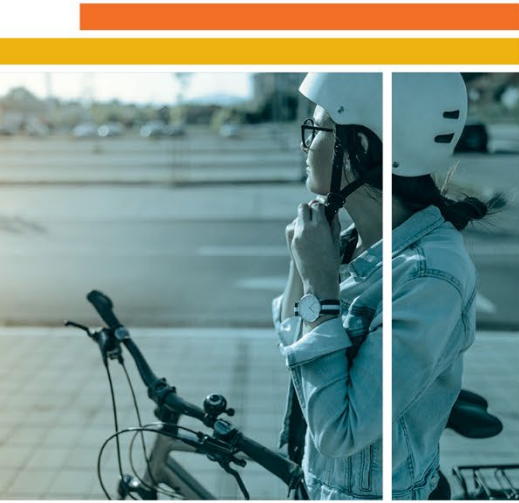


# ATLANTA REGIONAL TRANSPORTATION DEMAND MANAGEMENT (TDM) PLAN



MOBILITY  
**CONNECTIONS**  
A Plan for Expanding Opportunity



## Vision

# ONE **great** REGION

## Mission

*Foster thriving communities for all within the Atlanta region through collaborative, data-informed planning and investments.*

## Goals



**Healthy, safe, livable communities** in the Atlanta Metro area.



**Strategic investments** in people, infrastructure, mobility, and preserving natural resources.



Regional services delivered with **operational excellence** and **efficiency**.



**Diverse stakeholders engage** and take a regional approach to solve local issues.



**A competitive economy** that is inclusive, innovative, and resilient.

## Values

**Excellence** – A commitment to doing our best and going above and beyond in every facet of our work allowing for innovative practices and actions to be created while ensuring our agency's and our colleague's success.

**Integrity** – In our conduct, communication, and collaboration with each other and the region's residents, we will act with consistency, honesty, transparency, fairness and accountability within and across each of our responsibilities and functions.

**Equity** – We represent a belief that there are some things which people should have, that there are basic needs that should be fulfilled, that burdens and rewards should not be spread too divergently across the community, and that policy should be directed with impartiality, fairness and justice towards these ends.



Atlanta Regional Commission

229 Peachtree Street, NE | Suite 100  
Atlanta, Georgia 30303

[atlantaregional.org](http://atlantaregional.org)





# Executive Summary

The Atlanta Regional Transportation Demand Management (TDM) Plan, **Mobility Connections: Expanding Opportunity**, supports the region’s mobility needs and long-range goals in an era of unprecedented change. Led by the Atlanta Regional Commission (ARC), this plan seeks to ensure that TDM remains a key approach to deliver better environmental outcomes, connect individuals with economic opportunity and essential services, improve public health and social equity, foster stronger communities, and create more prosperous and livable places.

TDM is a key method for ARC and partners to support and improve regional mobility. The demand for mobility options and pressure on our current transportation system will continue to rise with projected population growth. To accommodate this growth, managing demand through TDM can be a cost-effective alternative to expanding transportation infrastructure. TDM provides multi-faceted benefits that touch each of ARC’s goals, including: healthy, safe, livable communities; strategic investments and preserving natural resources; operational excellence and efficiency; diverse stakeholder engagement; and a competitive economy that is inclusive, innovative, and resilient.

Major TDM activities began in the Atlanta region in 1995, when ARC began working with area employers to educate and encourage employees on commute options. Over the next quarter of a century, the regional TDM program continued to evolve and grow, expanding beyond conventional TDM practices while encompassing a broader array of organizations, stakeholders, and services. As this growth happened, the need for a comprehensive plan became clear. The first Atlanta Regional TDM Plan, published in 2013, set the regional TDM program on a trajectory of holistic services with the concept of TDM+. TDM+ expands TDM to increase and market travel choices beyond work commutes. It connects traditional TDM programs with livability, sustainability, transit, walking and biking, transportation, and land use planning, systems operations, economic development, climate change, healthy communities, and active aging. Many of the specific strategies developed for the 2013 TDM Plan have been embraced and pursued in the intervening years. This current update to the TDM Plan builds on the concept of TDM+

## MOBILITY CONNECTIONS

A Plan for Expanding Opportunity

### About TDM and TDM+

TDM is a set of strategies that maximize traveler choices. These travel choices include the mode, route, and time of travel, as well as home and work location decisions. TDM has traditionally focused on reducing drive-alone trips during peak commuting hours to improve air quality and reduce traffic congestion. In 2013 ARC pioneered TDM+ to include a broader set of economic and livability objectives.

This TDM Plan update expands on TDM+ to create broad **Mobility Connections** across the region’s diverse needs and opportunities.

### Equity Analysis

A dedicated equity analysis evaluated the impact of TDM strategies on underserved populations to ensure the Plan supports equitable outcomes.



to ensure the regional TDM program is equitably serving the region’s diverse mobility needs beyond TDM’s traditional focus on improving air quality and reducing traffic congestion during peak commuting hours.

Since 2013, changes in both national and regional travel trends have led to new program priorities in line with ARC’s values of integrity, equity, and excellence. Specifically, the increasing prevalence of emerging mobility services, the importance of a strong telework infrastructure in the face of the coronavirus pandemic, and economic and social changes have significantly altered travel patterns and the evolution of the TDM program. From 2019 to 2021, commuters in the Atlanta metropolitan area have shifted significantly away from public transportation (from 2.8% to 1.2%) and toward working from home (from 8.8% to 24.2%). This shift is even more pronounced within the City of Atlanta, where transit commuting decreased from 10.0% to 3.4%, and working from home quadrupled from 9.6% to 38.7% of workers.<sup>1</sup>

Maintaining and increasing mobility across the Atlanta region, and doing so in an equitable manner that serves all residents in an increasingly diverse population, remains critical for achieving ARC’s vision of One Great Region. This update to the Regional TDM Plan was a highly collaborative process to enable ARC and partners to continue to grow our collective impact. The plan sets us on a path of continued success in improving mobility and access.

## Plan Approach

The Final Report distills the process, key findings, and recommendations from the Plan update, including the equity analysis, goals and strategies, and action plan. Because successful partnerships are fundamental to the continued expansion of the regional TDM program’s impact, the Plan development process emphasized stakeholder engagement at every step under the guidance of the TDM Coordinating Committee (TDMCC). Figure 1 on the next page illustrates this engagement, which involved the seven employer service organizations (ESOs), over 40 stakeholder partners, and over 4,000 members of the traveling public through the needs assessment, strategy development, and implementation phases of the planning process. Ongoing action is the final outcome of this process to operationalize the Plan’s recommendations and drive the continuous evolution of the TDM program to meet regional goals.

---

<sup>1</sup> American Community Survey 1-year estimates for the Atlanta Metropolitan Statistical Area and City of Atlanta in 2019 and 2021.

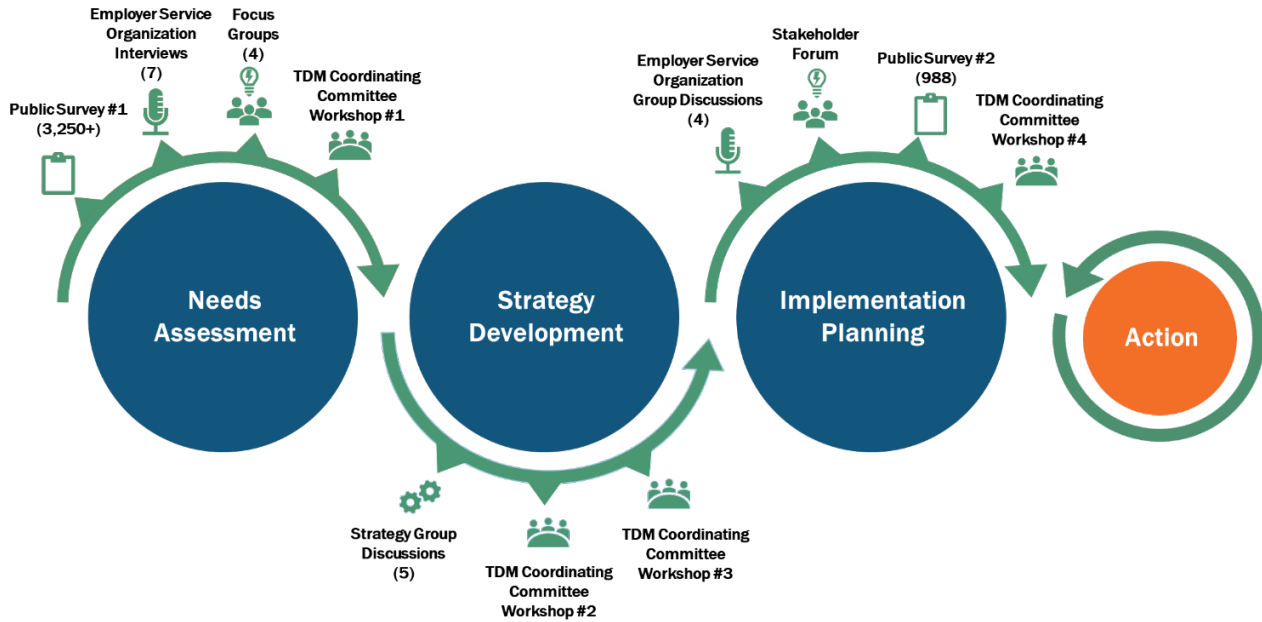


Figure 1. Stakeholder Engagement in Plan Development Process

## Regional Goals

The Regional TDM Plan goals reflect the desired long-term direction for the TDM program, with an emphasis on broadening services to support an increasingly diverse set of the region’s economic and mobility needs. Figure 2, below, illustrates the goals.

	<p><b>Goal 1:</b> Support a tailored approach for TDM services that serves a diverse range of social and economic mobility needs.</p>		<p><b>Goal 4:</b> Support TDM strategies that are flexible and tailored to the individual needs of employers and geographic areas.</p>
	<p><b>Goal 2:</b> Develop TDM services that address workforce development and job training needs.</p>		<p><b>Goal 5:</b> Support integrated communications strategies across a range of community partners to expand the reach of TDM services and maximize marketing opportunities.</p>
	<p><b>Goal 3:</b> Implement TDM strategies that improve first- and last-mile connections through partnerships with transit agencies and other mobility service providers.</p>		<p><b>Goal 6:</b> Leverage and diversify funding sources that support measurable and sustainable services and programs.</p>

Figure 2. Regional TDM Plan Goals



## Framework for Service Delivery

The Regional Service Delivery Model (RSDM), shown in Figure 3 below, provides a high-level framework for the continued evolution of the TDM program to serve the growing and diverse population. TDM services include those that provide **direct service** to partners and travelers for improved access and mobility and **capacity building** services that create a **TDM-supportive environment**. **Core services** are well-established within the existing program. **Regional emphasis areas**, which some TMAs have started implementing, represent opportunities for further expansion based on Plan goals, stakeholder feedback, and equity analysis. **ARC** leads capacity building for the TDM program in alignment with broader regional goals, whereas **GCO** and **TMAs** lead delivery of TDM direct services to partners and travelers. Meanwhile, GCO and TMAs also support ARC in building the capacity of TDM to improve access and mobility in their respective service areas. **Partnerships** amplify TDM’s reach to a broader set of users and enable the program to tap into additional resources for expanding services. The key program outcome is traveler behavior that is empowered with greater knowledge, access, and mobility. Traveler behavior is reinforced by a TDM-supportive environment through land use, infrastructure, transportation services, and policy. As access and mobility needs change, the RSDM aims to identify ways to continuously improve in any or all its core functions.

**Regional Emphasis Areas Reflect Priorities for Program Growth**

Regional emphasis areas include:

- Residential outreach
- Industry outreach
- Tailored marketing and communications
- Adaptation to flexible mobility needs
- Community partner engagement
- Planning and programming
- Land use and development

See the Action Plan in Section 4 for implementation details on the complete set of recommended TDM services.

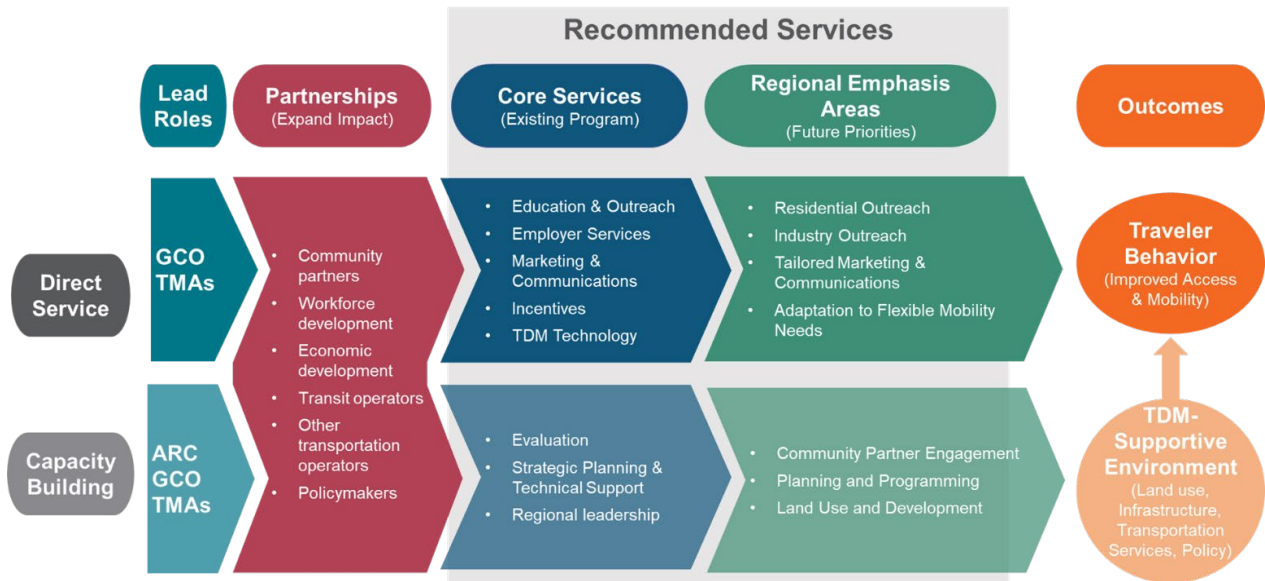


Figure 3: Regional Service Delivery Model





## Action Plan

The Action Plan in Section 4 of the Final Report details the scope, lead roles, partnerships, resources, and priority actions of each TDM service comprising the RSDM. The Action Plan includes a funding strategy to diversify program resources to meet a broader set of traveler needs and refines the current TDM program performance evaluation framework based on the Regional TDM Plan goals and regional emphasis areas.



## Funding Strategy

To expand the scope and reach of TDM services, the program will need to consider diversifying funding and resources, which could take the form of the following strategies:

- leveraging existing resources internal to ARC, including Aging, Community Development, and Workforce Development;
- seeking additional state and/or federal funds beyond Congestion Mitigation and Air Quality (CMAQ), such as new opportunities with the Infrastructure Investment and Jobs Act and Inflation Reduction Act;
- implementing partnerships with Community Improvement Districts (CIDs), human services organizations, and other stakeholders to reach new users and provide warm leads and creative incentives not typically administered by CMAQ-funded programs; and
- using private funding partnerships to support innovative pilot testing of TDM services in new or underserved travel markets.

## Performance Evaluation

To measure progress toward achieving the region's goals, the TDM Plan links strategies to performance measures that can be tracked over time. ARC has already established a strong TDM performance evaluation framework in collaboration with ESOs to develop an aligned set of TDM performance measures that evaluate awareness, influence, participation, and impact of TDM services. The Action Plan includes a review of the current performance evaluation approach and then recommends enhancements to that approach to better align performance measures with the TDM Plan goals. It also recommends measures for regional emphasis areas, annual performance targets, and a mechanism to track implementation of the TDM plan over time.

## Get Involved!



Partnerships between ARC and a wide range of stakeholders are essential to creating mobility connections and expanding opportunity in our region. The Action Plan highlights these partnership opportunities. For more information or to become involved with implementation, please visit [www.arctdmpplan.org](http://www.arctdmpplan.org)



**Led by: Atlanta Regional Commission (ARC) – Mobility Services Department (MSD)**

Rosalind Tucker, Managing Director  
Sabrina Green, Program/Project Administrator  
Kurl Cason, Program/Project Analyst, Sr.  
Andrew Cuadrado, Data Analyst  
Bennett Foster, Program/Project Administrator  
Jill Goldberg, Program/Project Administrator  
Matthew Mills, Data Analyst, Sr.  
Anna-Kay Sinclair, Program/Project Coordinator  
Casey Sloan, Data Analysis Administrator  
Amber Ware, Executive Assistant  
Joel Wascher, TDM Program/Project Coordinator  
Stephanie Washington, Data Analyst, Sr.

**Prepared by:**

ICF Incorporated, L.L.C.  
<https://www.icf.com/>

UrbanTrans Consultants Inc.  
<https://www.urbantrans.com/>

Kimley-Horn and Associates, Inc.  
<https://www.kimley-horn.com/>

Fairpointe Planning  
<https://fairpointeplanning.com/>