEs per year. This assumption results in the dip in ROI that is shown in the graph. The results of the analysis show that ROI is maximized once total employment is 300 or more.

---

1 FTE time based on staff experience and may vary depending on the employer types.
ARC provided a listing of all employers within the GCO boundary with 100 or more employees. A query of this source revealed that there are 805 employers in the Atlanta region with over 300 employees. Of the 805, 619, nearly 77 percent, are outside of ESO boundaries. A density map of large employer locations outside of the ESOs was created and is depicted in Figure 2.
Employment Density
Areas with high employment densities establish an additional layer of commuter critical mass and can support infrastructure and services that create opportunities for transit use, ridesharing, walking and biking. For purposes of this analysis, ARC-defined activity centers were first selected to represent high employment density as shown in Figure 3. Though activity centers generally represent high employer density, they are equitably spread throughout the GCO boundary. To further understand employment density, Figure 4 shows employment density by Census tract, and Figure 5 depicts employer density of companies with at least 100 employees. Address points for employers were limited to those with at least 100 employees. Figure 5 is a critical reference for prioritized outreach, as it most closely aligns with activity centers.
Figure 3 Activity Centers

Source: ARC
Figure 4 Employee Density by Census Tract, 2012 ACS Employment Estimates

Source: U.S. Census Bureau, 2012 ACS and ARC
Figure 5 Medium-Large Company (100+ employees) Employer, Employee Density per Square Mile

Source: ARC
Note: Medium-large refers to employers with at least 100 employees.
Proximity to Transit

Proximity to a transit station, defined as a location within a half-mile radius from a bus stop or transit station, adds opportunity for mode shift to transit. Proximity to transit as a criterion is limited to areas that are currently serviced by fixed-route public transit, including MARTA bus, MARTA rail, Cobb County Transit, Gwinnet County Transit and Xpress routes. Figure 6 shows the half-mile buffers from both bus stops and rail transit stations within the GCO boundary.

Figure 6 Proximity to Transit

Source: ARC

Proximity to Managed lanes

A location near a High Occupancy Toll (HOT) or High Occupancy Vehicle (HOV) lane provides a significant time savings opportunity for ridesharing and transit usage. Employers located near managed lanes should be targeted. Figure 7 shows the location of HOT and HOV lanes within the GCO region.
Defined Transportation Challenge

A defined transportation challenge acknowledged by area employers makes it easier to develop a clear and concise commute options plan. For this reason, it is important to identify corridors with significant peak period delays. Commuters who experience time-consuming or difficult morning and evening commutes will be more likely to consider adopting alternative modes. For this analysis, the most congested corridors as identified in the 2015 INRIX Traffic Scorecard\(^2\), for the Atlanta-Sandy Springs-Marietta area, listed in Table 1, were mapped and are depicted in Figure 8. These corridors were identified to have the highest relative levels of travel delay during peak periods, measured by these factors: peak travel time, peak average speed, peak delay in minutes, and total delay hours per year.

Table 1: Congested Corridors

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<td>GA-140/Jimmy Carter Blvd/Exit 99</td>
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Figure 8 2015 Corridors with Longest Peak Period Delay

Source: INRIX 2015 Worst Corridors and ARC

Economic Development
Commute options programs have often proven to be more successful in locations where significant
economic development is occurring now or is projected to occur in the future. The map in Figure 9 shows the difference between 2015 employment and projected employment in 2040 by Census Tract. While other criteria identified priority areas concentrated to the urban core, future employment growth is forecast to spread to the outer limits of the GCO boundary. This trend is important to keep in mind as priority areas are evaluated in the future.

Figure 9 Forecast Employment Growth 2015 - 2040

Source: ARC Research & Analytics Division

Local Impacts
Major construction and special events have an impact on both employers and activity centers. These areas should be prioritized as they are identified. To help identify key projects, the Atlanta Regional Transportation Improvement Program should be routinely reviewed. Currently, the new Braves stadium located near Cobb Parkway/US 41 and the I-75/I-285 Interchange and the reconstruction of the I-285/GA 400 interchange are two priority areas.

Recommended Target Areas
A spatial analysis was conducted using GIS to identify priority target areas using the criteria identified in the previous sections. The following were identified as recommended priority target areas:

1. GA-400 through Roswell/Alpharetta
2. I-85 Corridor in Gwinnett County and Lawrenceville
(3) US-141 Peachtree Corners/Norcross
(4) I-285 through Tucker
(5) I-75 through Marietta
(6) The Junction of I-285 and I-75 (Cumberland)
(7) Near Emory University
(8) South of Downtown
(9) Hartsfield-Jackson Atlanta International Airport activity center (beyond TMA)

These areas are depicted in Figures 10 and 11 and detailed further in Appendix A.

As noted previously, when applying this criteria, ARC will also need to maintain a level of regional equity. This should be reviewed through regional evaluation every two to three years. In addition, the effectiveness of the criteria should be evaluated every two to three years to capture changes in the transportation system and new data sets.
Figure 10 Recommended Priority Target Areas

Source: ARC, UrbanTrans 2016
Industry Criteria
Another criterion relevant to the prioritization of TDM efforts is employer industry, particularly if there is an industry-specific association that would like to partner with GCO. This criterion can provide a level of regional equity, since it is not common for some sectors, such as manufacturing, to be located within activity centers and therefore they don’t typically fall within locational priority areas. Additionally, different sectors, such as those with multiple and variable shifts, can require a tailored approach.

Employers were mapped by sector and a density analysis was performed for each sector. Manufacturing and Healthcare were identified as having noticeable concentrations of employees outside of the areas identified through the original locational analysis. The manufacturing sector employee densities are shown in Figure 12. Higher employee concentrations are noticed in: Carrollton, Gainesville, Conyers, north of Johns Creek and the areas surrounding the airport. The Healthcare sector employee density analysis (Figure 13) revealed two additional priority areas: Gainesville and Lawrenceville. Sectors with adequate interest from employers should be prioritized for a pilot program with a specialized staff lead.
Figure 12 Manufacturing Sector Employee Density

Source: ARC, UrbanTrans 2016
Once target areas are identified, employers must be prioritized for an appropriate level of engagement. This prioritization process will be conducted through identification of Employer Transportation Coordinators (ETCs) and employer assessments, which can uncover additional details such as major expansions, relocations and other key indicators of behavior change potential. There could be employers and property managers who may request GCO services, but fall outside the target areas and the industry. GCO should provide at least a basic level of service to all interested employers. This is explored further in Section 4, the sales methodology.
3.0 Employer Partnership Program

The previous section outlined key target areas that include both prospects and existing partners. The sales team must make a pitch to these employers or property managers to join GCO or re-engage partners that may be ambivalent or underperforming, yet meet key criteria. The Employer Partnership Program (EPP) is a currently used external tool to provide employers with clear guidance on how to participate in the regional program offerings (and, in turn, what to expect from GCO staff). However, there must be a strong link between the regional Employer Partnership Program and the internal sales methodology, ensuring cohesion between program goals and marketing/outreach activities.

The partnership program has undergone a series of changes in the past several years. Recent analysis revealed that the primary obstacle to successful partnerships in recent years is a lack of understanding of partnership tiers. There was also a desire to measure outcomes through actual mode usage. Therefore, it was simplified to two categories: Partner and Platinum Partners. The updated approach was more effective because the two tiers were easily understood by ETCs, and tracking through mode shift of property management activities is more easily managed, especially through surveying and use of the customer relationship management (CRM) tool. However, Platinum Partnership is challenging to attain for larger employers based on measurement methods. Even those partners who provide additional commute incentives had trouble achieving Platinum status. Therefore, the EPP is currently being updated through a series of stakeholder interviews, focus groups and best practice research.

ARC intends for the updated EPP to be more desirable and engaging to employers and property managers, while providing GCO (and the TMAs) personnel with a useful tool for TDM program development and measurement. This document will be updated with the final partnership program details when they are available.

Employer Recognition
A key component of any EPP is recognition. Currently the region holds an annual event, Georgia Commute Honors, to recognize employers who have made a significant effort promoting clean commuting choices and commuter champions. This program will be updated concurrently with the employer partnership program.

4.0 Sales Methodology

This section identifies a structured engagement strategy with specific goals and methods to identify needs and opportunities and secure an appropriate level of partnership commitment. All partners require at least an annual meeting with GCO staff to review progress and partnership levels. In some cases, the result may be to transition employers who have difficulty meeting key criteria to a lower level of engagement, and, in other cases, if they are performing well, developing a plan for advancing to a higher level. This meeting will serve to tie together the internal engagement strategy with the external employer partnership program.

The following diagram showcases the relationship between the EPP, an internal engagement strategy and evaluation.
EMPLOYER SALES PROCESS

STRATEGIC TARGETING OF EMPLOYERS AND PROPERTY MANAGERS

PROSPECT: Generate interest

IMPLEMENT INTERNAL SALES METHODOLOGY

ENGAGEMENT LEVEL 1: Maintenance
ENGAGEMENT LEVEL 2: Basic/Informing
ENGAGEMENT LEVEL 3: Intermediate/Participating
ENGAGEMENT LEVEL 4: Advanced/Committed

CONDUCT EMPLOYER LEVEL EVALUATION

IMPACTS
EFFECTIVENESS
AWARENESS

MEASURABLE BEHAVIOR CHANGE

EMPLOYER PARTNERSHIP PROGRAM: UNDER DEVELOPMENT
RECOGNITION: UNDER DEVELOPMENT
REASSES ENGAGEMENT LEVELS
Engagement Levels
GCO’s goal is not to move and maintain all partners to a “Platinum” or otherwise advanced performance level. Rather, it is important that the partner engagement level accurately reflects needs, opportunities and commitment between a partner and GCO. In this model, the effort required for each partner is clear, resources are appropriately assigned, and expectations are set. The outreach activities should reflect the partner engagement level. By offering specific services to partners at different levels, value is added to those services, and partners are given an additional incentive to progress through the program. This can be effectively managed by creating a range of internal partnership engagement levels to ensure all active partners are engaged to the appropriate degree, yet also motivated to progress through increasingly higher levels to achieve recognition, access to key services, and more.

The following section assumes an advanced understanding of the core regional programs, which include TDM tools, services and incentives. An overview of these elements is provided in Appendix A. The list suggested under each level is designed as a guide, and may be adjusted when necessary.

Partner Recruitment: Prospects
Once prospect employers and property managers are identified through the locational or sector criteria, then they should be contacted for an introductory meeting. It is anticipated that a significant amount of time is required to establish contacts, generate interest, and set up introductory (or in some cases re-engagement) meetings. To increase the success of these meetings it will be important to understand why they were selected as a prospect to begin with. The sales strategy can then be tailored to the specific opportunities that are presented. For example, if an employer is within ¼ mile of a major transit hub, then discounted transit pass sales may be the lead sales strategy to generate or re-engage interest in GCO.

It is important to note that there are employers who contact GCO directly. It will be important to carefully assess the engagement level of those employers if they are outside of a target area both in terms of staff time and resources.
The introductory meeting goals should include:

- Explanation of GCO and the partnership program
- Gain an understanding of the worksite needs and opportunities. See Appendix C for sample site and employer assessment forms.
- Identification of an ETC
- Next steps for gaining partnership status appropriate to the commitment level desired

Goal: Turn prospects into active partners (partner levels 1 through 3 described in the following paragraphs)

**Engagement Level 1: Maintenance**

If an employer partner is located within a target area or industry, but there is a non-responsive ETC after an initial prospect meeting, or there is no response to an annual meeting request, then they should not remain a focus for GCO staff. They will be captured in the customer relationship management (CRM) tool as being in “maintenance” mode. Each employer and PM in maintenance will receive the most basic information, sent out to the entire network and an annual “check-in” meeting request.

Steps should be taken to identify if an ETC is non-responsive due to staff turnover, at which point level status should return to “prospect.” After three non-responses from ETC without confirmation of staff turnover, level status should return to “prospect.”

Goal: Generate Active ETC

**Key Programs Provided:**

1) **GRH**
2) **Web tools**
3) **Electronic marketing collateral**
4) **Subscription to quarterly ETC newsletter**
5) **Annual Check-in Meeting**

**Engagement Level 2: Basic/Informing**

Targeted partners who have identified an ETC and express interest in conducting an employer assessment with GCO staff after an initial meeting should be immediately classified as “Basic” partners. The employer assessment — including a site assessment, identification of core policies and top business priorities, creating brief employee profiles, and finding the best methods to reach their employees (i.e. break room posters versus emails) — will allow GCO staff to identify core opportunities for identifying which of the regional marketing and campaigns the partner will be sent, most often electronically. In short, the initial engagement should result in the identification of unique, specific needs, opportunities and goals.

Goal: Active ETC; campaign specific participation

**Key Programs Provided**

- **GRH**
- **Web tools**
- **Access to MARTA and vanpool subsidies**
- **Electronic marketing collateral**
- **Subscription to quarterly ETC newsletter**
- **Employer assessment**
- **Annual Check-in Meeting and program review**
• Participation in regional campaigns and materials to distribute electronically and/or post in common areas
• Access to ETC webinars and/or workshops

Engagement Level 3: Intermediate / Engaging
Building on the activities and successes from the basic program, intermediate employers are those in key target areas (Section 2) who engage with GCO by providing specific strategies to their employees. These partners will be required to conduct a basic survey (see Appendix D for the ARC 2016 Basic Survey Questions). The survey and employer assessment will serve to identify a core business objective and resulting action plan that is focused on a specific programming solution.

In addition to tailored regional marketing and campaigns, sales staff will assist with in-person outreach to support survey participation and implementation of a core strategy.

Goal: Success achieving identified business objective

Key Programs Provided:
1) GRH
2) Web tools
3) Access to MARTA and vanpool subsidies
4) Electronic marketing collateral
5) Subscription to quarterly ETC newsletter
6) Employer assessment
7) Annual Check-in Meeting and Commute Action Plan
8) Participation in regional campaigns and materials to distribute electronically and/or post in common areas
9) Access to ETC webinars and/or workshops
10) Basic survey and resulting report
11) In-person outreach/tabling and/or Lunch and Learns
12) Access to regional recognition activities
13) And one to two of the following core GCO services:
   a. Access to telework/AWA resources
   b. New Hire packets
   c. Transit pass sales
   d. Pre-Tax assistance
   e. Preferential parking strategy
   f. Vanpool formation

Engagement Level 4: Advanced / Committed
Building on all the activities and successes from the basic or intermediate program, advanced employers are those in key target areas (Section 2) who showcase motivation through adoption of their action plan. They must agree to conduct a detailed survey designed to segment employee populations according to barriers and opportunities. The resulting action plan will provide the employer with details to help them understand their own workforce, including a demographic and geographic analysis. The action plan will provide a range of strategies for targeting the employer population and will likely include employer contributions to incentives, parking cash out, bike share subsidies, and other financial strategies. The plan will include a core element of personalized outreach, such as personalized commute options plans developed by GCO staff.
Goal: Employer driven behavior change

Key Programs Offered:
1) GRH  
2) Web tools  
3) Access to MARTA and vanpool subsidies  
4) Electronic marketing collateral  
5) Subscription to quarterly ETC newsletter  
6) Employer assessment  
7) Annual Check-in Meeting and Commute Action Plan, that includes assessment and survey results and a demographic and geographic analysis of their workforce (through Tapestry data)  
8) Participation in regional campaigns and materials to distribute electronically and/or post in common areas  
9) Access to ETC webinars and/or workshops  
10) Detailed survey and resulting report  
11) In-person outreach/tableing and/or Lunch and Learns  
12) Access to regional recognition activities  
13) Pilot projects (for example support in developing new infrastructure or policies)  
14) Personalized commute plans  
15) Creation of an employer based incentive program  
16) Access to all GCO resources, including:  
   a. Access to telework/AWA resources  
   b. New Hire packets  
   c. Transit pass sales  
   d. Pre-Tax assistance  
   e. Preferential parking strategy  
   f. Vanpool formation  
   g. First mile/last mile solutions

Sales Teams
The organization of the sales team is critical to the overall success of the program. We recommend two types of sales teams: those focused by location and those focused by industry. These teams must be well coordinated to avoid any duplication of outreach efforts.

Locational Teams
To gain an advanced understanding of the infrastructure, resources and challenges in the field or by industry, sales team members should primarily be organized by priority areas, not unlike the current GCO framework of sales territories, but more focused by the priority areas identified in Section 2. Key activity centers such as Cumberland, North Fulton County, and areas of Gwinnett County with high employee density should be major focus areas for core GCO sales teams based on the analysis in Section 2. Locating temporary workspaces in each of these areas would ensure the sales staff is embedded in the local transportation context daily.

Industry Focused Teams
Some sales team members should have an industry-focused approach rather than a geographic focus, as some types of employers are unique and require a higher level of understanding about employee behavior, industry-related workplace policies, and attributes that prevent standard TDM programming. These industries, identified in Section 2, include hospitals and manufacturing but may change through the years as the program and data is reviewed. A sales team member should also be dedicated to providing service
to federal employers, as federal employers often have a high percentage of employees who participate in commute options programs and they have access to specific federal benefits.

**Specialty Team Support Members**
Not every sales team member will have all the skills necessary to implement all programming. Having sales team members who are specialized in specific types of programming will help provide support for the primary sales contact. This could include telework, vanpool and specialty pilot projects, such as construction mitigation outreach.

**Training and Goals**
Sales team member should be trained on the primary behavior change objectives defined by ARC. Additionally, team members should understand basic sales techniques. Team members should be trained to target employer partners based on the criteria listed in Section 2. At the locational level, team members can use the criteria to prioritize prospects who might have strong commute options potential. Team members should be proficient in research tools to gain information about territories and specific employers. These research tools might include: On the Map, used to identify home locations of employees in target geographies and types of employers in the area; Businesswise, used to provide information on employer size and contacts within specific employers; ESRI Tapestry data, used to provide information on the types of commuters living in certain areas; and, online tools such as LinkedIn, used to make connections and learn about individuals within specific employers.

The secondary priority for the sales team is ensuring that all requisite information is recorded in the program’s customer relationship management (CRM) tool (currently Salesforce), the regional TDM commuter database (currently Ridepro), and any other place deemed necessary to manage this sales strategy. Team members should record detailed information into Salesforce about their accounts. Team members should also have extensive training with the reports sections of Salesforce to know how to extract helpful information at later times. Key information should include what types of events and campaigns were successful or not, and why. They should record key items that will help move employers through the various engagement levels. Team members should also understand how to pull reports from Ridepro quickly, to identify who is using the GCO programs within the territory.

**5.0 Evaluation**
TDM program evaluation will take place in two primary ways: (1) evaluation of data collected and tracked at the employer level by GCO and (2) analysis of participation in regional programs and survey data from participants in those programs through an external evaluation process.

The employer level evaluation will measure the partnership’s impacts, effectiveness of outreach efforts, and brand/program awareness at the employer level. This analysis level can be thought of as the “micro level” in which the effectiveness of on-the-ground work is tracked. The regional program evaluation will measure the overall impacts of the program, including reductions in VMT and greenhouse gas emissions, broad commuting trends in the region, and awareness of and attitudes toward the GCO program. This analysis level can be thought of as the “macro level.”

At both levels, program evaluation aims to:
- Measure program outcomes (behavior change) and impacts;
- Evaluate program effectiveness; and,
- Measure program awareness.
**Employer Level TDM Program Evaluation**

Table 2 summarizes the goals, metrics and data sources for the employer level evaluation.

<table>
<thead>
<tr>
<th>Table 2 Employer Level Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
</tr>
<tr>
<td>Category</td>
</tr>
<tr>
<td>Outcome Metrics</td>
</tr>
<tr>
<td>Process Metrics</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Methodology</td>
</tr>
</tbody>
</table>

| Goal                              | Evaluate effectiveness of employer level outreach efforts |
| Category                          | Indicator | Data source |
| Metrics                           | Effectiveness of activities | Impact of campaigns on participation indicators | RidePro, Salesforce (web & social media stats) |
| Methodology                       | Analysis and comparison of outcomes for different campaigns |

| Goal                              | Measure awareness at employer level |
| Category                          | Indicator | Data source |
| Metrics                           | Awareness | Brand/program awareness at employer level | Employee survey |
| Methodology                       | Gauge awareness through employee surveys at Partnership levels 3 and 4 |

Collection of data at the employer level will rely on inputs to the customer relationship management (CRM) tool and on surveys that collect travel data, program and commute preference data, and data from enrollment and participation in programs and campaigns. Surveys will be distributed to employees in coordination with employer partners.

- **Employee Surveys**: Employee surveys at Level 4 partners will yield information about mode share and program awareness and provide an opportunity to collect data about employee satisfaction, commute cost, parking utilization, behavior change reasons, and other related information. Employee surveys at Level 3 partners will provide mode change data and a limited amount of information regarding program awareness and other factors beyond behavior change. Surveys will be performed in regular intervals to allow for trend analysis and ongoing evaluation. GCO staff will oversee these survey efforts.

- **Regional TDM Commuter Database and Customer Relationship Management Tool**: Participation in incentive programs, ridematching and trip tracking, and the Guaranteed Ride Home program, as well as the number and type of outreach activities and campaign-based statistics will be tracked in the respective databases. As technology improves, tools may change and require the sales team to adopt appropriate data collection methods accordingly.
Regional TDM Program Evaluation

Table 3 summarizes recommended goals, metrics and example data sources for the regional evaluation, however these will be finalized with a third party evaluation team.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Measure overall impact of workplace behavior change programs (GCO and TMAs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category</td>
<td>Indicator</td>
</tr>
<tr>
<td>Outcome Metrics</td>
<td>Impacts</td>
</tr>
<tr>
<td>Process Metrics</td>
<td>Participation</td>
</tr>
<tr>
<td>Methodology</td>
<td>Calculation of overall program impacts using survey data, trends analysis of participation indicators</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal</th>
<th>Evaluate effectiveness of workplace behavior change programs (GCO and TMAs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category</td>
<td>Indicator</td>
</tr>
<tr>
<td>Metrics</td>
<td>Cost-benefit overall</td>
</tr>
<tr>
<td></td>
<td>Cost-benefit by program</td>
</tr>
<tr>
<td></td>
<td>Effectiveness of programs</td>
</tr>
<tr>
<td></td>
<td>Participation levels for each regional incentive</td>
</tr>
<tr>
<td>Methodology</td>
<td>Analysis and comparison of outcomes for different incentives and changes in incentive offerings</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal</th>
<th>Measure awareness of regional program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category</td>
<td>Indicator</td>
</tr>
<tr>
<td>Metrics</td>
<td>Awareness</td>
</tr>
<tr>
<td>Methodology</td>
<td>Gauge awareness through State of Commute Survey and a survey of participating employers and property managers</td>
</tr>
</tbody>
</table>

The regional TDM programming evaluation should be conducted by an external consultant (third party). Regional program participation data, the annual State of the Commute Survey conducted every two to three years, and an employer survey will be the main data sources for the regional evaluation. Results from the regional evaluation will be used to understand the overall impacts of TDM efforts occurring in the region, as well as the cost effectiveness of the regional incentive programs.

- **State of the Commute survey**: This survey is used to collect mode share and shift, awareness, and attitudes related to regional workplace behavior change programs.
- **Regional TDM Commuter Database and Customer Relationship Management Tool**: Participation in incentive programs, ridematching, trip tracking, and the Guaranteed Ride Home program, as well as the number and type of outreach activities and campaign-based statistics will be used to monitor participation numbers as well as calculate cost-benefit analyses for the overall program and by program elements. As technology improves, tools may change and require the sales team to adopt appropriate data collection methods accordingly.
- **Employer Survey**: An employer survey will be conducted to gauge brand awareness among employers and gather quantitative and qualitative feedback about the programs.
• **Level 2 Partner Surveys**: The external consultant will survey a small sample of Level 2 Partner employee as a cost-effective way to estimate travel behavior change for that partnership level.

Both employer level and regional data will be used to determine how the effectiveness of engaging employers at the different levels impacts the outcomes and to determine cost-benefit analyses of the various GCO programs offered. The results will inform future programming and regional policy decisions.
Appendix A: Recommended Priority Areas

Based on the criteria identified in Section 2.0 of this report, nine target areas have been identified. At a minimum, these target areas contain both high employer density and a concentration of current GCO employer partners. Areas identified as highest priorities are also located within a two-mile radius of a congested corridor and within a half-mile radius to a transit stop.

Figure 1-A shows a close-up image of the Roswell/Alpharetta target area. The map shows the confluence of existing GCO partners, large employers, very high employer density, transit coverage and one of the most congested peak period corridors: GA 400. The Alpharetta/Roswell area meets all criteria for TMA formation and consequently has been identified as a high priority TMA target area.
I-85 through Gwinnett County is one of the most congested areas, and the surrounding area contains medium-high employer density, several very large employers and a significant number of GCO partners. This area also meets all TMA criteria and has been identified as a medium-high priority TMA area. This TMA could also service the Lawrenceville area.

*Figure 2-A I-85 Corridor in Gwinnett County & Lawrenceville Target Area*
Peachtree Corners and Norcross are located north of the I-285/I-85 junction, areas identified to have the worst congestion in the Atlanta area. This target area is directly accessed by US-141 and many employees traveling from the south likely take I-85 or another congested corridor such as US-19/GA-400 to access their workplace. This area also contains an Activity Center, medium-high employer density, approximately 25 GCO partners and is well-serviced by transit. The Peachtree Corners/Norcross area has been identified as a medium-high priority target area.

*Figure 3-A Peachtree Corners & Norcross Target Area*
The Tucker area surrounding I-285 on the east side contains an Activity Center with medium-high employer density, a number of very large employers and approximately ten GCO partners. This area is not immediately adjacent to a congested corridor and transit coverage is not as robust as in other areas, which results in this area being designated a medium priority TMA area.

*Figure 4-A I-285/Tucker Target Area*
Significant congestion on I-75 combined with medium-high employer density, numerous large employers and a significant number of GCO partners make the I-75 corridor from I-575 through Marietta ripe for TMA formation. This area meets all criteria and has been identified as a high priority TMA area.

*Figure 5-A I-75 Marietta Target Area*
The junction of I-75 and I-285 is amongst the most congested area in the Atlanta region and contains a significant number of employers and GCO partners. This area is a very high priority TMA target area.

*Figure 6-A I-75 & I-285 Target Area*
Though not immediately adjacent to a congested corridor, as shown in Figure 7-A, there is significant employer density and a sufficient number of GCO partners to consider expanding the Clifton Corridor TMA.

*Figure 7-A Clifton Corridor TMA Expansion Target Area*
I-75/I-85 from exit 249D north of North Avenue to GA-166 is the longest stretch of the most congested corridors in the Atlanta area. Additionally, there is significant employer density, a few large employers and a handful of GCO partners presenting the opportunity to expand the Central Atlanta Progress TMA to the west, south and east. This expansion is identified as a high-priority target area.

Figure 8-A Central Atlanta Progress TMA Expansion Target Area
Despite not being located near a top congested corridor, the area surrounding AERO ATL contains sufficient employer density, several GCO partners and a significant number of large employers to consider expanding the bounds of this TMA.

*Figure 9-A AERO ATL TMA Expansion Target Area*
Appendix B: Core TDM Services
The following is a highlight of core regional TDM programs, which include TDM tools, services and incentives.

Electronic Tools:

- **Web Tools for Commuters:**
  - **Ridematch Database:** Online database where commuters can search and contact other commuters who live and work near them, work similar shifts, and who could share the ride to work.
  - **Log Your Commute:** Regional tool for commuters to log their commute trips, view the economic and environmental impacts of their commute, and be entered to win commuter cash prizes (detailed below).
  - **Commute Calculator:** Online tool designed so commuters can estimate the economic and environmental impacts of their daily SOV commute trip and see the impacts of switching to an alternative mode.

- **Network wide electronic marketing collateral:** Key GCO resources, such as an overview of the GCO program, and available mode-specific flyers and posters, available on the GCO website.

- **Regional campaign materials:** Materials provided to distribute electronically and/or physically post in common areas available via Dropbox or a website log-in.

- **ETC E-newsletter:** E-newsletter sent out regularly to all network ETCs to showcase upcoming campaigns, highlight materials available on the GCO website, and promote commute options programming.

Services:

- **Employer and site assessment:** GCO staff will conduct a site assessment and interview key employer staff to identify core policies, top business priorities, workforce profiles, and the best methods to communicate with employees (i.e. breakroom posters vs. emails). See Appendix C for sample assessments.

- **Mapping:** ARC GIS mapping tools are used to visually display employee home locations and commute routes.

- **Socioeconomic analysis:** ESRI Tapestry data assigns a profile to a residential area based on available demographic and socioeconomic data. These profiles include information such as income level, average age, type of household, and spending habits and can be used to inform targeted outreach strategies.

- **ETC webinars and/or workshops:** Regularly scheduled educational forums, such as seminars on employee engagement, the relationship between health and transportation or commuter friendly workplaces, to increase ETC knowledge.

- **Commute Action Plan:** Custom, partner-specific outreach strategy designed to reduce SOV commute trip that builds on an employer assessment, surveys, and tapestry analysis.

- **Basic survey:** Commute survey asking respondents how they get to and from work. See Appendix D for survey questions.

- **Advanced survey:** Extended version of a basic survey with additional questions on commute preferences and motivators.

- **Tabling, Lunch and Learns and other employer specific outreach:** In-person outreach events designed to generate interest in alternative commuting.

- **Personalized commute plan:** Customized list of available alternative commute options for individual commuters, created based on their home address, work address and schedule.
- **New hire packages**: GCO information packet that introduces GCO programs and benefits to new employees. Packets generally distributed by company’s HR department.

- **Telework/alternative work arrangement assistance**: Consultations provided to advise on programs that allow employees to work offsite from the traditional office or work the same number of hours, but in fewer days.

- **Transit pass sales**: Offering of reduced-cost transit passes in bulk for employers or worksites where a certain number of transit passes are purchased each month.

- **Infrastructure assistance**: Guidance on how to create commute options-friendly infrastructure, such as a bike friendly worksite.

- **Vanpool formation assistance**: Outreach to match groups of commuters who could share the ride to work in a leased van.

- ** Preferential workplace parking for carpools and vanpools**: Dedicated on- or off-street parking spaces allocated to vehicles used for carpooling or vanpooling.

- **First mile/last mile solutions**: Programs designed to provide connectivity between transit stops and home or employer site locations that are too far to walk.

**Regional Recognition**: TBD

- Annual regional awards program recognizing top commuters and employers who support alternative commute programs in their workplace. TBD

**Incentives**:

- **Guaranteed Ride Home (GRH)**: GRH program provides commuters who use alternative modes a free taxi ride home when the unexpected occurs.

- **Commuter cash prizes**: Cash incentives and giveaways provided by GCO for commuters who log their alternative commute trips to and from work.
  - **Commuter Prizes**: Commuters who log alternative commutes are entered into a monthly $25 gift card drawing.
  - **Gimme Five**: Current SOV drivers can earn $5 each day they use an alternative mode, up to $150, over an assigned 90-day period.
  - **Carpool Rewards**: Carpools can earn up to 12 monthly gas cards within a 3-year period. Carpools with 3 commuters earn $40/month, and carpools with 4+ commuters earn $60/month.
  - **Vanpool Referral Program**: Commuters who refer new vanpool riders can receive $50. Commuters leaving a van can earn $100 for finding a replacement rider.

- **Incentive match programs and subsidies**: Regional transit providers provide discounted services.
  - **MARTA Employer Pass Program**: Program for employers to purchase reduced cost MARTA bulk passes, receiving up to a 10 percent discount on monthly passes.
  - **GRTA vanpool subsidy**: GRTA-provided monthly subsidy that covers 40 percent of a vanpool’s base fare, up to $375 per month.

- **Pretax transportation benefits**: Transit passes, vanpool costs, bicycle, and parking costs are deducted from employees’ gross pay before taxes, reducing employee tax liability and employer payroll taxes.
# Appendix C: Sample Employer and Site Assessments

## SITE ASSESSMENT

<table>
<thead>
<tr>
<th>On-site Amenities: (check all that apply)</th>
<th>Building Type(s): (check all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank:</td>
<td>Business park:</td>
</tr>
<tr>
<td>Day care:</td>
<td>Office/Commercial:</td>
</tr>
<tr>
<td>Dry cleaning:</td>
<td>Manufacturing/Industrial:</td>
</tr>
<tr>
<td>Food (restaurant or café):</td>
<td>Retail:</td>
</tr>
<tr>
<td>Gym:</td>
<td>Insitutional:</td>
</tr>
<tr>
<td>Retail stores:</td>
<td>Residential:</td>
</tr>
<tr>
<td>Zip-car:</td>
<td>Other:</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Parking Facilities: (check all that apply)</th>
<th>Transit Facilities: (check all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paid Parking:</td>
<td>Train Station (within 0.5miles)</td>
</tr>
<tr>
<td>Gated Deck:</td>
<td>Station name(s):</td>
</tr>
<tr>
<td>Open Deck:</td>
<td>Distance to building:</td>
</tr>
<tr>
<td>Gated Lot:</td>
<td>Route #s:</td>
</tr>
<tr>
<td>Open Lot:</td>
<td>Bus service (MARTA or Xpress buses)</td>
</tr>
<tr>
<td>Street Parking:</td>
<td></td>
</tr>
<tr>
<td>Preferred parking spaces (carpool/vanpool):</td>
<td></td>
</tr>
<tr>
<td>How many?:</td>
<td></td>
</tr>
<tr>
<td>EV Chargers:</td>
<td>Distance to building:</td>
</tr>
<tr>
<td>How many?:</td>
<td>Shuttle services:</td>
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<tr>
<td>Bike spaces/rooms:</td>
<td>Schedule:</td>
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<tr>
<td>How many?:</td>
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</table>

<table>
<thead>
<tr>
<th>Bike Facilities: (check all that apply)</th>
<th>Pedestrian Facilities: (check all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Showers:</td>
<td>Lighting (adj to building):</td>
</tr>
<tr>
<td>Lockers:</td>
<td>Sidewalks (adj to building):</td>
</tr>
<tr>
<td>Change rooms:</td>
<td>Traffic officers:</td>
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<td>Secured bike storage:</td>
<td>Traffic lights:</td>
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<tr>
<td>Bike racks:</td>
<td>Wayfinding</td>
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<td>Sheltered?</td>
<td>Wayfinding signage :</td>
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<td>Bike lanes:</td>
<td>To building? (Y/N)</td>
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<td>Closest lanes/trails:</td>
<td>To transit? (Y/N)</td>
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<td>Shared bikes:</td>
<td>Transportation information display? Describe:</td>
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<tr>
<td>How many?:</td>
<td></td>
</tr>
<tr>
<td>Bike repair station:</td>
<td>Other:</td>
</tr>
</tbody>
</table>
### Employer Assessment

**Employer:**

**ETC Contact:**

**Other Contacts:**

#### What is the breakdown of your worksite's employee population?

<table>
<thead>
<tr>
<th>Total # of employees:</th>
<th>Details:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time: % population</td>
<td></td>
</tr>
<tr>
<td>Part time: % population</td>
<td></td>
</tr>
<tr>
<td>Seasonal: % population</td>
<td></td>
</tr>
<tr>
<td>Temp/Contract: % population</td>
<td></td>
</tr>
</tbody>
</table>

#### What are the work shifts applicable to your worksite? (check all that apply)

<table>
<thead>
<tr>
<th>Details:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day (9am-5pm): % population</td>
</tr>
<tr>
<td>Afternoon: % population</td>
</tr>
<tr>
<td>Evening: % population</td>
</tr>
<tr>
<td>Night: % population</td>
</tr>
<tr>
<td>Weekends: % population</td>
</tr>
</tbody>
</table>

#### Employee type (check all that apply)

<table>
<thead>
<tr>
<th>Details:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hourly: % population</td>
</tr>
<tr>
<td>Clinical: % population</td>
</tr>
<tr>
<td>Professional: % population</td>
</tr>
<tr>
<td>Support: % population</td>
</tr>
</tbody>
</table>

#### Employee Communications (check all that apply and describe)

<table>
<thead>
<tr>
<th>Channels</th>
<th>Y/N</th>
<th>Notes:</th>
</tr>
</thead>
<tbody>
<tr>
<td>e-newsletter</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intranet:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social Media (internal staff)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interoffice Mail (payslips, employee mailboxes, etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company Email</td>
<td>% population (have access throughout work day)</td>
<td></td>
</tr>
<tr>
<td>Internet</td>
<td>% population (have access throughout work day)</td>
<td></td>
</tr>
</tbody>
</table>

#### Open Enrollment/Benefits Season:

**Date:**

**Employee Engagement survey:**

**Date:**

**Other/Notes:**

#### Parking

**Total parking spaces available to employees:**

<table>
<thead>
<tr>
<th>Details:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reserved? (Y/N):</td>
</tr>
<tr>
<td>Parking fee: $</td>
</tr>
<tr>
<td>Parking cash-out: $</td>
</tr>
</tbody>
</table>

#### Ridesharing Policies and Programs (check all that apply and describe)

<table>
<thead>
<tr>
<th>Details:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to fleetcars:</td>
</tr>
<tr>
<td>Subsidies:</td>
</tr>
<tr>
<td>Corporate ridematching system:</td>
</tr>
<tr>
<td>Other:</td>
</tr>
</tbody>
</table>

#### Transit Policies and Programs (check all that apply)

<table>
<thead>
<tr>
<th>Details:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transit pass sales through TMA (Y/N):</td>
</tr>
<tr>
<td>Transit pass subsidy: $</td>
</tr>
<tr>
<td><strong>Active Transport Policies and Programs</strong> (check all that apply)</td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
</tr>
<tr>
<td>Bike subsidies (Y/N)</td>
</tr>
<tr>
<td>Wellness program (Y/N)</td>
</tr>
<tr>
<td>Other</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Telework Program</strong> (select one)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you have a telework policy? (Y/N):</td>
</tr>
<tr>
<td>Informal program</td>
</tr>
<tr>
<td>Under development</td>
</tr>
<tr>
<td>No program</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Flex-work Policies and Programs</strong> (check all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compressed work week (Y/N)</td>
</tr>
<tr>
<td>Flexible hours</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Corporate Social Responsibility and Sustainability</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainability Committee (Y/N):</td>
</tr>
<tr>
<td>ETC approved by management (Y/N):</td>
</tr>
</tbody>
</table>

| **Follow-up Notes:** |
Appendix D: ARC 2016 Basic Survey Questions

Demographic Info
1. Please identify:
   1) Workplace
   2) Home zip

Current Commute Behavior
2. How many miles one-way is it from home to this work location?
   1) 0-5 miles
   2) 6-10 miles
   3) 11-20 miles
   4) 21-30 miles
   5) 31-40 miles
   6) 41-50 miles
   7) 51+ miles

3. How many minutes does it usually take you to get from your home to work?
   1) 1-10 minutes
   2) 11-20 minutes
   3) 21-30 minutes
   4) 31-40 minutes
   5) 41-50 minutes
   6) 51-60 minutes
   7) 61+ minutes

4. How many minutes does it usually take you to make your reverse trip, from work to your home?
   1) 1-10 minutes
   2) 11-20 minutes
   3) 21-30 minutes
   4) 31-40 minutes
   5) 41-50 minutes
   6) 51-60 minutes
   7) 61+ minutes

5. Thinking about a typical workweek, how do you travel to work each day? If you use more than one travel mode on a single day count only the type you use for the longest distance part of your trip. If you are not assigned to work on weekends, count these as “regular days off.”

<table>
<thead>
<tr>
<th>Day</th>
<th>Regular Day Off</th>
<th>Drive Alone</th>
<th>Carpool</th>
<th>Vanpool</th>
<th>Transit (bus/rail)</th>
<th>Walk/Bike</th>
<th>Telework</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuesday</td>
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<tr>
<td>Wednesday</td>
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<tr>
<td>Thursday</td>
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<tr>
<td>Friday</td>
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<td></td>
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<tr>
<td>Saturday</td>
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<tr>
<td>Sunday</td>
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</tr>
</tbody>
</table>
6. Please rank the following travel attributes, from 1 to 6 where 1 is most important and 6 is least important, when choosing the type of transportation you use to get to work.
   1) Flexibility in when you travel
   2) Avoiding travel stress
   3) Total time to make the trip
   4) Dependability
   5) Using travel time productively
   6) Cost

7. What factors led you to start carpooling, vanpooling, riding transit, biking, walking or teleworking?
   1) None, I always drive alone to work
   2) Changed jobs and/or moved
   3) Earn an incentive
   4) More convenient and/or save times
   5) Reduce travel expenses
   6) Concern for the environment
   7) No or limited access to a vehicle
   8) Other (please specify): ______________

8. Below are several services that might encourage you to start, continue or increase your use of commute alternatives such as carpooling, riding a bus or train, biking or walking. Please select the top 3 services that would be most influential in encouraging you to change your commuting behavior.
   1) Priority, reserved parking at work for carpools and vanpools
   2) A discounted or free pass for public transit
   3) A chance to win a monthly drawing for a $25 Visa gift card by reporting your clean commutes in an online system
   4) A monthly gas card worth $40-$60 for carpools with 3-4 people
   5) $3 a day for a 3-month period (up to $100) to switch from driving alone to a commute alternative for travel to work
   6) A pre-tax payroll deduction option to cover vanpool and transit cost
   7) A free taxi ride home in case of an unscheduled event on days you do not drive alone to work
   8) A list of people who live and work near you whom you could contact for carpooling and vanpooling
   9) Real time Transit data access and notifications

Thank you very much for your time and cooperation
EXHIBIT E

Employer Partnership Levels

In Georgia, commuters are approached primarily through their employer (or property manager), as this approach has proven to be most effective at getting commuters to change their commute behavior. This “Employer Outreach” approach also has the advantage of getting the employer actively involved in the process.

A formal partner model is in place to recognize the efforts and success of employers and property managers. All ESOs shall follow these partner level guidelines as established by the Employer Services Committee (ESC) and approved by the TDM Partners.

Employers and Property Managers may be considered prospects until such time that they meet the required criteria to become Partners. Employer and Property Manager Partners who meet additional stringent requirements will then be recognized as Platinum Partners.

For Employers or Property Managers to be recognized at the basic Partner level all 3 of these criteria must be achieved:

1. There must be one or more persons acting as ETC* at the worksite.
2. There must be an on-going effective means of educating employees/tenants:
   - Distribute information on commute options through electronic means (e.g. memos, e-mails, newsletters, intranet)
   - Posts commute information in common areas (e.g. bulletin boards, lunchroom, lobby)
3. There must be an on-going commute alternative recruitment process which promotes the use of the regional programs (can be achieved through one of the following means):
   - Annual commuter event (e.g. transportation fairs, lunch and learns, etc.)
   - Make Georgia Commute Options programs available for employees/tenants (e.g. placed in common areas, included in new hire packets)

*Definition of ETC: One or more employees at the worksite that are working with us to facilitate on-going education of commute options, AND are assisting with on-going recruitment into commute programs. In other words, contacts who are actively working with us to promote commute options - we know who they are, and they know they have taken on this responsibility, and it’s on-going (not just a one-time effort). However, it is not a requirement that our contact(s) be officially appointed by the employer, or be officially designated as the ETC. In fact, our contact could be a self-appointed “champion” of commute alternatives. What matters is that the contact takes on-going action to educate/recruit.
Platinum Recognition

II. Employers

Employers can achieve Platinum status when they meet the basic Partner criteria plus:

- Provide documented evidence that 20% percent (or more) of all employee commutes during a 12-month period are “clean commutes”. Documented evidence must be entered into Salesforce prior to November 1 of the current year. Platinum Partnership will be recognized at the start of the following calendar year, and the mode count will be valid for a 2-year period.

Acceptable documentation includes:

- RidePro Employer Clean Commute Reports when run for all modes. If you use RidePro to measure individual modes, care must be taken to avoid double counting. Consult with members of the ESC Partnership Level subcommittee for guidance.

- ESO-Reported – applicable when the ESO makes an actual measurement of mode use. For example, ESO staff visually counts the number of users by mode. While actual days per week of use of a mode at an employer site is preferred, you can apply regional average days per week for mode use to a number of participants to calculate clean commute days.

- Employer-Reported – applicable for telework, compressed work week (CWW), vanpool, and transit. CWW counts must be by specific schedule type (9/80, 4/40, 3/36) – that way you will have both number and frequency. For other modes (telework, vanpool, transit) you can apply regional average days per week to a number of participants to calculate clean commute days, or use actual if you have it.

- Employer Surveys – applicable for all modes. Will only use to document clean commute days for those responding to the survey. Survey findings can’t be extrapolated to a company-wide basis. When surveying, seek to get average days per week frequency so that you can use those figures instead of regional average frequencies.

- Other – ESOs may submit other documentation methods to ESC Partnership Level subcommittee for consideration.

Mode counts that are ESO-Reported, Employer-Reported, or as a result of an Employer Survey are valid for a period of up to two years.
If it is possible to document a mode by more than one method, ESOs will be asked to choose only one to determine clean commutes to avoid double-counting participation (e.g., if a partner sells transit passes and employees log transit commute trips, use only one of these methods of documentation.

Platinum Partnership Criteria (Property Manager)

Property Managers can achieve Platinum status when they meet the basic Partner criteria plus:

- Enhance partnerships between ESO and tenants by achieving 2 of the following activities:
  - Host semi-annual (2x per year) transportation events on campus to include tenant presentation, commuter fair, Lunch, and Learn, etc.
  - Offer permanent display of transportation options in building (dedicated kiosk, consistent elevator or lobby slides, real-time transit information, section of intranet or newsletter, etc.)
    - Provide warm introduction of ESO to tenants (new or existing). Example activities include: provide tenant rep. contact information to ESO, email introduction, host new tenant meeting, etc.
    - 50% of occupied space is leased by ESO partners

And --

- At least four (4) of the following programs or activities:
  - Provide designated preferential parking at the worksite for carpools and/or vanpools. Examples include: “Green” lots, high visibility parking, premium proximity parking spots
  - Discounted parking program is offered to clean commuters (free parking for all tenants excluded). Examples include:
    - Discounted parking for carpools/vanpools
    - Free or reduced daily parking rate options for clean commuters offered x times throughout year
  - Sell transit passes on-site (to tenants – not just PM employees)
  - Assist with the development of an on-site vanpool program through one of the following:
    - Host vanpool formation meetings/vanpool lunch and learns
    - Provide employee information to ESO to assist in the formation of new vanpools
    - Assist in the coordination and recruitment of riders, paperwork, etc.
- Support a **bike/walk** program through at least one of the following:
  - Sponsor a formalized bike share program or Atlanta bike share location on site
  - Access to showers and lockers for participants
  - Providing secure bike parking (covered when possible). The primary purpose of the secure structure should be bike parking.
- Provide financial support or sponsorship of a local shuttle service
- **Implement a green building program through 1 of the following:**
  - Green Building Certification
  - EV chargers on-site
  - Idle-Reduction policy with signage and ongoing enforcement
- Provide **fleet cars** or vehicles for use by employees who use an alternative mode (PM sponsored or spaces provided for Zipcar located on the property would count here)
- Other incentives or innovative programs (not mentioned anywhere above) that eliminate trips (must be approved by ESC Partnership Level Subcommittee)
  - Examples: Unbundling of parking spaces with tenant lease; property provides space for regional GCO event (ex – annual recognition of partners), etc.