

Atlanta Regional Transportation Demand Management Plan

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2013



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Special thanks to the members of the Technical Advisory Committee and stakeholders who guided plan development:

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- Atlantic Station Access + mobility Program
- Buckhead Area TMA
- Center for Transportation & Environment
- Centers for Disease Control
- Central Atlanta Progress
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- Coca-Cola
- Colonial Properties Trust
- Cumberland CID
- Douglas County Rideshare
- Enterprise
- Federal Highway Administration
- Georgia Department of Transportation
- Georgia Institute of Technology
- Gwinnett Place CID
- Hartsfield-Jackson Atlanta International Airport
- Metropolitan Atlanta Rapid Transit Authority
- Midtown Alliance
- North Fulton CID
- Perimeter Transportation & Sustainability Coalition
- Southface
- State Road & Tollway Authority
- The Clean Air Campaign
- vRide

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- Cherokee County
- City of Atlanta
- City of Dunwoody
- City of Sandy Springs
- Cobb County
- Douglas County
- Emory University
- Federal Transit Administration
- Georgia Power
- Georgia State University
- Gwinnett County
- Institute of Real Estate Management
- Kennesaw State University
- Southern Polytechnic State University
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Executive Summary

The Regional Transportation Demand Management (TDM) Plan is intended to help stakeholders leverage existing programs and build on the TDM concepts within PLAN 2040, the region's long-range comprehensive plan. The TDM Plan is a framework for developing and integrating TDM strategies into planning, project development and system operations, and investment decision-making.

TDM+ strategies have been used in the Atlanta region for many years, but a regional plan to coordinate TDM planning, programs and operations has not yet been adopted. With congestion continuing to increase and limited funding to expand roadway and transit capacity, there is a growing need to develop consensus on how to better coordinate established TDM programs and set a regional vision for an expanded TDM+ system. These TDM+ strategies will augment existing transportation programs in the Atlanta region through improvements to the built environment that reduce barriers and increase transportation choices. **This plan is intended to be a “call to action” for program operators, local governments, policy makers, and agencies to support and advance transportation demand management strategies in the region.**

A Vision for Regional Transportation

The TDM Plan is aligned with PLAN 2040's vision for the Atlanta region: *Visionary leadership for sustainable growth by balancing environmental responsibility, economic growth and social needs while maximizing benefits to all.* TDM+ strategies, when implemented in a coordinated manner, will work to simultaneously achieve many of the goals and objectives outlined in PLAN 2040. Not only will TDM+ help achieve transportation, livability and air quality goals, but it also has the potential to have a significant economic impact on the region by maximizing the value of existing infrastructure and alleviating the need to invest in costly roadway and transit capacity expansions.

WHAT IS TRANSPORTATION DEMAND MANAGEMENT?

TDM is defined as “...helping people change their travel behavior to meet their travel needs by using different modes, traveling at different times, making fewer or shorter trips, or taking different routes.” Source: Center for Urban Transportation Research, University of South Florida: cutr.usf.edu/programs-1/transportation-demand-management-2/

Conventional TDM has typically focused on commuter-based programs such as ridesharing, van-pooling, telework, and employer-focused incentive and marketing efforts aimed at reducing single-occupant-vehicle trips.

TDM+ expands traditional 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.

WHAT WILL THE TDM PLAN DO?

The TDM Plan is intended to:

- **Better integrate travel planning** with transportation planning, system operations, land use, economic development and healthy communities.
- **Maximize the value, connectivity, and efficiency** of existing transportation infrastructure.
- **Achieve cost savings** through better coordination of existing efforts.
- **Support and connect transit**, walking and biking, and activity center redevelopment investments.
- **Establish a framework** for funding decisions to support innovation and long-term strategies.



Why Does This Matter?

The Region's Population and Demographics are Changing. One of the fastest growing in the nation, the Atlanta region is expected to continue experiencing population and employment growth through 2040, including a dynamic demographic shift. The younger and older populations will both increase. Both groups are transitioning away from a car-based lifestyle, and are seeking more transportation and housing choices that cater to all ages and abilities. With the region projected to grow to more than 8 million people by 2040 (an increase of almost 3 million people from 2010), congested vehicle hours traveled are also forecasted to increase approximately 110%. This will reduce the quality of life for residents with few travel alternatives, and impact public health and environmental quality.

Driving Alone is Often the Easiest Choice. Auto-centric development patterns and existing parking management policies have made driving alone an easy decision for most commuters, and in many cases, the only realistic option. Solo driving contributes to traffic congestion and worsens air quality. Even with transit options like MARTA and Xpress bus, the 2010 Metro Atlanta Regional Commuter Survey found that 82% of commuters still choose to drive alone.

Sprawl is Continuing Outside the Region's Core. Due to the Atlanta region's fragmented government structure and building industry practices, development continues to sprawl further from the region's core and job centers. This trend will likely continue, with land use densities and connectivity remaining low in the outer areas, making it hard to provide other travel options than the automobile. The region's freeway system cannot keep up with demand, and planned projects will not alleviate the demand created by population increase if residents continue to move further from the urban core. This will increase congestion and potentially affect Atlanta's competitive advantage when attracting or keeping businesses and jobs.

Current Program Management is Fragmented, and Not Well-Linked to the Regional Planning Process. There is a long history of TDM services and programs in the region dating to the early 1990s. The Metropolitan Planning Organization (MPO) programs the funds to support TDM, but most decision-making for TDM is not made through the regional planning process where local, regional, and state policymakers collaborate. There is no single organization that is the contractually defined TDM program leader, with different agencies funding and overseeing regional and local marketing and operations, limited data sharing, and other gaps.

Federal Funding is Not Guaranteed. Although there has long been a dedicated federal funding source to support TDM services in the region, there has been growing uncertainty about the longevity of this sort of funding for needed transportation projects. With less money to invest in new transportation capacity projects, the current assets should be maintained and used more efficiently.



The TDM Plan Call to Action

The TDM Plan defines five key goals for implementing a coordinated regional TDM strategy.

- »»» **Goal 1 ■ Improve customer convenience and user experience.** Information on all TDM-related services and programs should be provided seamlessly to the public. Although the region has adopted a new statewide TDM brand – Georgia Commute Options – the region’s service providers still sometimes operate under multiple brands and messages, creating confusion for travelers. Co-branding, cross-marketing, messaging and web tools can be improved to more efficiently promote mobility options.
- »»» **Goal 2 ■ Increase transportation connectivity, mode choice and access.** Poor infrastructure and connections for bicyclists, pedestrians and transit riders can make promoting travel choices difficult. Better linking transportation and land use policies and investments can improve connections, offer more mobility, and provide better access and choices for travelers. While land use and development decisions are largely made by local governments, land owners and developers, their decisions can be supported and coordinated by regional and local transportation agencies and TDM service providers.
- »»» **Goal 3 ■ Streamline regional coordination of policies, programs, services and investments.** Decisions on TDM funding, programming and operations do not currently align fully with the regional transportation planning process. Aligning regional TDM decision-making with the regional planning process and designating an overall regional program manager will improve accountability for programs and services and promote cost-effective investments.
- »»» **Goal 4 ■ Leverage and diversify funding sources for program sustainability.** The long-term sustainability of existing funding sources is unknown. Expanding and diversifying funding sources for TDM programs can contribute to program sustainability, and also may help to fund innovative programs and services.
- »»» **Goal 5 ■ Pursue continuous performance and operations improvements.** Although the region and state have a strong evaluation program, action is not always taken to implement program improvements and aid in strategy development. The extensive performance evaluation activities can be better used by the funding agencies to guide and determine programming and operational improvements.





Next Steps

Based on the goals, objectives and actions developed for this plan, a set of priority strategies were developed. These priority strategies were selected by the Technical Advisory Committee as best suited and most needed for implementation. Each priority strategy includes specific implementation steps, partners involved and lead organization, and a timeframe for completion.

The MPO will support the implementation of all priority strategies. **The seven priority strategies are:**

- 1.1 ■ Build on Georgia Commute Options rebranding to promote seamless customer experience
- 1.2 ■ Improve connection of TDM to regional information systems
- 2.1 ■ Improve regional coordination of transportation planning, land use, and travel choice
- 2.5 ■ Strategically link express bus service, local transit, vanpools, managed lanes and park and ride lots
- 3.4 ■ Enhance integrated operations, branding and marketing of the regional vanpool program
- 4.4 ■ Leverage and diversify existing and potential funding sources to support creative, long-term and innovative strategies
- 5 ■ Develop metrics for all programs and services and use the data to make strategic improvements (combines 5.2 and 5.3)

“TDM is a vital part of the Atlanta region’s transportation future and a critical component of PLAN 2040. A strong regional TDM program will provide options to regional commuters and help minimize congestion as the region continues to grow.”

- Doug Hooker, ARC Executive Director



TDM Plan Call to Action

Below is a full summary of the goals and strategies. Those strategies in **bold** are prioritized.

1. Improve customer convenience and user experience

- 1.1 **Build on Georgia Commute Options rebranding to promote seamless customer experience**
- 1.2 **Improve connection of TDM to regional information systems**
- 1.3 Develop more targeted messaging for specific modes, locations, audiences and customers

2. Increase transportation connectivity, mode choice, and access

- 2.1 **Improve regional coordination of transportation planning, land use, and travel choice**
- 2.2 Incorporate TDM into local development policies and review process
- 2.3 Improve and invest in bicycle and pedestrian infrastructure, access and safety
- 2.4 Restructure parking policies to encourage non-SOV travel
- 2.5 **Strategically link express bus service, local transit, vanpools, managed lanes and park and ride lots**

3. Streamline regional coordination of policies, programs, services, and investments

- 3.1. Determine a lead agency to oversee management and funding for regional TDM programs
- 3.2 Coordinate regional and local marketing and outreach through a Marketing Manager
- 3.3 Create a TDM Advisory Committee aligned with the regional planning committee structure
- 3.4 **Enhance integrated operations, branding and marketing of the regional vanpool program**
- 3.5 Align TDM planning and decision making with the regional planning process and programs

4. Leverage and diversify funding sources for program sustainability

- 4.1 Better educate policymakers, local governments and the public on TDM benefits and funding
- 4.2 Better leverage public and private infrastructure investments
- 4.3 Incorporate TDM into strategic funding allocations through the regional planning process
- 4.4 **Leverage and diversify existing and potential funding sources to support creative, long-term and innovative strategies**

5. Pursue continuous performance and operations improvements

- 5.1. Establish a single portal for collection and reporting of TDM and other transportation data
- 5.2 **Develop performance metrics and evaluation criteria for all programs and services**
- 5.3 **Use data to improve programs and services**



1 Plan Overview

Background and Purpose

The Regional Transportation Demand Management (TDM) Plan is intended to serve as an implementation tool to help stakeholders leverage and build on the existing plans and concepts within PLAN 2040, the region's long-range comprehensive plan. The goal of the TDM Plan is to define a strategic framework for developing and integrating TDM strategies into planning, project development, and system operations and investment decision making.

Once implemented, the TDM Plan is intended to:

- Better integrate travel planning with transportation planning, system operations, economic development and healthy communities.
- Maximize the value and efficiency of the existing transportation infrastructure and achieve cost savings through coordination of existing efforts.
- Support and connect transit, walking and biking, and activity center redevelopment investments.
- Establish a framework for funding decisions to support long term strategies.

The TDM Plan addresses the Atlanta Metropolitan Planning Organization (MPO) area. This area includes all or parts of the following eighteen (18) counties: Barrow, Bartow, Cherokee, Clayton, Cobb, Coweta, DeKalb, Douglas, Fayette, Forsyth, Fulton, Gwinnett, Henry, Newton, Paulding, Rockdale, Spalding, and Walton.¹

TDM has been used in the Atlanta region for many years, but a regional plan to coordinate TDM planning, programs, and operations has not yet been adopted or implemented. With congestion continuing to increase and limited funding for additional roadway and transit capacity, there is an increasing need to develop a regional TDM plan that coordinates established TDM programs and sets a regional vision for TDM.

¹ While air quality is measured by the MPO for the non-attainment area (20 counties), the MPO does not set policies or allocate funds for those areas outside the MPO. Therefore, the Regional Plan addresses TDM for only the 18 counties in the MPO area.

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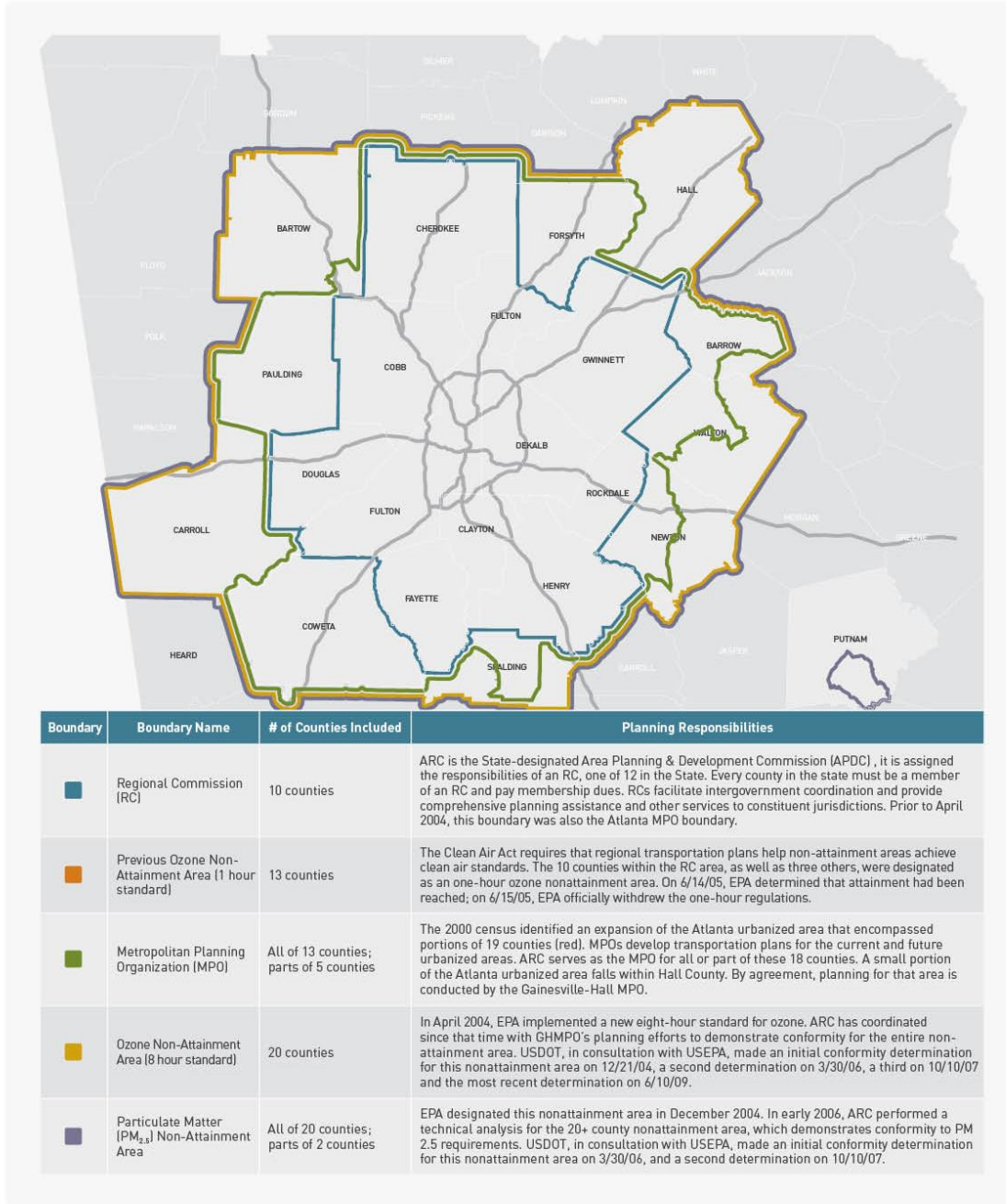
Source: Center for Urban Transportation Research, University of South Florida: cutr.usf.edu/programs-1/transportation-demand-management-2/

Conventional TDM has typically focused on commuter-based programs such as ridesharing, van-pooling, telework, and employer-focused incentive and marketing efforts aimed at reducing single-occupant-vehicle trips.

TDM+ expands traditional 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.



Figure 1. Planning Area of Atlanta Regional Commission





Why Does This Matter?

The Region's Population and Demographics are Changing. One of the fastest growing in the nation, the Atlanta region is expected to continue experiencing population and employment growth through 2040, including a dynamic demographic shift. The younger and older populations will both increase. . Both groups are transitioning away from a car-based lifestyle, and are seeking more transportation and housing choices that cater to all ages and abilities. With the region projected to grow to more than 8 million people by 2040 (an increase of almost 3 million people from 2010), congested vehicle hours traveled are also forecasted to increase approximately 110%. This will reduce the quality of life for residents with few travel alternatives, and impact public health and environmental quality.

Driving Alone is Often the Easiest Choice. Auto-centric development patterns and existing parking management policies have made driving alone an easy decision for most commuters, and in many cases, the only realistic option. Solo driving contributes to traffic congestion and worsens air quality. Even with transit options like MARTA and Xpress bus, the 2010 Metro Atlanta Regional Commuter Survey found that 82% of commuters still choose to drive alone.

Development is Continuing Outside the Region's Core. Due to the Atlanta region's fragmented government structure and building industry practices, development continues to sprawl further from the region's core and job centers. This trend will likely continue, with land use densities and connectivity remaining low in the outer areas, making it hard to provide other travel options than the automobile. The region's freeway system cannot keep up with demand, and planned projects will not alleviate the demand created by population increase if residents continue to move further from the urban core. This will increase congestion and potentially affect Atlanta's competitive advantage when attracting or keeping businesses and jobs.

Current Program Management is Fragmented, and Not Well-Linked to Regional Planning Process. There is a long history of TDM services and programs in the region dating to the early 1990s. The Metropolitan Planning Organization (MPO) programs the funds to support TDM, but most decision-making for TDM is not made through the regional planning process where local, regional, and state policymakers collaborate. There is no single organization that is the contractually defined TDM program leader, with different agencies funding and overseeing regional and local marketing and operations, limited data sharing, and other gaps.

Federal Funding is Not Guaranteed. Although there has long been a dedicated federal funding source to support TDM services in the region, there has been growing uncertainty about the longevity of this sort of funding for needed transportation projects. With less money to invest in new transportation capacity projects, the current assets should be maintained and used more efficiently.



Expanding TDM More Broadly: TDM+

TDM is defined by the Center for Urban Transportation Research (CUTR) as “...helping people change their travel behavior to meet their travel needs by using different modes, traveling at different times, making fewer or shorter trips, or taking different routes.”²

TDM can help people change their travel behavior by enhancing or expanding the following choices:

- **Travel choice** – identifying whether travel is necessary, as technology advances and lifestyle practices change;
- **Mode choice** – shifting demand from single occupancy vehicles to other modes of transportation such as transit, carpools or vanpools, bicycling, or walking;
- **Time choice** – shifting travel times to reduce peak period congestion;
- **Location choice** – reducing the distance of required travel through land use planning and urban design strategies; and
- **Route choice** – helping travelers to choose less congested facilities by providing real-time information.

While conventional definitions of TDM focus primarily on employer-based programs, the Atlanta Regional TDM Plan proposes a broader set of strategies. Known as **TDM+**, this broader definition expands the view of traditional TDM strategies (employer-based rideshare, vanpools and telework programs) by making the connection between traditional TDM and livability, sustainability, transit, walking and biking, systems operations, transportation planning, economic development, climate change, healthy communities, and active aging.

TDM+ Strategies include:

- Ridematching programs and support for vanpooling and carpooling
- Transit information and integration
- Financial incentives and pricing
- Services such as carsharing and bicycle sharing
- Walking, bicycling and transit access programs
- Land use, livable communities, and smart growth programs
- Active living, active aging, and healthy communities
- Human services transportation and voucher systems
- Freight strategies to shift time, mode or route choice
- Traffic management, work zone management, and special event management
- Marketing, education and outreach
- Telecommuting and other alternative work arrangements
- Parking management
- Traveler information systems
- Road and parking pricing

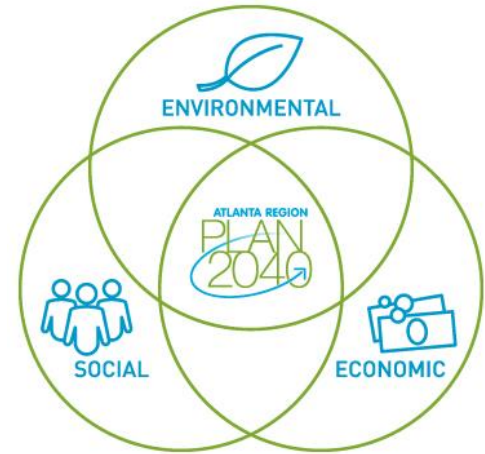
² CUTR, <http://www.cutr.usf.edu/programs-1/transportation-demand-management-2/>



TDM+ as a Tool to Implement PLAN 2040

TDM+ activities, when implemented in coordination with one another, will work to simultaneously achieve many of the goals and objectives outlined in PLAN 2040. Not only will TDM+ achieve transportation, livability, and air quality goals, but it also has the potential to have significant economic impact on the region, by maximizing the value of existing infrastructure and alleviating the need to invest in costly roadway and transit capacity expansions, in some cases.

The following are the five objectives of PLAN 2040 and an explanation of the mechanisms through which TDM+ activities will help achieve them.



1. Increase mobility options for people and goods:

By providing incentives for residents of the Atlanta region, particularly commuters, to use non-single occupancy vehicle (SOV) alternative modes of travel, TDM will work toward assuring the preservation, maintenance, and efficient operation of the existing transportation system. PLAN 2040 calls for the implementation of cost effective improvements to maximize existing assets and TDM activities ranging from installing new bicycle and pedestrian infrastructure to implementing managed lanes. Although new infrastructure for non-SOV travel such as bike lanes is a supply-side activity, these infrastructure improvements allow increased use of non-SOV modes of travel, thus decreasing congestion, which will further enhance the mobility of people and goods throughout the region.

A recent FHWA primer identified effective strategies to integrate management and operations with TDM to support livability and sustainability initiatives.³ It recommended that some activities traditionally seen as infrastructure or capital investment can also be considered operational and TDM improvements, such as walking, bicycling and complete streets improvements and network connections, transit access, roundabouts (which replace signals), and parking management (such as re-striping to add parking and reduce lane widths).

2. Foster a healthy, educated, well trained, safe and secure population:

TDM+ land use recommendations and activities support the creation of walkable communities with pedestrian and bicycle infrastructure to encourage healthy and active lifestyles. Studies have shown that riding transit is significantly safer for travelers than

³ "The Role of Transportation Systems Management & Operations in Supporting Livability and Sustainability: A Primer" Federal Highway Administration, 2012. http://www.ops.fhwa.dot.gov/resources/news/news_detail.asp?ID=802



driving, and greater numbers of pedestrians on the street at various times of the day has the ability to increase public safety when supported by safe crossings and other pedestrian improvements. TDM+ integrated outreach, education, and marketing can support enhanced safety across multiple programs.

3. Promote places to live with easy access to jobs and services:

TDM and TDM+ policies and programs such as employer-provided shuttles that improve accessibility to transit hubs, mixed land uses to allow employees to live close to their work sites, livable communities strategies to enhance existing downtowns and business districts, and incentives for employers to locate in transit-accessible areas can all help to accomplish this goal of PLAN 2040.

4. Improve energy efficiency while preserving the region's environment:

Automobiles account for a large portion of greenhouse gases and other pollution emitted in the Atlanta region, and emissions are exacerbated when congestion results in the idling of vehicles. Use of non-SOV transportation modes significantly reduces fuel use and greenhouse gas (GHG) emissions on a per capita basis, improving air quality. TDM+ strategies and services can complement integrated transportation and land use strategies that promote compact, walkable communities.

5. Identify innovative approaches to economic recovery and long-term prosperity:

TDM+ not only furthers PLAN 2040's calls for focusing financial resources and public investments in existing communities, but specifically aims to ensure that resources and public investments are employed in the most cost-effective manner possible. Between 1985 and 2005, Georgia's investments in transportation infrastructure as a proportion of state gross domestic product (GDP) lagged behind that of other states; reinvestment in cost effective modes of transportation not only will achieve the goals above, but may also create thousands of jobs. Reducing congestion through implementing TDM strategies can also contribute to economic growth through reduction of the current \$874 lost to congestion through wasted fuel and increased travel time for every resident in the entire region. Reducing the burden of transportation costs on households in the Atlanta region will also increase the resources these households have to invest and spend, stimulating the economy and creating jobs.

By addressing all five of PLAN 2040's objective areas, TDM will help the region achieve results that meet the "triple bottom line," by enhancing economic growth while producing environmentally friendly results and achieving key social goals of enhancing opportunity and access for residents of all income levels.



A Brief History of TDM in Atlanta Region

The region has a long history of TDM service delivery. The snapshot below summarizes the foundation upon which the Regional TDM Plan will be built.

Figure 2. TDM Timeline

Year	Milestone
1984	Constitutional Basis for ESOs established with an amendment to the state Constitution, expanding the function of Community Improvement Districts (CIDs) to include services for public transportation, allowing them therefore to create and operate Employer Service Organizations (ESOs). ⁴
1994	Commute Connections program established by ARC to reduce vehicle trips and emissions. It initiated work the following year with area employers to help them operate more efficiently while providing their employees with more commuting options to and from work.
1996	The first ESO was formed in Georgia – the Commuter Club affiliated with Cumberland CID. ⁵ During the 1996 Olympics , Commute Connections offered direct technical assistance to the Atlanta Committee for the Olympic Games. Following the Olympics, the program continued to work toward helping improve air quality and reduce traffic congestion in the Atlanta region. The program grew substantially as gas prices and the region’s population continued to soar. The Clean Air Campaign was formed following the Olympics initiatives by Atlanta region business, civic, environmental, and political leaders to reduce traffic and air pollution during the 1996 Olympics.
1997	The Voluntary Ozone Action Program (VOAP) was formed by the Division of Environmental Protection within the Georgia Natural Resource Department with the main target of reducing driving. This program developed ozone alerts to tell residents of Atlanta the severity of ozone levels for the following day and were distributed through freeway traffic signs and local newspapers.
1998	The Partnership for a Smog Free Georgia came out of the VOAP as a state-sponsored program to reduce the number of days that ground-level ozone exceeded the national ambient air quality standards (NAAQS) in metro Atlanta. This partnership provided federal and state subsidized commuting alternatives for local employees. Also by this year, five ESOs had formed in Georgia , many in response to significant population growth and traffic congestion. Those formed by this time included Commuter Club, Buckhead Area Transportation Management Association (TMA), Perimeter Transportation Coalition and Clifton Corridor TMA. ⁶

⁴ Transportation Management Associations: Prospects and Problems for Public Administration, Morcol and Zimmerman, International Journal of Public Administrators, page. 1105.

⁵ Transportation Management Associations: Prospects and Problems for Public Administration, Morcol and Zimmerman, International Journal of Public Administrators, page. 1102.

⁶ Transportation Management Associations: Prospects and Problems for Public Administration, Morcol and Zimmerman, International Journal of Public Administrators, page. 1103.



Year	Milestone
1999	<p>Georgia Regional Transportation Authority (GRTA) was formed at the urging of metro Atlanta's business community to improve mobility, air quality and land use practices. The Georgia Regional Transportation Authority Act of 1999 created and gave GRTA significant power over transportation policy in counties that fail to comply with the Clean Air Act. The Act also gave GRTA the power to build and operate or force local governments to operate public transportation systems.</p> <p>The Framework for Cooperation to Reduce Traffic Congestion and Improve Air Quality was developed. Several organizations receiving CMAQ funds and their stakeholders met to identify ways to improve the efficiency and effectiveness of the aggregate programs. The group developed the Framework to represent a set of guiding principles that defined a strategic direction for coordination of efforts to accomplish their goals.</p> <p>Also in this year, two more ESOs were formed: Hartsfield Area TMA and Cobb Rides.</p>
2001	<p>The Clean Air Campaign merged with the Partnership for a Smog Free Georgia (PSG). The merge moved PSG from providing just education and air quality awareness to providing direct services to employers and commuters, ultimately moving the combined organizations to the center of regional efforts to reduce traffic congestion and improve air quality.</p> <p>Also by this year, two more ESOs were formed: Downtown TMA and Midtown Transportation Solutions.</p>
2004	<p>Commute Connections became 1-87-RIDEFIND.</p>
2008	<p>RideSmart replaced 1-87-RIDEFIND which had originally stemmed from the Olympics Commute Connections</p>
2012	<p>Regional Transportation Referendum for the 10-county Atlanta metro area did not pass. The 1 percent sales tax, estimated to generate \$8.47 billion over the ten year period, would have been allocated to fund 157 projects considered regionally significant and identified in an investment list by the Atlanta Regional Roundtable.</p> <p>While the project list was not specifically TDM-focused, this defeat has placed a new emphasis on efficiency in transportation since large funds for the numerous capacity-adding projects will not be available through this source.</p>
2013	<p>Georgia Commute Options launched. The Georgia Department of Transportation (GDOT) led a rebranding of the statewide TDM program to develop a common identity for TDM in Georgia that the general public can more easily understand.</p>



Plan Development

Stakeholder Involvement

Developing the final long-range TDM Plan for the Atlanta region required extensive stakeholder involvement and background research. A Technical Advisory Committee (TAC) was established to identify key issues, lead the development of all work products, and help develop the strategies and actions for the Plan. The committee included representatives from Employer Service Organizations (ESOs), Community Improvement Districts (CIDs), transit agencies, vanpool operators, employers, and federal, state, regional and local agencies.

In addition to the TAC, a series of focus groups and interviews were conducted to gather information on existing practices and programs and build a platform for coordination and cooperation amongst the partners. A complete list of stakeholders involved is available on the inside cover of the Plan.

Inventory

A TDM Inventory Baseline Report provides an in-depth look at the current state of the TDM practice in the Atlanta region to provide context for the development of the regional plan.⁷ The report measured how the performance of the region's TDM program compares with other TDM programs across the country.

The inventory and assessment were based on input from the stakeholder interview and focus groups, as well as a variety of research and other resources including:

- **ARC regional plans and documents**, such as the ARC Strategic Plan, PLAN 2040 Regional Assessment, Regional Transportation Plan, Regional Agenda, and 2012 Unified Planning Work Program.
- **Program/mode-specific documents**, such as the 2007 Atlanta Region Bicycle Transportation and Pedestrian Walkways Plan, 2010 Transit On-Board Survey, Concept 3 Regional Transit Vision, Atlanta Regional Strategic Truck Route Master Plan, commuter rewards regional incentive program survey findings technical report (GDOT), 2010 Atlanta Region Vanpool Rider Survey Technical Report (GDOT), The Clean Air Campaign Cash For Commuters Program Survey Technical Report, and the 2009 Atlanta Regional Commission RideSmart Placement Survey Findings Technical Report.

⁷ A complementary Vanpool Inventory and Assessment Report were also developed at the request of Georgia Regional Transportation Authority.



- **Other relevant regional or state documents**, such as ARC Congestion Management Process, Strategic Thoroughfares Plan, Coordinated Human Services Transportation Plan, 2011 Household Travel Survey, Lifelong Communities Framework and Handbook, Statewide Strategic Transportation Plan, 2010 Regional Commuter Survey Technical Report (GDOT) and community and local Comprehensive Transportation Plans and LCI plans, respectively.
- **Best practices review and evaluation of regions across the country**, including some phone interviews for detailed information. Although best practices were considered from throughout the country, four ‘benchmarking’ regions were selected for more detailed comparative information, including Washington D.C., San Francisco, Houston, and Birmingham.
- **Additional best practices literature** was leveraged from National Cooperative Highway Research Program (NCHRP), Federal Highway Administration (FHWA), state departments of transportation, and other academic research on transportation and TDM-related policies, including those from organizations and agencies such as the Brookings Institution, US Environmental Protection Agency (EPA), Transit Cooperative Research Program (TCRP), the Victoria Transport Policy Institute, the Institute for Transportation and Development Policy, the Texas Transportation Institute, the European Commission, and many others.

Assessment

An assessment of the region’s Strengths, Weaknesses, Opportunities and Threats (SWOT) was conducted using findings from the preceding baseline report and benchmarking, in addition to information gathered through stakeholder interviews and TAC feedback. The identification of regional TDM SWOT elements, as well as a summary of how the regional program compares with other programs, informed the development of key regional goals and strategies.

Recommendations

The goals and strategies build on input received through interviews with local stakeholders, an analysis of the Atlanta region’s strengths, weaknesses, opportunities, and threats, and a review of TDM best practices. The goals and strategies are intended to close some of the largest gaps in the current TDM program and strengthen the potential effectiveness of TDM+ in the Atlanta region.

A copy of each of the interim background reports described above can be accessed at: www.atlantaregional.com/tdmpln.



2 Summary of Key Findings

The **Inventory Report, Vanpool Assessment, and SWOT Analysis** identify a number of relevant existing conditions in the Atlanta region, and highlight future and external factors that may influence opportunities and threats to the region's TDM programs, services, and policies. The key findings include:

Existing Conditions: Strengths

- **The region has a long history of successful TDM service delivery since the mid-1990s**, which includes strong Employer Service Organizations and Community Improvement Districts, as well as a large base of TDM program participants, stakeholders, and partners.
- **There are cooperative, positive relationships among partners** fostered in part by the Employer Services Committee, which meets regularly to coordinate and leverage success across programs.
- **There is strong private sector support for the region's TDM programs.** Many Fortune 500 companies, property managers, and other employers provide vanpool and shuttle funding, and support employee participation in TDM programs.
- **TDM is recognized in key planning documents**, such as PLAN 2040, IT3, and Connect Atlanta, as a strategy for improving the effectiveness and efficiency of the region's transportation network.
- **There is a strong history of extensive data collection and independent program evaluation** to assess the impacts of the region's various TDM programs.

Existing Conditions: Weaknesses

- **Growing population and auto-centric development patterns have made driving alone "the easiest choice" for commuters.** Even with alternative commute options like MARTA and Xpress bus in the region, many commuters still choose to drive alone, in part due to convenience.
- **TDM program decisions are not currently well aligned with the regional planning process.** Although funding for some of the TDM services is incorporated in the region's Transportation Improvement Program (TIP), TDM vision, policy and decision-making are not currently well-coordinated through the regional planning process.
- **There is a perceived lack of formal leadership and lack of clarity in defined roles and responsibilities.** Better defined roles, responsibilities, and leadership would contribute to more cohesion between local, regional, and state programs and investments.



- **Many programs and services are perceived to be in silos and poorly integrated.** There is a lack of coordination between complementary TDM services, including vanpool, which is seen as operating in a silo. Additionally, the region's strong data collection efforts are not perceived to be well linked to system-wide programming and policy decisions.

Opportunities

- **PLAN 2040 has set the foundation for expanding the reach of TDM.** PLAN 2040's vision and goals have the potential to use TDM not only to achieve mobility, transportation and air quality goals, but also to have impacts on livability, public health, economic growth and sustainability.
- **The region's demographics are changing.** The Atlanta region is one of the fastest growing regions in the country, in both population and employment. With this growth will come a growth in both the region's young and older populations. Both groups are transitioning away from a car-based lifestyle nationwide, and are thus the target audience for a range of alternative transportation and housing choices that cater to all ages and abilities.
- **There is awareness of and interest in making changes to improve TDM programs and services.** Beyond interest in improving the integration of siloed programs with other complementary services, the region's stakeholders have also shown interest in improving parking management and access to employment sites through more walkable connections to transit.
- **GDOT's rebranding and marketing campaign presents an opportunity to better integrate local, regional, and state marketing.** The rebranding, Georgia Commute Options, was released to the public at the end of 2012 and is now in use for marketing by TDM program providers.

Threats

- **There have been challenges securing long-term and diverse funding sources.** The long term sustainability of the TDM programs and transportation improvements depends on securing a diversity of funding sources, including local match dollars. The program's effectiveness can also be multiplied by leveraging a range of related investments in active transportation, transit, and community development.
- **The region has a growing population and continued exurban sprawl.** Transportation investments and system management will need to evolve with the overall growth of the regional population and the changing demographics. If not addressed proactively, these changes will place additional strains on the transportation system.



3 Call to Action

The goals and strategies are based on several themes that appeared throughout the stakeholder involvement process. These themes provided a set of guiding principles for the development of the goals and strategies. According to the trends in the stakeholder input, the TDM Plan should:

- **Elevate TDM as a strategy for transportation planning and investment**
- **Align TDM and the regional planning process**
- **Prioritize traveler needs and perspectives**
- **Better integrate conventional TDM strategies (i.e., rideshare and telework) with other infrastructure and policy strategies**
- **Better leverage technology**
- **Incorporate performance metrics and evaluation into program improvements**

Using the themes identified by aligning the TDM+ SWOT with PLAN 2040 goals, a list of goals was developed to address identified gaps and help achieve the PLAN 2040 goals. The original list of goals was then evaluated to ensure that the goals aligned with stakeholder input.

Summary of Goals

- GOAL 1** >>> **Improve customer convenience and user experience**
- GOAL 2** >>> **Increase transportation connectivity, mode choice and access**
- GOAL 3** >>> **Streamline regional coordination of policies, programs, services and investments**
- GOAL 4** >>> **Leverage and diversify funding sources for program sustainability**
- GOAL 5** >>> **Pursue continuous performance and operations improvements**

Within each goal, a set of strategies has been outlined to achieve the desired outcomes. The strategies were developed based on stakeholder and focus group input, the SWOT analysis, and brainstorming building off past TDM experience. The strategies are designed to be both aspirational and attainable, and call for action in both the short- and long-term.



Agency and Partner Roles

Many of the strategies require one of the funding agencies or partners to take the lead. The primary funding agencies include Georgia Department of Transportation, Georgia Regional Transportation Authority, and the Atlanta Regional Commission (ARC). Currently, there are some roles that are shared by multiple agencies without any formal or clear overall leadership. Although this plan recommends some specific agency roles, the funding agencies should continue to meet and discuss options throughout the plan review and adoption process. Similarly, there are multiple contracted organizations that are currently playing key operating roles under contract to one of the funders. For the purposes of this plan, those organizations are not named specifically in the strategies, since their ongoing involvement is subject to regular agency bidding and procurement standards. The current and proposed roles are described below; these roles will depend on funding agency contracting decisions.

Agency Roles

There are currently multiple contracted organizations working on TDM in the region, including The Clean Air Campaign, the Center for Transportation and the Environment, the Transportation Management Associations and the vanpool vendors (vRide and Enterprise Rideshare). All are currently playing key operating roles under contract to one of the funding agencies (GDOT, ARC and GRTA). Their proposed roles are described below and throughout the report using the following terms:

- **Primary Funding Agencies:** Describes the agencies that fund and oversee TDM services. Currently GDOT, ARC and GRTA, along with local programs.
- **TDM Program Manager:** Describes the agency that is proposed to coordinate and oversee the implementation of expanded regional TDM services. Currently recommended as the MPO.
- **Marketing Manager:** Describes the organization that will conduct regional marketing and outreach and support local marketing of TDM services. Currently recommended as The Clean Air Campaign (CAC).
- **Evaluation Contractor:** Describes the organization that measures and evaluates TDM service performance. Currently recommended as the Center for Transportation and the Environment (CTE).
- **Transportation Management Associations:** Describes local TDM marketing and outreach service providers.
- **TDM Advisory Committee:** Describes the advisory committee that provides input to the funding agencies on the implementation of TDM strategies. Formerly known as the Employer Services Committee.

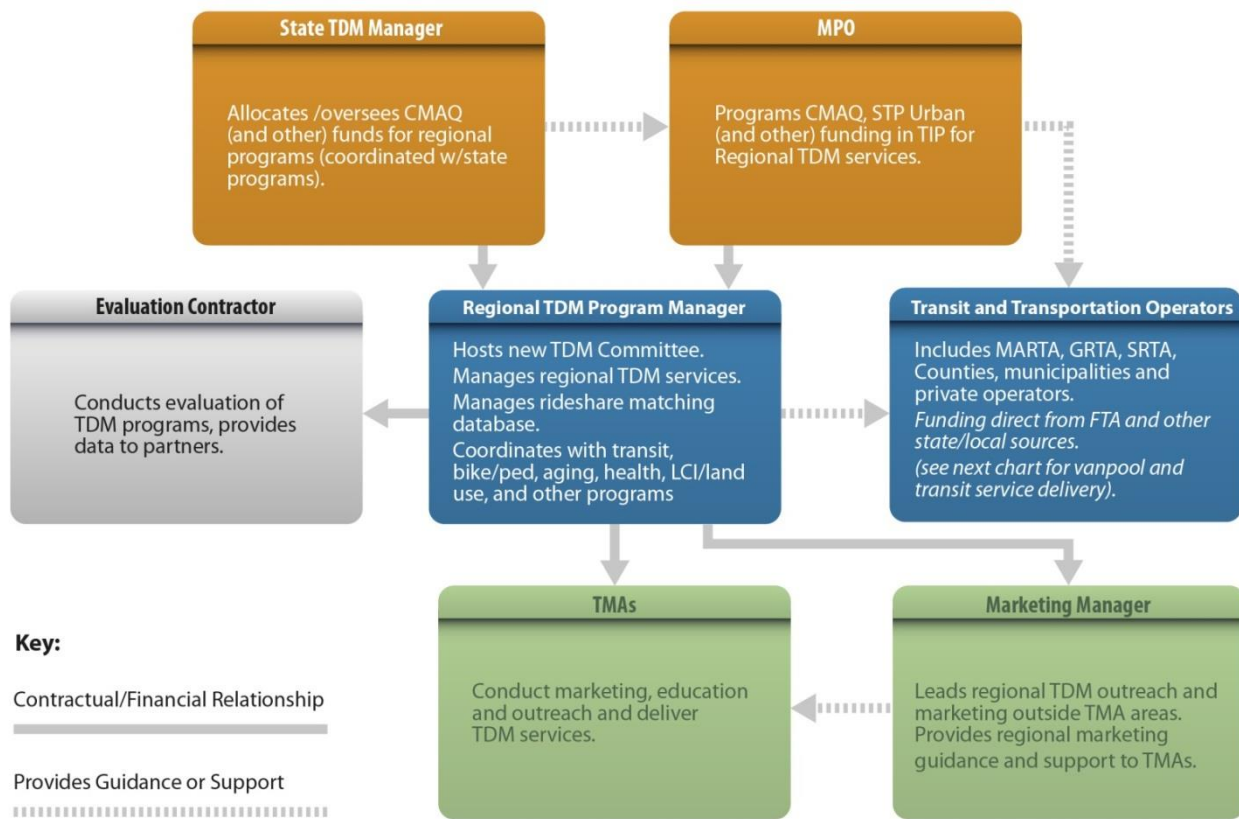


TDM Program Manager – Recommended Structure

Although this plan recommends specific organizational roles, the funding agencies should continue to meet and discuss options throughout the plan review process.

The diagram below describes the proposed/potential contractual and coordinating relationships for regional TDM service delivery. This would be coordinated with statewide service delivery (not shown). The proposed approach is based on current reliance on CMAQ funding, but would also offer the potential for expanded funding sources.

Figure 3. Proposed Structure for Regional TDM Programs and Services



The funding agencies should coordinate to decide on the TDM Program Manager role. **This Plan recommends that the MPO be responsible for the overall regional program management.** As the key ‘member-owned’ organization where all federal, state, regional and local partners and operating agencies already gather to make funding and policy decisions, ARC, as the MPO for the Atlanta region, is the logical choice to:

- Set and track TDM goals and performance measures for all aspects of TDM and all service providers and program administrators.
- Coordinate work plans with service providers (including roles and responsibilities).



- Ensure recommendations support agencies' ability to comply with Federal regulations that are required for various programs.
- Work with GDOT to coordinate regional and statewide program delivery.
- Oversee coordinated regional and local marketing to align with GDOT branding (Georgia Commute Options).
- Work with transit agencies on vanpool, express bus operations, and other transit services (rail, local bus, shuttles, etc.) as well as TOD and park and ride planning.
- Develop performance measures that align with state and national metrics, and work with the Evaluation Contractor to evaluate program success.
- Align funding and services with the regional planning process.

ARC would conduct the roles and responsibilities outlined above with guidance from the TDM Advisory Committee that has input into operating guidelines, budget and funding allocations, goals and performance measures, and incorporation of TDM into other regional plans and programs.

The MPO is recommended as the regional TDM Program Manager because:

- The MPO is established as the regional coordinating agency, under federal and state authority, where federal, state, regional, and local partners and operating agencies gather to make funding, project selection, program, and policy decisions.
- Under general oversight from the ARC Board of Directors (primarily local elected officials), the MPO is formally governed by ARC's Transportation and Air Quality Committee, which is also composed of local elected officials and representatives from state and regional agencies. This provides accountability to local government members and state and federal funders, as well as staff and policymaker support.
- The MPO has an established committee structure that feeds into the overall planning and implementation process and could be adapted to include a new TDM Advisory Committee (drawn from the current Employer Services Committee that informally coordinates TDM programs).
- The State will provide checks and balances with GDOT in control of programming CMAQ funding to the MPO; as the owner of the Georgia Commute Options brand; and through sitting on the MPO board and technical committees.

Vanpool Operations – Recommended Structure

Vanpool operations are not currently well coordinated with the regional TDM programs, marketing and services. A set of short-term vanpool recommendations was developed per GRTA request as solutions for deployment in the next 3 to 6 months. The short-term recommendations include efficiencies and improvements that can be readily implemented to bring about better coordination, cooperation and clarity of expectations. Many of these

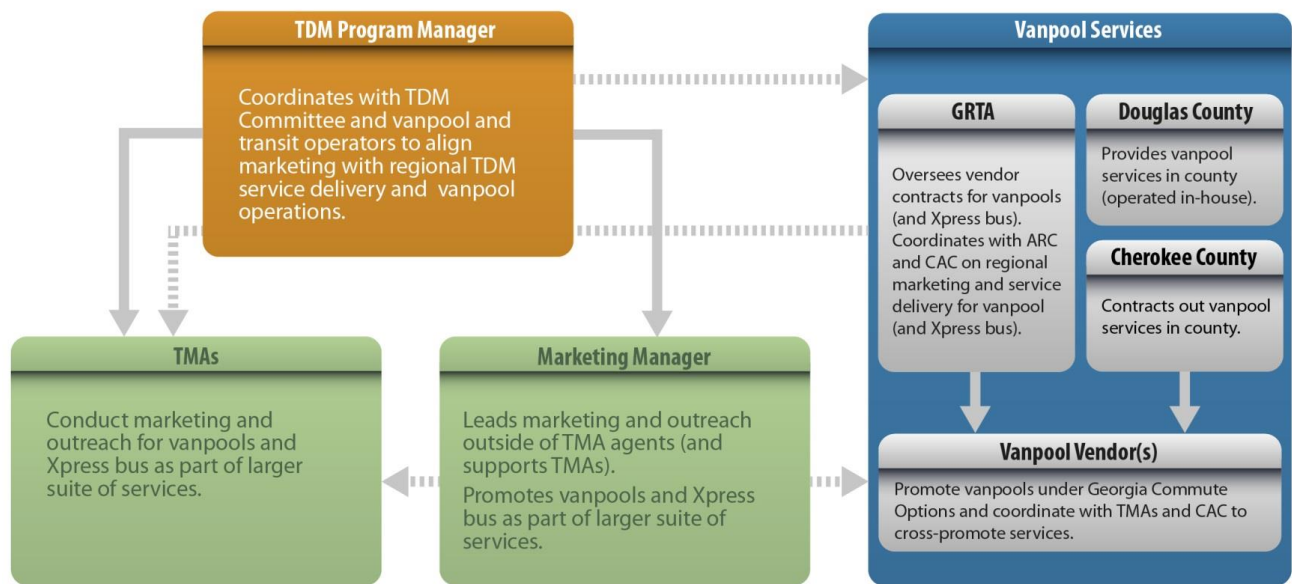


short-term recommendations can be addressed as part of the next round of vendor solicitations.

The figure below describes the short-term proposed/potential contractual and coordinating relationships for regional vanpool service delivery. Regional services would be coordinated with statewide service delivery (not shown).

The long-term recommendations are intended to move towards improved integration of the vanpool program with overall regional TDM services. GRTA, GDOT and the MPO, working with vanpool vendors and the TDM Committee, should determine which short-term recommendations to implement, as well as how to better integrate vanpool operations with overall regional TDM service delivery.

Figure 4. Proposed Structure for Regional Transit and Vanpool Services



Key:

Contractual/Financial Relationship



Provides Guidance or Support





4 Goals and Strategies

The goals and strategies presented below form the majority of this TDM Plan. They provide a strategic direction for the Atlanta region's TDM program. Below is a full summary of the goals and strategies. The prioritized strategies are in bold.

Goal 1. **Improve customer convenience and user experience**

- 1.1 **Build on Georgia Commute Options rebranding to promote seamless customer experience**
- 1.2 **Improve connection of TDM to regional information systems**
- 1.3 Develop more targeted messaging for specific modes, locations, audiences and customers

Goal 2. **Increase transportation connectivity, mode choice, and access**

- 2.1 **Improve regional coordination of transportation planning, land use, and travel choice**
- 2.2 Incorporate TDM into local development policies and review process
- 2.3 Improve and invest in bicycle and pedestrian infrastructure, access and safety
- 2.4 Restructure parking policies to encourage non-SOV travel
- 2.5 **Strategically link express bus service, local transit, vanpools, managed lanes and park and ride lots**

Goal 3. **Streamline regional coordination of policies, programs, services, and investments**

- 3.1. Determine a lead agency to oversee management and funding for regional TDM programs⁸
- 3.2 Coordinate regional and local marketing and outreach through a Marketing Manager
- 3.3 Create a TDM Advisory Committee aligned with the regional planning committee structure
- 3.4 **Enhance integrated operations, branding and marketing of the regional vanpool program**
- 3.5 Align TDM planning and decision making with the regional planning process and programs

⁸ Goal 3.1 is recognized to be an important strategy, but has not been identified as an immediate short-term priority in part due to partner concerns with changing the existing TDM management structure and current funding allocations



Goal 4. Leverage and diversify funding sources for program sustainability

- 4.1 Better educate policymakers, local governments and the public on TDM benefits and funding
- 4.2 Better leverage public and private infrastructure investments
- 4.3 Incorporate TDM into strategic funding allocations through the regional planning process
- 4.4 **Leverage and diversify existing and potential funding sources to support creative, long-term and innovative strategies**

Goal 5. Pursue continuous performance and operations improvements

- 5.1. Establish a single portal for collection and reporting of TDM and other transportation data
- 5.2 **Develop performance metrics and evaluation criteria for all programs and services**
- 5.3 **Use data to improve programs and services**



Goal 1: Improve customer convenience and user experience

Although the region has adopted the new statewide TDM brand - Georgia Commute Options - the region's service providers still sometimes operate under multiple brands and messages. Different marketing messages can create confusion for commuters. Although a branding and style guide is in place, there remain opportunities to improve co-branding, cross-marketing, messaging and web tools to more efficiently promote mobility options to travelers.

1.1. Build on Georgia Commute Options rebranding to promote seamless customer experience

- A. Update standards and provide clear guidance to all contracted operators on messaging and marketing.** Information on all TDM and related services and programs should be provided seamlessly to the public through one "tool." Although this has been started with Georgia Commute Options, more needs to be done. The TDM services sections of TMA websites should more clearly demonstrate the link and connection to the Georgia Commute Options program. The Georgia Commute Options program should more clearly connect travelers with TMA services. The program and services should appear streamlined and seamless to the public. The TDM Program Manager should work with GDOT, the Marketing Manager and the TMAs to identify and use clear and consistent messaging on the Georgia Commute Options program. *Recommended Lead: TDM Program Manager and GDOT. Support from Marketing Manager, TMAs and TDM Advisory Committee.*
- B. Develop and implement standard operating procedures (SOPs) for core marketing and outreach activities.** Not all outreach, marketing and customer service for regional programs is conducted similarly, which can create confusion for the customer. The TDM Program Manager should work with the service providers to develop SOPs for core regional activities. These SOPs can build on The Clean Air Campaign's Regional Incentive Program Manual as a start, and can encourage customization to allow marketing efforts to target local differences and specific market segments. The goal is to provide a seamless customer experience with clear

BUILDING ON REGIONAL SUCCESS

Georgia Commute Options Rebranding Campaign



Get More by Driving Less

GDOT recently led a rebranding of the statewide TDM program to develop a common identity for TDM in Georgia that the general public can more easily understand. It combines the region's alternate commute resources - incentive programs, ridematching, employer services, telework consulting and more. These services, some of which were previously offered through different organizations, are now bundled together under one umbrella as a free resource for Atlanta commuters



- information, but encourage innovation in order to reach target markets that may differ greatly across the region. *Recommended Lead: TDM Program Manager. Support from Marketing Manager, TMAs and TDM Advisory Committee.*
- C. **Coordinate Georgia Commute Options brand marketing with individual TMA brands.** While efforts are underway to integrate marketing messages, it may be difficult for a customer to identify the connection between the TMAs and the Georgia Commute Options program. The TDM Program Manager should update and enforce contractual requirements for TMAs to require co-branding for regional programs to align with the Georgia Commute Options branding guidelines. Additionally, the Georgia Commute Options branding should recognize the TMA brands when applicable. Although co-brands have been developed under Georgia Commute Options, they have not yet been implemented in a consistent manner. *Recommended Lead: TDM Program Manager. Coordination with: Marketing Manager and TMAs.*
- D. **Link regional travel options messaging with TDM brands and integrated traveler information resources.** The TDM Program Manager should provide recommendations to coordinate with the State Road and Tollway Authority (SRTA), GRTA, other vanpool providers and transit providers on cross-marketing the vanpool and transit programs. For instance, SRTA can work with the TDM Program Manager to identify a targeted marketing campaign for managed lanes that promotes ridesharing. Where the messaging is funded through 100% CMAQ, it may need to be focused on carpooling and vanpooling. *Recommended Lead: TDM Program Manager. Support from Marketing Manager, transit agencies, SRTA, GDOT and local governments.*
- E. **Improve coordination of vanpool marketing and branding.** The TDM Program Manager should work with GRTA and the vanpool vendors to identify opportunities, such as van wraps, to better promote the Georgia Commute Options (GCO) program and identify the van as part of a regional program. Van wraps could advertise the Georgia Commute Options logo, website and phone number. The advertisements should be labeled with more than just the information for individual vendors. The TDM Program Manager should also reach out to other vanpool providers (such as Douglas County and private providers) to participate in a coordinated branding to promote GCO. *Recommended Lead: TDM Program Manager and GRTA. Support from other vanpool providers/operators.*



1.2. Improve connection of TDM to regional information systems

A. Expedite adoption and use of an integrated ride matching and incentives database.

Although already underway, the database integration should be expedited in order to take advantage of the new program branding launch. As part of this, the mobile responsive design of the Georgia Commute Options website could also be enhanced. More guidance and training should be provided to vanpool drivers and riders on using the integrated system. *Recommended Lead: TDM Program Manager and Marketing Manager.*

B. Link Georgia Commute Options and the 511 system. Leveraging connections between 511 and TDM is an approach to reach new audiences.

Expanding 511 to more prominently feature mobility management information (including transit updates) shows travelers that there are additional options and choices. GDOT should also consider scrolling the Georgia Commute Options website address on overhead interstate signs when they are not in use. *Recommended Lead: GDOT and TDM Program Manager.*

C. Promote a *Connected Traveler Tool* to develop a multi-modal regional trip planner/information platform. A multi-modal regional trip planner allows travelers to identify the best travel choice and compare times and costs across modes. Also known as a “Connected Traveler,” this concept could be coordinated with improved wayfinding and signage for pedestrian and bicycle routes in downtowns and around transit stops and Metropolitan Atlanta Rapid Transit Authority (MARTA) stations to help travelers navigate their surroundings. GDOT can also consider scrolling the Georgia Commute Options website address on overhead interstate signs when they are not in use. ARC is working on an “open trip planner” for transit as part of the One-Click project, and is also producing the Google Transit Feed Specification (GTFS) data (the format required by Google Transit) for all operators in the region. *Recommended Lead: TDM Program Manager. Support from MPO, transit agencies and Marketing Manager.*

D. Provide open data to partners to encourage development of mobile applications for traveler information. The universities and private sector present opportunities to expand mobile applications that promote a *Connected Traveler* concept. Examples include data on routes, services, delay, incidents, travel times,

LEARNING FROM NATIONAL BEST PRACTICES

511 NY Rideshare - TDM and 511 Integration

New York State DOT (NYSDOT) consolidated New York’s three downstate regions (Lower Hudson Valley, Long Island, and New York City) into one integrated umbrella TDM program, called 511NY Rideshare. 511NY Rideshare combines best practices from each region under a single structure with common objectives and one common message that align with 511NY, Clean Air NY and other NYSDOT initiatives, while continuing to address the distinctions and special needs of each region.



schedules and fares. Continue to build on the mobile responsive design of the Georgia Commute Options website, and especially expand to link to social media.

Recommended Lead: TDM Program Manager. Support from MPO, universities and private sector.

- E. Leverage advances in Human Services Transportation (HST) to promote TDM options.** The MPO's One-Click Project is intended to provide travel option information to people with disabilities, low-income workers, older adults and veterans (HST planning is a required function of MPOs). Over time, the MPO will engage in regional scheduling, booking, payment and vehicle dispatching under the One-Click system. Georgia Commute Options and the One-Click Project can be linked online to cross-promote the services. The system may also integrate options for inclusion of less conventional travel patterns, such as repetitive health appointments, job training courses, and other trips that are repetitive but not for the purpose of employment. *Recommended Lead: TDM Program Manager and MPO.*
- F. Leverage the Regional Multi-Modal Public Transit Automated Fare Collection Study.** The MPO is currently leading a study that will identify recommendations for a streamlined fare structure process to make customer experience easier. As part of the study, TDM strategies can be made easier for customers, for instance by integrating systems that make it easier for students to reload their MARTA Breeze cards. The region should also consider integrating systems or moving toward nearfield technology and real-time web based accounts. *Recommended Lead: TDM Program Manager, MPO, and transit agencies.*
- 1.3. Develop more targeted messaging for specific modes, locations, audiences and customers**
- A. Pilot a neighborhood-based outreach program to offer tailored marketing and travel choice information services.** To build awareness of travel options in communities and promote changes on an individual level, Georgia Commute Options could pilot an approach similar to the household-focused SmartTrips to interested neighborhoods. This could be conducted as a competition between neighborhoods, with a prize (such as funding for a neighborhood plan or infrastructure improvements) for meeting agreed-on goals for SOV trip reduction. Georgia Commute Options could also develop a mailer and web resources to better educate new and relocating residents about travel options and how they specifically relate to their housing location. The effort could be coordinated with the U.S. Postal Service and/or realtors and building management companies to deliver the mailer to those moving into owner-occupied or renter-occupied residential units. This could be conducted first as a pilot in a limited market, and if successful, extended to the entire region. *Recommended Lead: TDM Program Manager. Support from Marketing Manager, local governments, and TMAs.*



- B. Integrate High Occupancy Vehicle lanes (HOV), managed lanes, park and ride, and transit into TDM messaging.** Currently, promotion is limited for many TDM+ strategies available to drivers, including managed lanes and park and rides. Strategies such as incorporating TDM messaging into variable message signs show that TDM solutions are part of a broader network/system even for drivers. For commuters not interested in rideshare, this broader messaging strategy supports awareness of all travel options and other information resources available. *Recommended Lead: TDM Program Manager. Support from transit agencies, GDOT, SRTA and Marketing Manager.*
- C. Develop a toolkit for travel option promotions targeted to relieve traffic congestion from construction and special events.** The region faces numerous traffic construction projects and special events that cause congestion. Developing a toolkit for TDM messaging as part of a traffic construction project could help to capture potential transit, carpool or vanpool riders. The Marketing Manager should develop a toolkit that can be provided to local governments during construction and special events. *Recommended Lead: Marketing Manager. Support from Local Governments and SRTA.*
- D. Conduct market research to develop more innovative programs, policies, and messaging to respond to specific and changing demographics.** To prepare for specific and changing demographics such as the expected increase in older adults and millennials, as well as people with disabilities and those with limited English proficiency, it is important to develop supportive innovative programs, policies and messaging. Georgia Commute Options should meet with universities and young professional organizations to better tailor marketing and messaging for younger generations. GCO could also work with aging services organizations, nonprofits, and health providers to tailor services to the aging population. The market research can help to understand the different housing and transportation needs of these generations. *Recommended Lead: Marketing Manager. Support from universities and ARC.*

LEARNING FROM NATIONAL BEST PRACTICES

Green Line SmartTrips Portland, Oregon



SmartTrips Green Line is a targeted TDM program focused on increasing non-SOV travel in the Green Line area around a new light rail line in Portland. To raise local awareness about Green Line's transportation resources, the City of Portland mailed a form to all area residents and then sent staff to lead activities that reinforced understanding and acceptance of non-SOV travel. To describe the health benefits of using alternative modes, the City is partnering with Kaiser Permanente to provide pedometers, a coupon booklet, and maps of guided walks to highlight areas of interest within the community.



Goal 2: Increase transportation connectivity, mode choice, and access

Poor connections for bicyclists, pedestrians and transit riders, along with a region-wide supply of inexpensive or free parking can make promoting non-SOV choices difficult. Last mile connectivity can be a solution. It is a form of TDM that encourages commuters to consider choosing vanpool, carpool, and transit if they know they can walk, bike, or take transit during the day from their work or school location. The region currently lacks an approach to linking last mile connectivity (for bicycle, pedestrian, and local transit) and TDM infrastructure (managed lanes network, premium transit, etc.) to other programs and services. Better linking transportation and land use policies and investments can improve connections, offer more mobility, and provide better access and choices for travelers. Improved traveler connectivity will increase mobility options, offering more walkable, transit-accessible, connected communities that support healthier lifestyles.

While land use and development decisions are largely made by local governments, land owners, and developers, their decisions can be supported by regional and local TDM agencies. For instance, many of the recommendations below align with the PLAN 2040 Local Government Standards, which many local governments choose to follow.

2.1. Improve regional coordination of transportation planning, land use, and travel choice

- A. **Conduct a region-wide future land use evaluation of areas to identify additional infill development potential and recommend connectivity improvements.** The recommended areas to evaluate include land around park and ride lots, bus routes, and major employment centers where parking-centric infrastructure may be deterring alternative modes of transportation and the infill

BUILDING ON REGIONAL SUCCESS

Linking Transportation and Land Use

GDOT Complete Streets Design Policy

In 2012, GDOT adopted a Complete Streets design policy for all projects managed by the state DOT. Under this policy, bicycle, pedestrian, and transit accommodations will be incorporated into transportation infrastructure to improve traveler access, mobility, and safety.

MARTA Transit Oriented Development Guidelines

MARTA's Office of Transit Oriented Development (TOD) and Real Estate encourages TOD for the construction or renovation of real estate that connects or interacts with MARTA's transit infrastructure. The TOD guidelines draw on other initiatives that address improved mobility, development, and transit ridership.

ARC Lifelong Communities, Livable Centers Initiative and Unified Growth Policy Map

PLAN 2040 outlines initiatives and plans that promote and reinforce sustainable land use. Among these are ARC's Lifelong Communities Initiative (LLC), Livable Centers Initiative (LCI), and Unified Growth Policy Map (UGPM).

Developments of Regional Impact

Developments likely to have a regional impact (DRIs) are subject to review under the Georgia Planning Act. Newly adopted DRI thresholds based on the UGPM provide an incentive to develop within existing communities and activity centers rather than in more sparsely populated areas.



development necessary to create a pedestrian-scale environment. The MPO should conduct this study, which should be linked to the Unified Growth Policy Map (UGPM). The study could be coordinated with the Livable Centers Initiative (LCI) implementation funds, or the MPO could and create a new funding program for identified priority areas. This evaluation could be similar to ARC's recent Transit Oriented Demand (TOD) Market Study.⁹ The 2010 *Bridging the Gap* report by ARC identified additional revenue generation opportunities for transportation, which could fund additional investments in these sorts of connectivity improvements.

Recommended Lead: ARC and local governments. Support from transit agencies.

- B. Promote and develop guidance on transit-ready development concepts.** The MPO could coordinate with transit agencies, local governments and GDOT to conduct multimodal corridor planning to identify and link centers. This would encourage compact, connected development patterns within and among activity areas as defined in the UGPM and PLAN 2040 Development Guide. This includes areas within these boundaries where Bus Rapid Transit (BRT) or streetcars exist or are planned. This would provide a diverse mix of uses, housing options, and development densities, while preserving surrounding neighborhoods, agricultural land, and forests. It would also link housing development site selection (including senior and workforce) with future transit targets as designated by the MPO and transit planning initiatives and travel options. Through support of the MPO, local governments should consider tax reductions to incentivize development such as senior housing. *Recommended Lead: ARC. Support from local governments, GDOT and transit agencies.*
- C. Incorporate TDM+ strategies into station-area planning, especially for suburban stations dominated by parking.** The MPO and transit agencies can work with local governments and the CIDs to promote this strategy. While the long term focus should integrate TOD with a comprehensive TDM plan, short term improvements could include strategies such as improved bicycle and pedestrian access and wayfinding, parking management, priority parking for carpools and vanpools, and coordinated traveler information. Daily parking should remain at no-cost to the customer at suburban stations to continue to encourage the use of MARTA as a commute option. Additional locations for extended stay parking should be investigated at park and ride locations to serve as an alternative to traveling by SOV and parking at the Hartsfield-Jackson Atlanta International Airport. ARC's TOD guidance should be used as a basis for development of these strategies. *Recommended Lead: MARTA. Support from ARC, CIDs and local governments.*

⁹ <http://www.atlantaregional.com/land-use/transit-oriented-development/market-study>



- D. Integrate TDM strategies into implementation of Complete Streets, Developments of Regional Impact (DRI) review, TOD guidelines, local zoning and policies through region-wide coordination of efforts.** The MPO should coordinate a roundtable with GDOT, transit agencies and local governments to discuss how to prioritize projects that support TDM+ and coordinate funding to support this integration as a regional effort. The MPO should build on and leverage the existing relationships formed between The Clean Air Campaign and local governments. Additional roundtable discussions should occur with the MPO's TDM services representatives and ARC's Livable Centers Initiatives and Lifelong Communities programs to further the integration of TDM into planning and development.

Recommended Lead: ARC. Support from GDOT, MARTA, GRTA, CIDs and local governments.

- E. Promote TDM programs and services as part of a broader Active Transportation and Demand Management (ATDM) approach.** Technology has enabled the transportation industry to respond with a much more dynamic management role of transportation assets and systems. ATDM "is the dynamic management, control and influence of travel demand, traffic demand, and traffic flow of transportation facilities."¹⁰ Active management can include dynamic ridesharing, pricing, speed limits, way-finding, predictive traveler information, adaptive ramp metering, and other methods that employ the use of technology and understanding of the broader transportation system. An ATDM approach continuously monitors the transportation system and uses instantaneous or archived data along with predictive methods performed in real-time to maintain and achieve high system performance. The MPO and GDOT should work with local governments to implement localized Traffic

BUILDING ON REGIONAL SUCCESS

IT3 - Linking Land Use and Economic Development

Investing in Tomorrow's Transportation Today (IT3) for the first time in Georgia evaluated transportation investment as it relates to land use and economic development. The study found that coordinating transportation investments with development patterns could achieve measurable benefit in terms of reliable trips, particularly within the metropolitan area of Atlanta. The specific ladders of investment studied found that this combination of development and infrastructure investment could nearly triple the number of people that could reach more than 500,000 jobs in less than 30 minutes by either transit or personal vehicle travel.

A demand management investment alone, approximately \$220 million incremental investment, was found to have the potential for an incremental return of about \$40 billion over 30 years in reduced congestion costs (wasted time and fuel). Coordinating the investment with development patterns could produce an additional \$39 billion incrementally over 30 years which would constitute little to no cost if the "right" investments were made and the market responded accordingly. The results of this study make a strong case for considering the advantages of tying transportation investment with land use and the potential for economic development.

¹⁰ Publication #: FHWA-HOP-12-032, June 2012, <http://ops.fhwa.dot.gov/publications/fhwahop12032/index.htm>



Control Centers, adaptive signal timing, and other technologies to areas and corridors that cross municipal boundaries. These strategies can be particularly useful during construction management, special events and weather emergencies.

Recommended Lead: MPO. Support from GDOT and local governments.

2.2. Incorporate TDM into local development policies and review process

- A. Continue incorporating and enhancing multi-modal level-of-service analysis and a TDM plan in the DRI review process.** Currently TDM principles are part of the DRI review process to meet overall state and regional objectives considered on a case-by-case basis. Methodology is not uniform for recognizing the contribution of TDM infrastructure as a means of reducing congestion or providing alternative modes. Quantifiable TDM tools could better address development impacts in activity centers where bicycle, pedestrian and transit facilities exist or are planned, GRTA or the MPO could convene experts to discuss options to account for not only vehicular level-of-service, but TDM options. Consider applying this multi-modal level-of-service analysis and formalized TDM plans to DRIs located within activity centers as defined by GRTA and the MPO. *Recommended Lead: GRTA. Support from ARC.*
- B. Conduct pilot studies to create area-wide TDM Plans, including parking management pilots.** The goal of the plans will be to 1) establish a baseline estimate of existing travel mode splits (SOV, carpool/vanpool, transit, bike, walk, other) and 2) outline a plan for reduced percentage of SOV trips for a specified future year. The plans will be located within selected existing TMA districts. Information gathered will be used to inform any other local TDM plans developed and those required for DRIs as described above. Based on the success of this pilot study, consideration for area-wide TDM plans should be given to other TMAs. The MPO should fund the studies. Central Atlanta Progress has an ongoing parking study that meets some of the criteria described above. *Recommended Lead: MPO. Support from local governments, TMAs and transit agencies.*
- C. Require each LCI plan and LCI update to include estimated travel behavior by travel mode and review parking management practices.** Travel modes can include SOV, carpool/vanpool, transit, walk, bike, telecommute and other. Estimations can be made by collecting transit ridership data (rail and bus), conducting bicycle and pedestrian counts at key locations, and conducting travel surveys. A parking study could provide additional information on demand as well as recommendations for pricing strategies or conversion of space where underutilized parking infrastructure exists. This will allow for benchmarking of travel behavior as updates to LCI study areas are made useful in objectifying return on investments of LCI implementation program funding. Any TDM plans associated with LCIs should be coordinated with available information from the local TMA. *Recommended Lead: MPO. Support from local governments and TMAs.*



- D. Revise the comprehensive transportation plan process to encourage counties and local governments to include SOV reduction goals and TDM strategies in plan updates.** The MPO could encourage local governments to update policies and codes to increase housing and mixed-use development near major employment and retail centers to provide more equitable access to jobs, housing, services, and goods and reduce long commute distances, traffic congestion, and VMT. *Recommended Lead: MPO and local governments.*
- E. Develop a TDM guidebook/toolkit to help universities coordinate transportation, housing and land use.** The region's universities, colleges, and local governments have expressed wanting a forum to connect on travel needs and share best practices in campus-based TDM strategies. The MPO should facilitate a forum (quarterly or semi-annual roundtable) to share lessons learned. The MPO should also lead the development of a guidebook or toolkit to assist universities in linking transportation with housing and land use choices. *Recommended Lead: MPO. Coordinate with: Universities.*
- F. Develop outreach and education materials to better incorporate TDM strategies into green building systems for development and construction plans.** Buildings can gain LEED points through TDM activities, which is an opportunity for TDM programs in the Atlanta region to coordinate with and develop partnerships with more properties. The TDM Institute is currently developing a resource to link TDM professionals and green building professionals. The TDM Program Manager should formalize an approach or program to support the Marketing Manager and TMAs in pursuing additional outreach strategies for these LEED buildings and developers. As part of the outreach, the materials can encourage local development regulations to include TDM supportive infrastructure and TDM programming. *Recommended Lead: TDM Program Manager. Support from Marketing Manager, TMAs and Employers.*
- 2.3. Improve and invest in bicycle and pedestrian infrastructure, access and safety**
- A. Develop a toolkit for local governments that promotes the ARC Last Mile Connectivity and Transportation Alternatives Programs.** The Last Mile program aims to improve pedestrian and bicycle access to transit, employment centers, and

BUILDING ON REGIONAL SUCCESS

Last Mile Connectivity

Between 2014 and 2017, ARC's Last Mile Connectivity Program will grant \$50 million to projects in the Atlanta region that include planning and capital improvements for safe bicycle and pedestrian travel. The projects selected for funding will emphasize safe access to transit and schools, improved roadway crossings, the regional bicycle mobility network, pedestrian and cyclist mobility within activity centers, planning assistance to local governments on bicycle and pedestrian considerations, and bicycle and pedestrian safety education.



downtowns. It provides funding and technical assistance to counties and local governments for first and last mile projects. The Transportation Alternatives Program is a new ARC program based on Moving Ahead for Progress in the 21st Century (MAP-21), which merged the former Transportation Enhancements, Recreational Trails, and Safe Routes to School programs.¹¹ The MPO should develop toolkits to help local governments plan for and prioritize connectivity investments. The TMAs can also promote the program to eligible local governments.

Recommended Lead: MPO. Support from local governments, employers and TMAs.

- B. Expand upon transit access studies to identify and prioritize pedestrian and bicycle access improvements.** The MPO can provide support to universities, hospitals, and major employment campuses seeking safer pedestrian access around their campuses (*especially with crossing major adjacent roadways*). Safer pedestrian and bicycle access around transit can improve mode splits. *Recommended Lead: MPO. Support from local governments, employers, and transit agencies.*
- C. Expand trial bikeshare program investments through a new grant program.** The MPO should coordinate with universities, employers, property managers, and local governments to support these investments through a new grant program. Studies should address the feasibility of bikeshare programs in activity centers where latent demand for bicycle riding exists. Bikeshare can be used as a method to increase bicycle ridership, elevating it to a level of popularity that will lead to more investment in infrastructure projects and ultimately leading to more bicycle riding. *Recommended Lead: MPO. Support from advocacy groups, universities, employers, property managers, and local governments.*
- D. Conduct bicycle and pedestrian volume counts along bicycle priority corridors to set benchmarks for future monitoring.** The MPO can coordinate and leverage existing efforts by the Atlanta Bicycle Coalition. The MPO can consider using mobile applications as a more cost-effective approach to count the volume of cyclists and pedestrians. *Recommended Lead: MPO. Support from GDOT, local governments, TMAs.*
- 2.4. Restructure parking policies to encourage non-SOV travel**
- A. Identify MPO staff whose primary focus is to work with local governments, developers, and employers regarding parking management best practices.** Services could include parking valuation and management services, parking benefits analysis, promotion of carpool parking and accessibility, and a regional parking census and database to track and monitor all parking resources. *Recommended Lead: MPO. Support from TDM program manager, employers, and local governments.*

¹¹ <http://www.atlantaregional.com/transportation/bicycle--pedestrian/transportation-alternatives-program>



- B. Develop a pilot program to create district parking management plans for local jurisdictions and parking authorities.** Parking management collaboration approaches can better manage supply and demand at a district level, create parking policies, determine appropriate pricing, collect tax revenue, and establish parking maximums. *Recommended Lead: MPO. Support from local governments, TMAs, property owners.*
- C. Encourage local governments to create centralized parking to serve districts.** Across much of the Atlanta region, most property owners are required to park their customers or residents on their site. Allowing property owners to pay a fee to a local parking agency and reducing their parking requirements will create a funding mechanism to pay for centralized parking facilities. Local governments could also implement parking management districts that utilize technology to market available spaces and coordinated dynamic pricing for public and private lots (examples SFPark, ParkPGH). *Recommended Lead: MPO. Support from local governments, TMAs/CIDs and property managers.*
- D. Study the potential for implementing parking taxes or fees at the local or regional level.** While they can be controversial, moderate fees can help manage parking demand while supporting needed bicycle, pedestrian, and transit infrastructure. Any potential fees should be clearly dedicated to projects and programs that have strong public support. The MPO should lead the study. *Recommended Lead: MPO. Support from local governments and CIDs.*
- E. Develop policies and pricing for parking near rail stations that encourage transit usage.** The MPO should coordinate with MARTA and local jurisdictions to revise the parking policies. Daily parking should remain at no-cost to the customer so as to continue encouraging the use of MARTA as a commute option. Extended stay parking at park and ride locations should be investigated to serve as an alternative to parking at the Hartsfield-Jackson Atlanta International Airport. *Recommended Lead: MPO. Support from MARTA and local governments.*

BUILDING ON REGIONAL SUCCESS

Atlanta Regional **MANAGED LANES** Implementation Plan

GDOT's Atlanta Regional Managed Lane System Plan (MLSP) was an innovative approach to urban mobility, and the first system-wide evaluation of managed lanes in the United States. Goals of the MLSP included protecting mobility, maximizing person/vehicle throughput, minimizing environmental impacts, providing a financially feasible system, and designing and maintaining a flexible infrastructure for varying lane management. The Managed Lanes Implementation Plan (MLIP) updates the MLSP to reflect current funding constraints with a focus on feasible locations for capacity-adding projects, redefining and reprioritizing projects from the previous plan.



2.5. Strategically link express bus service, local transit, vanpools, managed lanes and park and ride lots

- A. Ensure that managed lane systems continue to benefit high-occupancy modes in order to give carpoolers, vanpoolers, and express bus riders both time and monetary incentives.** Whether managed lanes systems throughout the region are HOV, High Occupancy Toll (HOT), or Express Toll Lanes (ETL), GDOT and SRTA should design managed lanes systems that support travel speeds of no less than 45 mph during peak periods, as currently required by the Federal Highway Administration (FHWA). The TDM Program Manager should work with SRTA to ensure registered vanpools, transit vehicles, and carpools (where permissible) receive reduced managed lane fees or are exempt from fees. *Recommended Lead: GDOT. Support from TDM Program Manager, SRTA and MPO.*
- B. Maximize use and efficiency of existing express bus service.** Express bus service has significant potential to grow as a travel mode for the region, particularly in response to the Managed Lanes System Plan. The express bus operators should continually review ridership market potential and evaluate latent demand. Strategic route selection, park and ride facility location and employer/school drop-off/pick-up zone locations could be addressed. An evaluation of how to improve express bus access onto the managed lanes system should also be included. Express bus operators can work together to assess needs and potential funding for coordinated express bus and park and ride facilities at a regional level. The region should study how to maximize service on priority regional bus corridors. *Recommended Lead: Transit agencies.*
- C. Coordinate TDM messaging between SRTA and GDOT to promote managed lanes for non-SOV travel modes.** The TDM Program Manager and Marketing Manager could coordinate with SRTA, GDOT, and transit agencies on messaging and promotion of managed lanes to support non-SOV travel modes such as carpool, vanpool, and transit use. Managed lanes should be strongly tied into the Georgia Commute Options brand to promote time savings and cost benefits. *Recommended Lead: GDOT. Support from TDM Program Manager, SRTA, MPO and Marketing Manager.*
- D. Coordinate TDM programs and transit system operations in order to maximize mutual benefits.** Transit agencies should coordinate planning efforts with the TDM Program Manager in order to ensure that system operations and changes, where possible, can assist with other efforts to provide a more seamless and cohesive network of commute options. The ridership market potential should be reviewed to evaluate latent demand in conjunction with PLAN 2040. *Recommended Lead: MPO. Support from TDM Program Manager, transit agencies and Marketing Manager.*



Goal 3: Streamline regional coordination of policies, programs, services, and investments

Decisions on TDM funding, programming and operations do not currently align fully with the regional transportation planning process. The flow of funding for TDM programs and services is fragmented and there are undefined and overlapping roles and responsibilities for marketing and outreach, operations, and data collection and evaluation. The state contracts for regional marketing; but there are separate marketing contracts between the MPOs and the transportation management associations. The regional marketing provider offers informal support to the TMAs, but there is no formal contracting relationship that links the two. The state contracts for data collection and evaluation, but the MPO and other stakeholders do not have any formal relationship with the evaluation contractor to easily obtain data to evaluate and improve the system. Aligning regional TDM decision-making with the regional planning process and designating one overall program manager, and stakeholder committee within the program structure, will improve accountability for programs and services and promote cost-effective investments (see Summary of Key Findings section, and associated Inventory and SWOT analysis reports for additional information on why this is recommended).

3.1. Determine a lead agency to oversee management and funding for regional TDM programs

- A. **Designate a TDM Program Manager to manage regional TDM investments and coordinate TDM programs, services and policies at the regional level.** The consultant team recommends based on a regional assessment and best practices that the MPO should be responsible for the overall regional program management, with guidance from a new TDM Advisory Committee (see 3.3). The MPO is the key 'member-owned' organization where all federal, state, regional and local partners and operating agencies already gather to make funding and policy decisions. The funding agencies should coordinate to finalize a determination on the TDM Program Manager. *Recommended Lead: GDOT and ARC.*
- B. **Align funding, contracting and oversight authority to better manage programs.** Currently, the contracting relationships are not well aligned to link TDM investments and program management with the regional planning process. As proposed, GDOT would retain funding authority and high-level oversight (for CMAQ funds), but the funding allocation, contracting and direct management role would be moved to the MPO. The MPO, as the TDM Program Manager, would be responsible for contracting for and overseeing both regional and local marketing efforts in the Atlanta region. It is recommended that GDOT continue to allocate TDM program funding at the statewide level. *Recommended Lead: GDOT and ARC.*



3.2. Coordinate regional and local marketing and outreach through a Marketing Manager

- A. Establish a new contracting relationship between the TDM Program Manager and the Marketing Manager.** Currently The Clean Air Campaign contracts with GDOT for both statewide and regional marketing and outreach. As the TDM Program Manager, a new contracting relationship should be established with the Marketing Manager for regional marketing and outreach. GDOT may elect to continue a separate contracting relationship for statewide services with the Marketing Manager. The TMAs would continue to provide services in their own service areas. *Recommended Lead: GDOT and TDM Program Manager.*
- B. Develop a Georgia Commute Options clearinghouse for marketing, branding and outreach tools.** The TDM Program Manager will work with the Marketing Manager to serve as a clearinghouse for all regional marketing tools and information. The TMAs will continue outreach and use the marketing tools provided by the Marketing Manager. The Marketing Manager will also develop, in coordination with the TDM Advisory Committee and the TDM Program Manager, service delivery protocols, standard operating procedures, regional marketing protocols, and marketing materials. *Recommended Lead: TDM Program Manager and Marketing Manager. Support from TMAs, transit agencies, vanpool operators and TDM Advisory Committee.*
- C. Develop clear standard operating procedures and protocols for all roles and responsibilities in regional TDM outreach and marketing.** For all program elements, the TDM Program Manager should facilitate the development of SOPs between program managers, funders, ESOs, and vendors that can be used in dealing with one another, as well as with employers, existing customers, and potential customers. SOPs are intended to provide additional clarity on roles and responsibilities. The service providers have indicated that they do not all have a clear understanding regarding their roles and responsibilities, particularly in relation to one another. The SOPs should be linked to overall goals and performance measures. See Appendix for sample SOPs. *Recommended Lead: TDM Program Manager. Support from TDM Advisory Committee.*



3.3. Create a TDM Advisory Committee aligned with the regional planning committee structure

A. Align the Employer Services Committee to as a “TDM Advisory Committee” within the MPO committee structure.

The current Employer Services Committee (ESC) is well coordinated but is not supported by any formal agency or organization. A formal TDM committee within the ARC decision making and support structure would provide direct input into setting the region’s goals, policies, strategies and funding allocations, while coordinating the overall messaging, marketing, and outreach. This strategy is intended to formalize the connection and exchange of information and ideas that is occurring informally within the Employer Services Committee. The TDM Advisory Committee would also include the Media Planning Committee, as well as other working groups or subcommittees, such as Communications, as needed. *Recommended Lead: GDOT and ARC. Support from TMAs, Marketing Manager and GRTA.*

B. Expand TDM Advisory Committee

membership. Committee membership might include complementary service providers and new TDM partners such as Boards of Health, universities, school boards, employer representatives, SRTA, and transit providers like MARTA, Douglas County, Cobb County Transit (CCT) and Gwinnett County Transit (GCT). As part of this group, there should be a higher education campus committee that brings together universities and colleges to leverage ideas and successes from one another. The TDM committee support could also include staff from related ARC programs, such as Lifelong Communities and Green Communities, as well as planning staff responsible for the Livable Centers Initiative and Bicycle & Pedestrian programs. The TDM Advisory Committee could also be coordinated with the various transit committees through occasional joint meetings or shared membership. *Recommended Lead: MPO.*

LEARNING FROM NATIONAL BEST PRACTICES

Committee Structure Transportation Planning Board, Washington DC

The metropolitan Washington, DC area has a well-established and successful TDM program called Commuter Connections. The program is run by Metropolitan Washington Council of Governments (MWCOC) in conjunction with the region’s MPO, the National Capital Region Transportation Planning Board (TPB). TPB’s TDM committee, the Commuter Connections Subcommittee, has members from state and local governments in the greater DC area, several large employers, and several Transportation Management Associations and organizations. The Commuter Connections Subcommittee meets once every two months, and is managed by MWCOC.



3.4. Enhance integrated operations, branding and marketing of the regional vanpool program¹²

- A. Continue the regional vanpool, operations, management, and vendor oversight role within GRTA.** All roles and responsibilities should be clearly delineated across all partners (current roles to be fully documented as part of standard operating procedure development). Evaluate options to further coordinate the regional program operated by GRTA with other county vanpool programs (Douglas and Cherokee), transit providers, and other regional TDM programs. *Recommended Lead: GRTA. Support from TDM Program Manager, Marketing Manager and Douglas and Cherokee Counties.*
- B. Update vanpool contracts to include requirements for marketing, branding, pricing, and roles that align with regional goals.** The regional vanpool program can continue to operate with any number of vendors, provided that the contracts specify a regional, coordinated effort. Vendor contracts should also be revised to more clearly define the vendors' responsibilities with regards to data collection, database entries, outreach, coordination with the TMAs, and reporting. The benefits and challenges of these changes should be taken into consideration as part of the longer term changes to responsibilities. The TMAs should also be provided with guidance from the TDM Program Manager on the appropriate coordination with vanpool providers to enhance vanpool services. *Recommended Lead: GRTA. Support from TDM Program Manager.*

LEARNING FROM NATIONAL BEST PRACTICES

Houston METRO Vanpools



METRO is the local transit agency for the Houston area, including 15 cities and major portions of unincorporated Harris County. However, METRO also runs Houston's regional vanpool program that covers services for an 8-county region designated as a nonattainment area. Several years ago, the program underwent another change when METRO's vanpool program rebranded and became the STAR program, a decision which METRO vanpool staff indicated was one of the most important pieces in making STAR as successful as it is today.

¹² Refers to the program operated by GRTA that provides subsidies to regional vanpools.



- C. **Fully integrate vanpool marketing with other regional marketing outreach activities.** Vanpool vendor contracts should require full cooperation and information sharing with the regional marketing program and TMAs. This could include coordination of data sharing, including incorporating vanpool leads and van rosters into the database. *Recommended Lead: GRTA, TDM Program Manager and Marketing Manager. Support from TMAs and Douglas and Cherokee Counties.*

For more information on all vanpool strategies, refer to the **Regional Vanpool Inventory and Assessment Report** available at: www.atlantaregional.com/tdmplan.

3.5. Align TDM planning and decision making with the regional planning process and programs

- A. **Incorporate TDM programs into the regional planning process to streamline programs and services.** After adoption of this TDM Plan, the TDM committee can review the plan and recommend appropriate strategies and measures for inclusion in updates to PLAN 2040 and future Regional Transportation Plans (RTPs). The TDM programs and associated funding should be identified more specifically in the RTP, to establish specific TDM programs and projects for incorporation into the TIP. The RTP should also identify a strategy to prioritize projects that incorporate TDM+ strategies. *Recommended Lead: MPO. Partners: GDOT.*
- B. **Develop a formula-based process for the TIP to prioritize selection of multi-modal infrastructure projects that support TDM programs.** The criteria to support TDM-supportive projects (such as bicycle and pedestrian infrastructure, intersection improvements, transit access, parking management) can be based on density of their location, support for multiple travel modes, ability to support sustained growth, number of people served and attention to environmental justice. *Recommended Lead: MPO. Partners: GDOT, local governments.*
- C. **Incorporate performance-based planning, coordinated with regional performance measures, into regional TDM decision making, funding allocation, and program management.** The recent MAP-21 federal transportation reauthorization requires state DOTs and MPOs to work together to establish statewide and regional performance measures that align with federal measures and regional goals. The TDM program can take advantage of this requirement to make sure TDM-related measures are incorporated and aligned with planning for operations and other regional and state programs. This integration can reinforce the need for more coordination in data gathering and evaluation, as well as more program-specific goals and targets. *Recommended Lead: MPO and GDOT. Partners: Local governments and other agencies.*



Goal 4: Leverage and diversify funding sources for program sustainability

The long-term sustainability of existing funding sources, such as CMAQ, is unknown. Expanding and diversifying funding sources for TDM programs can contribute to program sustainability, and also create an opportunity to fund new creative and innovative programs and services. Coordinating and leveraging a variety of TDM-related funding can also help to improve program coordination, and better target limited resources. TDM strategies can be more cost-effective and flexible than infrastructure investments, allowing quick response to changing development and demographic conditions.

4.1. Better educate policymakers, local governments and the public on TDM benefits and funding

- A. Develop a TDM toolkit to educate policymakers, state officials, and local governments on the environmental, social, and economic benefits of investments in TDM strategies.** Local governments and agencies already participate in the region's TDM programs as employers, but should be provided with a toolkit of overview information and success stories to support outreach and education throughout the region. Additional awareness should be built with these stakeholders around the need for integrating TDM into the planning and project funding process. These educational materials should emphasize everything from return on investment of public funds, to the social and environmental benefits of TDM, and the importance of incorporating TDM into the planning and project funding process. Creating materials that explain a broad TDM vision can help policy makers, such as business leaders, CEOs, other local decision makers, and the general public. These activities can build off of the outreach that Georgia Commute Options has done to promote alternative travel options to major employers and local and county government employees.
- Recommended Partners: The MPO, GDOT, GRTA, MARTA, TMAs, Marketing Manager.***

BUILDING ON REGIONAL SUCCESS

Communicating the Value of TDM

The cost-effectiveness of TDM as a strategy to reduce SOV travel lies partially in its ability to influence co-benefits. TDM services have many direct impacts, such as: reduced roadway congestion, improved mobility, and increased transportation options. However, TDM services also have many indirect impacts, such as: reduced transportation GHG emissions, travel time savings, cost savings, and improved public health. While determining the cost-effectiveness of implementing specific TDM strategies varies from place to place, and is typically modeled using one of a number of TDM cost-benefit tools, many agencies find that TDM strategies are a cost-effective way to improve roadway capacity, increase transportation options, reduce harmful GHG or criteria pollutant emissions, and reduce transportation costs for system users.

The Clean Air Campaign has found that each dollar spent to promote commute alternatives in the Atlanta region yields a \$191 annual return.

Source: Clean Air Campaign Press Kit "Backgrounder." <http://www.cleanaircampaign.org/For-the-Press/Press-Kit/The-Clean-Air-Campaign-Backgrounder>



- B. Partner with elected officials and large-scale regional project sponsors to elevate the visibility and effectiveness of TDM operating and capital investments.** Examples of proposed projects to coordinate with include the Multimodal Passenger Terminal. Utilize the formalized structure that supports regional and local policymaker funding decisions to generate support for additional and sustainable funding sources for TDM related programs and projects. This strategy should also promote investment in large infrastructure improvements that leverage existing regional assets. *Recommended Partners: The MPO, TDM Advisory Committee, GDOT, local governments, TMAs.*
- C. Incorporate metrics on cost-effectiveness of TDM into long-range plan updates, the TIP prioritization process, and partner agency and local government operating budget discussions.** By incorporating quantitative data that communicates the value of TDM to policymakers and decision makers, the value of TDM and its importance can be elevated. The MPO should seek to bring in quantitative data that supports these findings into the long range planning efforts and related planning. *Recommended Lead: MPO. Support from Evaluation Contractor.*
- 4.2. Better leverage public and private infrastructure investments**
- A. Explore how to develop stronger financial, policy, and process streamlining incentives for public and private entities to fund and implement TDM-related projects and programs.** These could include policies such as accelerated project review, waived parking minimums, density bonus incentives, and tax breaks for development and infrastructure improvements in appropriate locations. Limited funding incentives could be used as matching funding for ‘connect-the-dot’ infrastructure improvements, such as key public intersection improvements or missing greenway or walk/bike links to connect new walking, biking, and transit station investments. *Recommended Lead: MPO. Support from employers, CIDs.*
- B. Establish policies and competitive funding structures to incentivize redevelopment and new development focused on existing transit infrastructure.** ARC, MARTA, GRTA and local governments can promote these policies and incentives, especially if the development provides improved access, safety, convenience, and amenities for all transit customers. This could be similar to ARC’s recent TOD Market Study.¹³ A regional policy could also be put in place to translate MARTA’s TOD guidelines into local land use policy. *Recommended Lead: MPO / ARC. Support from MARTA, GRTA and local governments.*

¹³ <http://www.atlantaregional.com/land-use/transit-oriented-development/market-study>



- C. **Study options to reevaluate/adjust existing transportation impact fees to allocate funding for TDM improvements.** Considerations could include the potential for an annual public infrastructure maintenance fee. *Recommended Lead: Local governments. Support from MPO.*
- D. **Consider other funding sources to support TDM+ programs and infrastructure.** The Bridging the Gap report prepared by ARC in 2010 identified additional revenue generation opportunities for transportation, which could fund existing and expanded TDM programs and investments in transit, bicycle, and pedestrian supportive infrastructure. This could include Surface Transportation Program (STP) funding and other federal, state, local, and private sources. *Recommended Lead: MPO. Support from GDOT and local governments.*

BUILDING ON REGIONAL SUCCESS



Atlanta BeltLine

The Atlanta Beltline has both spurred and benefited from private investments that support development in the areas surrounding the Beltline. The Beltline improves connectivity throughout the city, and developers are capitalizing on the growth it will bring by building trails, parks, and mixed-use neighborhoods where formal industrial sites and abandoned lots once stood. Since 2005, private investments in more than 50 projects have totaled over \$1 billion.

- 4.3. **Incorporate TDM into strategic funding allocations through the regional planning process**
- A. **Incorporate TDM programming and funding allocation into the regional planning and project prioritization process.** The MPO should work with the TDM Advisory Committee to develop recommended funding allocations and prioritize project selection based on updated goals and performance measures. Quantitative data should inform the funding decisions on TDM programs and services and should be linked to the regional planning process. *Recommended Lead: MPO. Support from GDOT, TDM Advisory Committee and Evaluation Contractor.*
- B. **Assess the feasibility of leveraging vanpool subsidies as incentives for other program improvements.** The vanpool subsidies should be reviewed by GRTA and the TDM Program Manager to determine if the funding could be used in other ways to improve the vanpool customer experience. Examples could include additional customer service staff, training, marketing, and seamless information technology. *Recommended Lead: GRTA. Support from TDM Program Manager, and Douglas and Cherokee Counties.*



- 4.4. Leverage and diversify existing and potential funding sources to support creative, long-term and innovative strategies**
- A. Explore partnerships with health departments, disabilities services boards, aging services agencies, and other partners to advance and promote transportation choice and accessibility.** There is potential for new and innovative partnerships with health and transportation. For instance, DeKalb County is conducting an Active Living Master Plan that is likely to present opportunities for TDM services for the aging population. TDM-supportive infrastructure investments can also be supported by locally-directed federal investments such as the U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant and brownfield redevelopment programs, institutional investments, and private development. *Recommended Lead: MPO. Support from health departments.*
- B. Allocate a portion of construction project budgets to TDM marketing and messaging.** The MPO should work with GDOT to identify budget allocations in roadway construction projects to fund tailored TDM marketing and messaging in the project. For instance, during construction that will cause congestion, Georgia Commute Options can promote a “Try Transit” incentive campaign sponsored by the construction project. Similar efforts have occurred in Georgia and can be further streamlined as a reliable, regular funding source. *Recommended Lead: TDM Program Manager. Support from GDOT, along with SRTA, transit agencies, Marketing Manager and TMAs.*
- C. Consider various tax and fee-for-service options to influence development patterns.** Sample tax and fees include parking fees, employer commuter tax, utility taxes, storm water utility fees for surface parking lots, tax breaks for development near existing transit, etc. Consider applying fees/taxing development strategically to help influence development patterns. *Recommended Lead: Local governments, utility providers, CIDs/TMAs. Support from MPO / ARC.*
- D. Restore flexibility and equity to how service providers can use CMAQ funding for TDM programs and services.** The Atlanta region is currently limited on how CMAQ funds can be used due to a regional FHWA audit in 2009 that restricted use of funding. The MPO and GDOT should advance outreach to the FHWA division to determine if and when changes could be made to the interpretations of eligible funding. *Recommended Lead: MPO. Support from FHWA and GDOT.*
- E. Continue to program additional funding allocations for special TDM projects.** The MPO currently provides STP funding through the LCI program for planning and construction projects. Additionally, Last Mile Connectivity and Transportation Alternatives are offered through the MPO’s STP funds. The MPO should continue to



promote the funding availability and expand the eligibility of projects to include those identified in this plan. *Recommended Lead: MPO. Support from TMAs.*

- F. Pursue funding sources to support programs and services for students.** Broaden funding sources to allow for more innovation and broader reach in TDM services and programs in the region. Consider options for students to take advantage of commute incentives, which is currently not allowable by CMAQ. While some federal funding categories could be applicable for students (e.g., Surface Transportation Program funds or National Highway Performance Program funds), university systems have begun to reach out to local transit agencies for a mutually beneficial partnership. University systems located near existing transit can typically guarantee monies and ridership from student transit passes either sold individually on campus, or bundled into tuition and fees, while leveraging transit agency investments to provide additional routes around campus or specific to students. Given that younger people are driving less, additional alternative commute options will likely be an effective investment. *Recommended Lead: MPO. Support from universities.*



Goal 5: Pursue continuous performance and operations improvements

Although the region has a strong evaluation program, the funding agencies have not fully shared the results with regional stakeholders. As a result, action is not always taken to implement program improvements and aid strategy development. The extensive performance evaluation activities performed by the Evaluation Contractor can be better used by the funding agencies to guide and determine programming and operational improvements. A well-coordinated performance evaluation and continuous improvement system will maximize the return on investment for the system, helping to streamline efficient, cost-effective operations.

5.1. Establish a single portal for collection and reporting of TDM and other transportation data

- A. **Create new contracting relationship between the TDM Program Manager and Evaluation Contractor to evaluate regional performance measures.** The TDM Program Manager should establish a regional contract so as to provide input and guidance on the development of evaluation and surveys for the regional specific programs. *Recommended Partners: TDM Program Manager and Evaluation Contractor.*
- B. **Establish one single data collection point for all of the region's core TDM metrics.** Currently, some data goes to ARC, some to GRTA and some to CTE and GDOT, which can make it difficult to develop a clear picture of success for the entire region. If the region can determine a core set of metrics that all partners collect data and report on, it can all be stored in an easily-accessible place available to key stakeholders. Additional data can be collected, to the extent possible, by funding agencies and partners, but a core set of data should be collected and maintained by the TDM Program Manger to ensure a clear understanding of the region's activities. Even if separate, independent evaluation is conducted, the TDM Program Manager and operators need access to the data to understand and make decisions to improve programs and services. *Recommended Lead: TDM Program Manager and Evaluation Contractor.*

BUILDING ON REGIONAL SUCCESS

Center for Transportation and the Environment

The Center for Transportation and the Environment (CTE) is a major contributor to the Atlanta region's strong history of data collection. CTE uses multiple techniques to collect regional data, including regional surveys to document changes in awareness and attitudes, collection and compilation of performance measure data submitted through TMA activity reports to document participation, and program level surveys to document participation, satisfaction, and utilization. CTE has conducted a number of surveys, including a Regional Awareness and Attitudes Survey, a Regional Business Leader Survey, a Vanpool Rider Survey and a Transit Pass User Survey.



5.2. Develop performance metrics and evaluation criteria for all programs and services

- A. Establish and track specific, measurable goals and performance measures for the region and for specific programs.** Regional goals and metrics should be used to evaluate overall system and program performance, and should be linked to PLAN 2040 goals and MAP-21 measures. More specific goals should be developed and tracked for individual programs, such as number of vanpools established, ridership, mode share, or number and results from customer contacts. The TDM performance measures and data should also be formally linked to transportation planning, program funding decisions, and strategic project selection through the TIP. This process should also be linked to GDOT and MPO development of performance measures required under federal MAP-21 legislation, as discussed in Goal 3.

Recommended Lead: TDM Program Manager and Evaluation Contractor.

- B. Incorporate specific, measurable goals in each work plan/contract for TDM service providers.** As they currently stand, there are not well-defined, measurable goals associated with all contracts or work plans. Well defined, measurable goals will help providers manage for success, and help funding agencies measure progress against established goals. *Recommended Lead: TDM Program Manager and Evaluation Contractor.*

- C. Develop a regional dashboard to share information with stakeholders and partners on TDM program impacts and benefits.** ARC could develop a regional dashboard including a variety of measures beyond TDM, including safety, operations, congestion, etc. *Recommended Lead: TDM Program Manager and Evaluation Contractor.*

LEARNING FROM NATIONAL BEST PRACTICES

Dashboard Reporting for Projects and Programs: Virginia Department of Transportation



VDOT evaluates the performance of both the state's highway system and the agency's own internal operations. Both are evaluated using a number of important indicators, such as highway congestion, number of vehicle crashes, road surface condition, and on-time projects, among many others. VDOT produces a detailed dashboard of results to serve as a public-facing record of the agency's and the system's overall performance. Those who visit the dashboard online can browse through specific evaluation results, and can also see high level summaries of overall performance.



5.3. Use data to improve programs and services

- A. Review and share data collected by Evaluation Contractor to inform program decisions and project investments.** Currently a significant amount of data is collected through CTE, but the findings are not always used on a regular basis by the funding agencies to influence program decisions. Improvements could be made if the Evaluation Contractor was asked to develop regular, brief summary reports for the TDM Program Manager, to be shared with other partners and operators (this could build on review of reports currently available through Commute Trak). An example of a successful link between data and program decisions is the recent rebranding of the TDM program as Georgia Commute Options in response to data indicating that the previous program name had strong brand recognition, but less awareness of program purpose. This success should be leveraged and replicated to better link data to decision making. The TDM Program Manager should also consider conducting cost/benefit assessments for various project types. The funding agencies should take advantage of the large amount of data collected and analyzed by the Evaluation Contractor to inform continuous improvement decisions on programs and services. *Recommended Lead: TDM Program Manager and Evaluation Contractor. Support from MPO.*
- B. Review the marketing and outreach campaigns for overall effectiveness.** At the request of several TMAs that are interested in considering new programs in addition to those currently in place, the Evaluation Contractor should conduct an updated analysis on the recent effectiveness of the various marketing and outreach campaigns, particularly the incentives programs. The TMAs have inquired about the overall effectiveness of the actual programs and are seeking input on programmatic changes to consider. *Recommended Lead: TDM Program Manager and Evaluation Contractor.*



5 Next Steps

Plan Implementation

Based on TAC input, the strategies were reviewed for prioritization, and seven of these were identified for further development as priority strategies. The priority strategies are intended to provide clear next steps to accomplish key strategy objectives within the next few years.

The following issues were considered as part of the prioritization exercise:

- How quickly can action be taken to make an improvement?
- Will strategies be easily attainable in the short-term, or will long-term changes be necessary?
- Will the outcomes sought be cost-effective?
- What are the long-term efficiencies sought by the strategy?
- Is there a capable and willing organization ready to lead the action?

Based on the prioritization, seven priority strategies were developed to describe steps for implementation steps for the strategy. The following elements are included in the two-page priority strategies:

- Approach, steps to take, and key actions
- Partners involved and recommended lead organization or champion
- Timeframe for completion
- Supporting strategies

The prioritized strategies are:

- 1.1. Build on Georgia Commute Options rebranding to promote seamless customer experience
- 1.2. Improve connection of TDM to regional information systems
- 2.1. Improve regional coordination of transportation planning, land use, and travel choice
- 2.5. Strategically link express bus service, local transit, vanpools, managed lanes and park and ride lots
- 3.4. Enhance integrated operations, branding and marketing of the regional vanpool program



- 4.4. Leverage and diversify existing and potential funding sources to support creative, long-term and innovative strategies
5. Develop metrics for all programs and services and use the data to make strategic improvements (combines 5.2 and 5.3)

The MPO will support the implementation of all priority strategies. The seven priority strategies are detailed in the next section of the Plan.

Measuring the Success of the Plan

The goal of the TDM Plan is to improve the effectiveness and efficiency of the Atlanta region's TDM programs by presenting a framework for integrating TDM strategies into planning, project development, systems operations, and investment decision making. The suggested processes below are intended to help ensure that specific actions proposed in the Plan are being undertaken to achieve regional TDM goals and to evaluate whether the actions are actually making progress toward achieving the regional TDM goals. The first section discusses assessing agency actions, and the second addresses strategy effectiveness.

Measuring Plan Performance

Goal 5 in the Plan is to *pursue continuous performance and operations improvements*. The strategies within that goal recommend that the TDM Program Manager work with the TDM Advisory Committee and other key stakeholders, including the Evaluation Contractor, to develop specific, measurable goals and performance measures for the regional TDM program and the individual services. Some of the measures that are developed to achieve Goal 5 should also be used to evaluate the performance of the Plan.



Evaluating Actions

Evaluating whether the recommended strategies are underway is the first step in evaluating Plan performance. The proposed strategies and action items identify a proposed recommended lead agency. As standard operating procedures are developed and agency roles are more clearly defined, documents that identify specific agency roles and responsibilities should also include a requirement that the agency report annually on the actions taken in relation to the TDM Plan. Requiring that the agencies report on their efforts will open dialogue about tasks that have been recommended but need additional support or are not feasible, and will also provide awareness to the wider TDM community about how plan recommendations are being considered in practice.



Evaluating Progress

The evaluation of the region's progress toward meeting its TDM goals will rely on the development of specific, measurable performance metrics as recommended under Goal 5. These measures will vary, and may be challenging to identify, but will serve an important role in tracking the region's TDM progress. If the region is not meeting its TDM targets, revisions can be made to the recommended strategies so that agency actions make better progress toward accomplishing the regional goals.

Reporting Plan Performance

While measuring the performance of the TDM Plan is at the core of the evaluation process, *reporting* about the performance of individual programs and projects is the key to fostering open dialogue about necessary strategy revisions and potential changes in agency coordination. Individual service providers should report on activities quarterly or semi-annually, and should engage in continual performance measurement using the measures developed under Goal 5; the evaluations should be reported along with an annual activities report. The TDM Program Manager, in coordination with the TDM Advisory Committee, will need to compile the individual reports and present them in a document that can be accessed by decision makers, the broader TDM community, and the public. Some of the items to consider as standard operating procedures and reporting requirements are developed include:

- **WHO** should manage monitoring and reporting.
- **HOW** the reports from various agencies should be combined and presented.
- **WHEN** the reports should be delivered, compiled, and published.
- **WHERE** the performance evaluation results should be reported.
- **WHAT** the best feedback mechanisms are for ensuring that evaluation results translate to regional action.



6 Priority Strategies

The seven priority strategies on the following pages are intended to be stand-alone summaries that individual agencies and organizations can ‘excerpt’ from the plan and act together to implement.



1.1

Build on *Georgia Commute Options* rebranding to promote seamless customer experience

Background

A customer's positive interactions with TDM programs and services are dependent on many factors, including access to services, ease of use, and open communication with the operating organizations. Each of the regional TDM operating organizations has an important role in how the region's programs function.

Although the region has adopted a new brand – Georgia Commute Options (GCO) – the region's service providers still sometimes operate under multiple brands and messages. There is opportunity for continued growth in creating a fully integrated TDM program under the new brand. The region can improve co-branding, cross-marketing, messaging and web tools to more efficiently promote mobility options to travelers. The TDM Program Manager, TDM Advisory Committee, Marketing Manager and Transportation Management Associations can help to advance and expedite current efforts.

Key Actions

Many of the recommended actions are as simple as coordinating efforts between organizations that have been operating independently to date, but that could improve lines of communication and work together to promote a more efficient regional TDM program. For each task, the TDM Program Manager should work with the TDM Advisory Committee for input on key decisions and actions.

- **Coordinate Georgia Commute Options brand marketing with individual TMA brands.**
 - ▶ Transportation Management Associations (TMAs) and The Clean Air Campaign (CAC) should co-brand with GCO when promoting TDM services and programs. Although co-brands have been developed, they have not yet been implemented in a consistent manner.
 - ▶ The TDM Program Manager should work with the TDM Advisory Committee to develop and provide guidance to all contracted stakeholders, (e.g., TMAs and CAC) on unified messaging and marketing to facilitate a smooth transition from individual branding to integrated branding.
- **Update standards and provide clear guidance to all contracted operators on messaging and marketing.**
 - ▶ The TDM Advisory Committee members should work together to improve the TDM services sections of websites to more clearly demonstrate the link and connection to the GCO program and vice versa. The Marketing Manager should provide input and recommendations.

SUCCESS TO BUILD ON



- GDOT recently led a rebranding of the statewide TDM program to develop a common identity for TDM in Georgia that the general public can more easily understand. It combines the region's alternate commute resources - incentive programs, ridematching, employer services, telework consulting and more. These services, some of which were previously offered through different organizations, are now bundled together under one umbrella as a free resource for Atlanta commuters and employers.
- The Clean Air Campaign maintains the Georgia Commute Options toll-free number and website, where commuters can ask commute options questions and have them answered or routed to the appropriate organization.
- GCO combines the region's incentives, ridematching, employer services, and telework programs under one umbrella brand.



- ▶ The TDM Program Manager, TDM Advisory Committee and Marketing Manager should develop and identify clear and consistent messaging for service providers. Regional programs and services should appear streamlined and seamless to the public.
- ▶ The TDM Program Manager, TDM Advisory Committee and Marketing Manager should develop standard operating procedures (SOPs) for core regional marketing and outreach activities. Key SOPs should be incorporated into contracts and work plans for service providers. However, customization should be encouraged to allow marketing efforts to target local differences and specific market segments as needed.
- **Link regional travel options messaging with TDM brands and integrated traveler information resources.**
 - ▶ The TDM Program Manager should coordinate with SRTA, GRTA, other vanpool providers and transit agencies on cross-marketing the vanpool and transit programs. The Marketing Manager should provide input and recommendations.
 - ▶ The Marketing Manager should develop targeted marketing campaigns with regional partners, for instance work with GDOT and SRTA to promote ridesharing with managed lanes.
- **Improve coordination of regional vanpool marketing and branding.**
 - ▶ The TDM Program Manager should work with GRTA and vanpool vendor contracts to identify opportunities, such as wrapping vans, to better promote the vanpool services as linked to the overall TDM program. The vans could be co-branded with GCO and GRTA, but at a minimum should be labeled with GRTA information rather than just the private vendor names.
 - ▶ The TDM Program Manager and GRTA should work with the other vanpool providers (such as Douglas and Cherokee counties) to participate in coordinated branding to promote Georgia Commute Options.

Partners Involved

Recommended Lead: TDM Program Manager and TDM Advisory Committee.

Partners: Marketing Manager, GDOT, transit agencies, CIDs, TMAs, and vanpool providers / operators.

Timeframe for Completion

Years 1-2: Given the existing work already underway to streamline operations with the rollout of the Georgia Commute Options brand, much of this work will be continuing to build on and enforce the co-brands and promoting coordination between state, regional, and local agencies over the next two years. Additionally, many of the activities under this priority strategy will be enhanced by the TDM Plan's goal to develop standard operating procedures (SOPs) for the TDM+ program, and will benefit from a newly established TDM Advisory Committee, a designated TDM Program Manager, and a Marketing Manager.

Years 2-3: Some of the marketing and outreach activities, including any changes to the vanpool branding or other changes to TDM-related marketing materials are expected to take more time and significant cost, but should be completed within three years.

Additional Information

This Priority Strategy is part of the Atlanta Regional Transportation Demand Management Plan, which includes 5 goals and several strategies for each goal. Strategies that support this goal are: (1.2) Improve connection of TDM to regional information systems, (1.3) Develop more targeted messaging for specific modes, locations, audiences and customers, (3.4) Enhance integrated operations, branding and marketing of the regional vanpool program, and (5.3) Use data to improve programs and services.



1.2

Improve connection of TDM to regional information systems

Background

Many cities and regions across the world are leveraging new technologies to improve commute efficiency for system users. Nationally, smart phone ownership has increased 20% in the past three years. As more people continue to use smart phones as primary sources of information, leveraging technology is going to become more important than ever for communicating travel options. Intelligent Transportation Systems and tools (such as dynamic messaging signs), traveler information services (such as 511), and other online resources can play a key role in influencing travel choices. However, in the Atlanta region, existing information systems (such as 511) are not well coordinated with TDM programs and services. Improving TDM program connections to existing information systems, particularly web-based and mobile, would create a more efficient, well-integrated TDM program, which would benefit users.

Key Actions

Many of the recommended actions are as simple as coordinating efforts between organizations that have been operating independently to date. Improving the lines of communication and working together could greatly advance regional information systems as well as promote a more efficient regional TDM program. For each proposed action below, the TDM Program Manager should work with the TDM Advisory Committee for input on key decisions and actions.

- **Expedite the adoption and use of an integrated ride matching and incentives database.**
 - ▶ Although already under way, the TDM Program Manager should expedite the integration to leverage the new program branding launch for Georgia Commute Options.
 - ▶ The TDM Program Manager should also work with GRTA and other vanpool providers to provide training to drivers and riders on using the integrated system.
- **Link Georgia Commute Options and the 511 system.**
 - ▶ GDOT and the TDM Program Manager should coordinate to consider expanding 511 to more prominently feature mobility management information. This information, including transit updates, can help provide travelers with additional information on options.
 - ▶ GDOT should consider advertising the Georgia Commute Options brand more prominently by scrolling the web address on overhead interstate signs when they are not in use.
- **Promote a *Connected Traveler Tool* to develop a multi-modal regional trip planner/information platform.**
 - ▶ The TDM Program Manager, with support from transit agencies and the Marketing Manager, can develop this one-stop-shop platform to help travelers identify the best travel choices and compare times and costs across modes.
 - ▶ The *Connected Traveler Tool* should include information regarding the following:
 - Transit routes and service.
 - Parking availability, location and pricing, with ability to reserve parking where possible.

SUCCESS TO BUILD ON

- Integration of the **Georgia Commute Options** ride matching and incentives database is already underway.
- ARC's **One-Click System** will provide travel option information to people with disabilities, low-income workers, older adults and veterans.
- ARC is pursuing a study on **Regional Multi-Modal Public Transit Automated Fare Collection** to develop short-term recommendations for improving the Breeze system and long-term recommendations for the next generation of fare collection in the Atlanta region.



- Real-time travel times by mode (i.e. SOV, carpool, rail, express bus, local bus, walk, bike, etc.).
 - Price of travel – comparison of modes and time of travel (including gas, parking, transit fare, etc.).
 - Bicycle and pedestrian routes.
 - Information and links to carpooling and vanpooling.
 - Information regarding special events, planned construction, crashes and weather conditions.
- **Provide open data to partners to encourage development of mobile applications for traveler information.**
 - ▶ The Marketing Manager can expand the mobile responsive design of the Georgia Commute Options website to link to social media.
 - ▶ The TDM Program Manager can encourage transit agencies to share real-time transit schedule information.
 - **Leverage advances in Human Services Transportation (HST) to promote TDM options.**
 - ▶ The TDM Program Manager can link the Georgia Commute Options website and the Regional One-Click System site online to cross-promote services, especially for people with disabilities, low-income workers, older adults and veterans.
 - **Leverage the Regional Multi-Modal Public Transit Automated Fare Collection Study.**
 - ▶ The transit agencies can consider integrating systems to make it easier for customers to reload their transit cards, moving toward nearfield technology and pursuing real-time web based accounts.

Partners Involved

Recommended Lead: TDM Program Manager and TDM Advisory Committee.

Partners: Marketing Manager, GDOT, transit agencies, universities, and the private sector.

Timeframe for Completion

Years 1-2: Given the existing work already underway with the Regional One-Click system, some actions can be completed within the next year to two years to cross-promote services. The integration of the databases for Georgia Commute Options will occur within the next year.

Years 2-3: Some activities such as the development of additional mobile applications and the integration of TDM services with the broader ITS infrastructure or the development of a regional trip planner platform will take additional years to coordinate. The groundwork for these priority actions can be laid by beginning conversations and discussions of additional integration. Decision makers should include GDOT, the MPO, the transit agencies and vanpool providers.

Additional Information

This Priority Strategy is part of the Atlanta Regional Transportation Demand Management Plan, which includes 5 goals and several strategies for each goal. Strategies that support this goal are: (1.1) Build on Georgia Commute Options rebranding to promote seamless customer experience, (1.3) Develop more targeted messaging for specific modes, locations, audiences and customers, (3.4) Enhance integrated operations, branding and marketing of the regional vanpool program, and (5.3) Use data to improve programs and services.



2.1

Improve regional coordination of transportation planning, land use, and travel choice

Background

Sustainable regional growth will depend greatly on improving the efficiency of the region's infrastructure. Planning for effective growth will require considering how development and redevelopment patterns can best tie into existing utilities and transportation infrastructure. The Atlanta region's size, coupled with limited funding for new transportation infrastructure, means that continued expansion into outlying areas with the development patterns used in the past is no longer a feasible solution. Encouraging compact, connected, mixed use development patterns can support an efficient and effective transportation system, from development around transit stations, to complete streets designs.

The Atlanta region has effectively linked transportation planning with land use, and ultimately travel choice. Programs such as the Livable Centers Initiative (LCI), Lifelong Communities, and the Developments of Regional Impact (DRI) review process are setting the stage to promote better transportation options that connect to major activity centers. PLAN 2040's Regional Development Guide and Unified Growth Policy Map (UGPM) provides direction for sustainable regional growth. GDOT's Complete Streets design policy and MARTA's Transit Oriented Design (TOD) guide can assist the planning of areas that are accessible for all modes. These policies will support better coordinated regional growth and help maximize return on investment. Coordinating local land use decisions and policies with transportation system investments and TDM+ concepts can help mitigate the challenges associated with growth on an already strained transportation network.

Key Actions

Many of the recommended actions build upon programs the region has already initiated, while incorporating additional TDM+ concepts into local land use decisions and the regional planning process.

- **Conduct a region-wide future land use evaluation of areas to identify additional infill development potential and recommend connectivity improvements.**
 - ▶ The MPO can conduct a study to identify areas for additional infill development and recommend connectivity improvements. Land for additional evaluation includes that around park and ride lots, bus routes and major employment centers.
- **Promote and develop guidance on transit-ready development concepts.**
 - ▶ The MPO should coordinate with transit agencies, local governments, and GDOT to conduct multimodal corridor planning to identify and link centers with existing development or planned transit investments such as corridors that will have bus rapid transit (BRT) or streetcars.

SUCCESS TO BUILD ON

The Livable Centers Initiative (LCI) has awarded \$14.4M for local plans in 109 areas to promote housing and transportation options, encourage healthy lifestyles and expand access to services. Over \$200M in public investment in 55 communities has been allocated through 2017, with almost 1,700 development projects planned or initiated.

In 2012, GDOT adopted a **Complete Streets** design policy for all projects managed by the state DOT. Under this policy, bicycle, pedestrian and transit accommodations will be incorporated into new infrastructure to improve access, mobility and connectivity.

MARTA's office of **Transit Oriented Development** and Real Estate encourages and has published transit oriented design guidelines for the construction or renovation of real estate that connects or interacts with MARTA's transit infrastructure.

The **Developments of Regional Impacts (DRI)** review process aims to mitigate the transportation impacts of new major development and redevelopment within the region.



- ▶ The MPO should continue to encourage compact, connected development patterns within activity centers. The MPO, local governments, and GDOT should also consider tax reductions to incentivize development, particularly for the senior housing near travel options.
- **Incorporate TDM+ strategies into station-area planning, especially for suburban stations dominated by parking.**
 - ▶ The MPO and transit agencies should work with localities and the Community Improvement Districts (CIDs) to ensure that TOD and TDM+ concepts are incorporated into redevelopment of existing transit stations as well as development around future transit hubs.
 - ▶ MARTA should ensure that daily parking remains at no cost to the customer at suburban stations to continue to encourage the use of transit as a commute option.
 - ▶ Transit agencies and local governments should investigate the potential for additional paid extended stay parking at park and ride locations to provide alternatives to SOV travel to the airport.
- **Integrate TDM strategies into implementation of Complete Streets, DRI review, TOD guidelines, local zoning and policies through region-wide coordination of efforts.**
 - ▶ The MPO should coordinate a roundtable with GDOT, transit agencies and local governments to discuss how to prioritize projects and coordinate funding to support this integration.
 - ▶ The MPO should coordinate additional roundtable discussions with the TDM Program Manager and the TDM Advisory Committee as well as with the ARC's LCI and Lifelong Communities programs and with GRTA (about the DRI process) in order to further integrate TDM into planning and development.
- **Promote TDM programs and services as part of a broader Active Transportation and Demand Management (ATDM) approach.**
 - ▶ The MPO and GDOT can work with local governments to implement localized Traffic Control Centers, adaptive signal timing, and other technologies to serve areas and corridors that cross municipal boundaries. The strategies support not only traffic management, but integrated demand management to reduce congestion.
 - ▶ The MPO and GDOT can promote the use of ATDM strategies, especially during construction management, special events and emergencies.

Partners Involved

Recommended Lead: MPO.

Partners: TDM Program Manager, GDOT, GRTA, transit agencies, local governments, and CIDs.

Timeframe for Completion

Years 1-2: Given the existing programs and policies already underway to coordinate regional transportation and land-use planning, much of this work will depend on continued coordination among planning agencies. Roundtable discussions on project prioritization and coordination of funding to better integrate transportation and land-use planning along with travel choice can start immediately. Sustained discussions and a framework for coordinating as the region grows and changes will continue in future.

Additional Information

This Priority Strategy is part of the Atlanta Regional Transportation Demand Management Plan, which includes 5 goals and several strategies for each goal. Strategies that support this goal are: (1.3) *Develop more targeted messaging for specific modes, locations, audiences and customers,* (2.2) *Incorporate TDM into local development policies and review process,* (2.3) *Improve and invest in bicycle and pedestrian infrastructure, access and safety,* (2.4) *Restructure parking policies to encourage non-SOV travel,* (2.5) *Strategically link express bus service, local transit, vanpools, managed lanes and park and ride lots* (4.1) *Better educate policymakers, local governments and the public on TDM benefits and funding,* and (4.3) *Incorporate TDM into strategic funding allocations through the regional planning process.*



2.5

Strategically link express bus service, local transit, vanpools, managed lanes and park and ride lots

Background

Demand management is most effective when there are alternative methods and routes for travel, and these methods and routes are linked into a cohesive network that is comprehensively marketed. Linking transportation to create multi-modal corridors is an effective way to provide travelers with a variety of options. Considering not just how people travel through, but also enter and exit the overall transportation system can better serve the population with viable travel options. For example, express bus service needs to link with local transit systems in order for travelers to arrive at a final destination, rather than a general area. Park and ride locations can serve multiple modes such as local transit, express bus service, carpools and vanpools, and should be sited in locations that help non-single occupant vehicle (SOV) modes effectively connect with the road network, such as premium connections with managed lane systems, where possible. Well-coordinated TDM programs provide travelers with effective choices, or strategic links, to improve travel reliability, which requires coordination among transit agencies, tolling authorities and transportation agencies.

Key Actions

The Atlanta region's transportation network is complex, with many players involved in managing and operating a variety of systems and services. Travelers will benefit from a well-coordinated network that provides a variety of reliable travel options throughout the region. Recommended actions support the coordination of efforts among organizations that are involved in improving and enhancing the regional transportation network to help travelers to maximize the use and efficiency of existing systems.

- **Maximize use and efficiency of existing express bus service.**
 - ▶ Express bus operators should work together to review ridership market potential and evaluate latent demand in order to address strategic route selection, park and ride facilities, and employer/school drop-off/pick-up locations. Coordination could include assessing needs and potential funding that could be utilized for coordinated park and ride facilities at the regional level.
 - ▶ Express bus operators should work with vanpool operators and carpool programs to analyze areas where vanpool and carpool use could be leveraged into express bus service.
 - ▶ Express bus operators should work with the State Road and Tollway Authority (SRTA) and GDOT to evaluate and create strategies to improve express bus access onto the managed lanes system.
- **Ensure that managed lane systems continue to benefit high-occupancy modes in order to give carpoolers, vanpoolers, and express bus riders both time and monetary incentives.**
 - ▶ GDOT and SRTA should design and operate managed lanes systems to support travel speeds no less than 45 mph during peak periods, as currently required by Federal Highway Administration (FHWA).

SUCCESS TO BUILD ON

Atlanta Regional MANAGED LANES Implementation Plan

GDOT's Atlanta Regional Managed Lane System Plan (MLSP) was an innovative approach to urban mobility, and the first system-wide evaluation of managed lanes in the United States. Goals of the MLSP included protecting mobility, maximizing person/vehicle throughput, minimizing environmental impacts, providing a financially feasible system, and designing and maintaining a flexible infrastructure for varying lane management. The Managed Lanes Implementation Plan (MLIP) updates the MLSP to reflect current funding constraints with a focus on feasible locations for capacity-adding projects, redefining and reprioritizing projects from the previous plan.



- ▶ The TDM Program Manager should work with SRTA to ensure registered vanpools, transit vehicles, and carpools (where permissible) receive reduced managed lane fees or are exempt from fees.
- **Coordinate TDM messaging between SRTA, GDOT, and transit agencies to promote managed lanes for non-SOV travel modes.**
 - ▶ The TDM Program Manager and Marketing Manager should coordinate with SRTA, GDOT and transit agencies to promote and spread the message of managed lanes as highly supportive and beneficial for carpool, vanpool, and transit use. Messaging should primarily highlight time savings and cost benefits. Agencies should coordinate to ensure branding and marketing for the managed lanes system is strongly tied into the Georgia Commute Options brand.
- **Coordinate TDM programs and transit system improvements in order to maximize mutual benefits.**
 - ▶ Transit agencies should coordinate planning efforts with the TDM Program Manager in order to ensure that system improvements and changes, where possible, can assist with other efforts to provide a more seamless and cohesive network of commute options.
 - ▶ The TDM Program Manager and Marketing Manager, along with all transit agencies, should review ridership market potential and evaluate latent demand in conjunction with PLAN 2040. Concept 3, the Atlanta region's long-range transit vision, should also be used in consideration.

Partners Involved

Recommended Lead: Transit agencies and TDM Program Manager.

Partners: Marketing Manager, GDOT, SRTA, the MPO, local governments, and vanpool operators.

Timeframe for Completion

Years 1-2: It will be important for the Georgia Commute Options brand to adopt managed lanes as a part of their TDM toolkit and integrate messaging about managed lanes as part of the marketing program. This can be done within a short time-frame, as appropriate, when the managed lanes system starts taking off. The Managed Lanes Implementation Plane (MLIP) will provide preliminary project recommendations at the end of 2013, at which point development of MLIP financial plan will be coordinated.

Ongoing: Coordination between transit agencies, GDOT and SRTA should begin as soon as possible in order to ensure that the MLIP and express bus service can align goals and consider where shared funding opportunities may exist. However, coordination to create a cohesive travel network will evolve over time, and should consider recommendations and the vision provided in PLAN 2040 and Concept 3. Integrating express bus service, local transit, vanpools, managed lanes and park and ride lots will likely be an on-going process in order to expand the system into a fully-linked network.

Additional Information

This Priority Strategy is part of the Atlanta Regional Transportation Demand Management Plan, which includes 5 goals and several strategies for each goal. Strategies that support this goal are: (1.1) Build on Georgia Commute Options rebranding to promote seamless customer experience, (1.2) Improve connection of TDM to regional information systems, (1.3) Develop more targeted messaging for specific modes, locations, audiences and customers, (2.1) Improve coordination of regional transportation planning, land use and travel choice, (3.5) Align TDM planning and decision making with the regional planning process and programs, and (4.1) Better educate policymakers, local governments, and the public on TDM benefits and funding.



3.4

Enhance integrated operations, branding and marketing of the regional vanpool program

Background

There are three primary vanpool programs in the Atlanta region, each with different services and van types under different brands. GRTA provides services in its 13-county jurisdiction, with services operated by two private vendors. Douglas and Cherokee Counties manage their own vanpool programs, the former of which is operated in house and the latter contracted to a vendor. GDOT contracts directly with The Clean Air Campaign for regional vanpool marketing. ARC contracts with individual Transportation Management Associations (TMAs) for local vanpool marketing. As a result, the region's vanpool program lacks continuity in service provision, branding, and marketing. With the roll-out of Georgia Commute Options (GCO), GRTA, Douglas County and Cherokee County can consider taking advantage of the GCO marketing efforts to cross-market vanpools with the GCO brand. Streamlining the marketing, branding and messaging for vanpools in the region has great potential to increase awareness of vanpools as a commute alternative, and also further improve awareness of the GCO program as a whole.

Key Actions

Many of the recommended actions are as simple as better coordinating efforts between organizations that have been operating independently to date, but that could improve lines of communication and work together to promote a more efficient regional TDM program. For each proposed action below, the TDM Program Manager and vanpool operators should work with the TDM Advisory Committee for input on key decisions and actions.

- **Continue the regional vanpool, operations, management and vendor oversight role within GRTA.**
 - ▶ The TDM Program Manager, GRTA, the vanpool operators and the TDM Advisory Committee should clearly delineate all roles and responsibilities for each partner by developing standard operating procedures (SOPs) for key activities, and analyzing the SOPs for opportunities to better coordinate services. (See TDM Plan Appendix B for example SOPs).
 - ▶ The TDM Program Manager and GRTA should work together to evaluate options to further coordinate the regional program operated by GRTA with other vanpool programs (Douglas and Cherokee counties), transit agencies, and other regional TDM programs.
- **Update vanpool contracts to include requirements for marketing, branding, pricing, and roles that align with regional goals.**
 - ▶ GRTA should revise vendor contracts to more clearly define vendor responsibilities with regards to data collection, database entries, outreach, coordination with the TMAs, development of SOPs, and reporting.
 - ▶ The TDM Program Manager should provide guidance to the TMAs on the appropriate coordination process with vanpool operators and the Marketing Manager to enhance vanpool services.

SUCCESS TO BUILD ON



GDOT recently led a rebranding of the statewide TDM program to develop a common identity for TDM in Georgia that the general public can more easily understand. It combines the region's alternate commute resources, some of which were previously offered through different organizations, under one umbrella as a free resource for Atlanta region commuters and employers.



- ▶ GRTA should work with the vanpool vendors to develop an invoicing and customer tracking system so that operators collect payments rather than individual drivers.
- **Fully integrate vanpool marketing with other regional marketing outreach activities.**
 - ▶ GRTA should include requirements in the vanpool contracts that stipulate full cooperation and information sharing with the regional marketing program and TMAs. Cherokee and Douglas counties should consider additional integration with the regional marketing of Georgia Commute Options as well.
 - ▶ A separate vanpool assessment was conducted and short-term recommendations were developed at the request of GRTA. The short-term recommendations include efficiencies and improvements that can be readily implemented to bring about better coordination, cooperation and clarity of expectations. For more information on all vanpool recommendations, please refer to the *Vanpool Inventory and Assessment Report* at: www.atlantaregional.com/tdmplan.

Partners Involved

Recommended Lead: GRTA.

Partners: TDM Program Manager, Douglas and Cherokee Counties, GDOT, the Marketing Manager, TMAs, Community Improvement Districts (CIDs), vanpool operators / providers and transit agencies.

Timeframe for Completion

Years 1-2: The vanpool program will predominantly benefit from more well-defined roles and responsibilities for the vanpool managing agency and vanpool vendors. To begin the process of better outlining responsibilities, more specific contracts with vanpool vendors are necessary and should be created with input and advice from the new TDM Advisory Committee as well as CIDs and TMAs.

Years 2-3: Any revisions to vanpool branding and marketing-materials may continue on through the next three years, and may come at a significant cost. However, it is anticipated that a vanpool brand can align seamlessly with the regional brand in no more than three years, and that having more integrated branding is necessary for a successful program.

Additional Information

This Priority Strategy is part of the Atlanta Regional Transportation Demand Management Plan, which includes 5 goals and several strategies for each goal. Strategies that support this goal are:

(1.1) Build on Georgia Commute Options rebranding to promote seamless customer experience, (2.5) Strategically link express bus service, local transit, vanpools, managed lanes and park and ride lots, (3.2) Coordinate regional and local marketing and outreach through a Marketing Manager, and (5.3) Use data to improve programs and services.



4.4

Leverage and diversify existing and potential funding sources to support creative, long-term and innovative strategies

Background

The primary source of funding for regional commuter incentive and marketing programs comes from federal Congestion Mitigation and Air Quality (CMAQ) funds; however, many other supplemental sources of funding for TDM related programs, activities, and infrastructure projects exist. The Federal Transit Administration (FTA) funds major transit programs, ARC provides various grant programs (i.e. Livable Centers Initiative), local governments and the private sector fund various programs and operations, and Community Improvement Districts (CIDs) fund local infrastructure improvements and other programs and projects related to redevelopment.

Although there is already a long list of TDM related funding, the future of CMAQ is unclear. Diversifying funding sources will help sustain TDM services and programs if changes occur with future reauthorization of federal transportation legislation. Diversification may also create opportunities for more innovative programs and services, including targeted investments in bicycle, pedestrian and transit-supportive infrastructure.

Key Actions

The recommended actions are intended to strategically target the efficient use of resource allocations and investments. Many of the tasks will require action by local governments, as much of the funding for projects throughout the region occurs at the local level.

- **Explore partnerships with health departments, disabilities services boards, aging services agencies, and other partners to advance and promote transportation choice and accessibility.**
 - ▶ State and local branches of health departments, disabilities services, and aging divisions are eligible for various federal grants. These agencies should work together to leverage their strengths to acquire new grants and deliver new policies to develop unified TDM related strategies.
- **Allocate a portion of construction project budgets to TDM marketing and messaging.**
 - ▶ Roadway construction in the Atlanta region causes massive delays and loss of productivity. A portion of construction budgets can help advertise alternative travel options and highlight the Georgia Commute Options brand. For example, funding could allow for a “Try Transit” incentive campaign during a major construction project.
- **Consider various tax and fee-for-service options to influence development patterns.**
 - ▶ Local governments can initiate various user fees to fund TDM related programs and projects while also affecting development patterns and travel behaviors. These could include parking fees,

SUCCESS TO BUILD ON

Communicating the Value of TDM

The cost-effectiveness of TDM as a strategy to reduce SOV travel lies partially in its ability to influence co-benefits. TDM services have many direct impacts, such as: reduced roadway congestion, improved mobility, and increased transportation options. However, TDM services also have many indirect impacts, such as: reduced transportation GHG emissions, travel time savings, cost savings, and improved public health. While determining the cost-effectiveness of implementing specific TDM strategies varies from place to place, and is typically modeled using one of a number of TDM cost-benefit tools, many agencies find that TDM strategies are a cost-effective way to improve roadway capacity, increase transportation options, reduce harmful GHG or criteria pollutant emissions, and reduce transportation costs for system users.

The Clean Air Campaign has found that each dollar spent to promote commute alternatives in the Atlanta region yields a \$191 annual return.

Source: Clean Air Campaign Press Kit “Backgrounder.” <http://www.cleanaircampaign.org/For-the-Press/Press-Kit/The-Clean-Air-Campaign-Backgrounder>



employer commuter taxes, utility taxes, storm water utility fees for parking lots, tax breaks for development near existing transit, etc.

- **Restore flexibility and equity to how service providers can use CMAQ funding for TDM programs and services.**
 - ▶ Currently, as mandated by the FHWA following an audit in 2009, TMAs can only use CMAQ funding for direct costs associated with TDM commuter incentive program delivery. TMAs are restricted from spending CMAQ funds on office supplies, overhead time, or other important functions that support TDM program delivery. Flexibility of CMAQ funding for TMAs should be restored to levels experienced prior to the audit.
- **Continue to program additional funding allocations for special TDM projects.**
 - ▶ The MPO currently funds TDM related programs and infrastructure projects through the Surface Transportation Program (STP) – Urban (M230) funding as well as other federal funding sources. The Livable Centers Initiative (LCI) provides M230 funding for both planning and construction projects. Last Mile Connectivity and other funding programs such as Innovative TDM Outreach Projects are offered through ARC. The MPO should continue to fund TDM specific projects and encourage additional funding for TDM related projects such as parking plans and district-wide comprehensive TDM plans. Continued use of STP funds and the use of other federal funds such as National Highway Performance Program (NHPP) funds should be investigated.
- **Pursue funding to support programs and services for students.**
 - ▶ Currently commute incentives from CMAQ funds are not extended to students in the state of Georgia. While the logic behind this is sound, other sources of commuter incentives for students should be investigated by the MPO. For example many universities have implemented a program to provide discounted transit passes, or even have instituted a specialized fee that helps pay for unlimited annual transit passes for the entire student body.

Partners Involved

Recommended Lead: TDM Program Manager and GDOT.

Partners: MPO, SRTA, local governments, boards of health, aging and human transportation services, universities, transit agencies, CIDs, and TMAs.

Timeframe for Completion

Funding for TDM programs and projects will evolve over time. There is no proposed set timeline for funding changes; however, local governments are encouraged to reevaluate their tax and incentive structures over the next several years.

Additional Information

This Priority Strategy is part of the Atlanta Regional Transportation Demand Management Plan, which includes 5 goals and several strategies for each goal. Strategies that support this goal are: (2.3) Improve and invest in local bicycle and pedestrian infrastructure, access and safety, (2.4) Restructure parking policies to encourage non-SOV travel, (3.1) Determine a lead agency to oversee management and funding for regional TDM programs, (3.5) Align TDM planning and decision making with the regional planning process and programs, (4.1) Better educate policymakers, local governments and the public on TDM benefits and funding, (4.2) Better leverage public and private infrastructure investments, (4.3) Incorporate TDM into strategic funding allocations through the regional planning process, (5.2) Develop performance metrics and evaluation criteria for all programs and services, and (5.3) Use data to improve programs and services.



5

Develop metrics for all programs and services and use the data to make strategic improvements

Background

Evaluating components of a TDM program is essential to the program's success. The Atlanta region is at a distinct advantage over other regions that are beginning to build performance measurement into their program operations due to its already robust regional data collection and evaluation program. The results of these efforts, however, are currently underutilized. They are not fully shared with regional and local TDM stakeholders, and are only loosely incorporated into plans to improve TDM program operations, performance, efficiency, or awareness. Limited funding resources require strategic investments that most benefit transportation system users. Data collection and evaluation are useful tools for pinpointing the system's most important needs.

Strategically linking data collection to improved programs requires three key steps:

- Developing a set of performance metrics and evaluation criteria for all programs and services;
- Establishing a single portal for collecting and reporting TDM and other transportation and commute-related data; and
- Sharing data and using it to inform management and funding decisions.

Developing metrics and making them easily available will provide a basis for program improvement recommendations, while creating a performance dashboard will demonstrate to operators and the public how well each program element is performing. Better coordinated and fully utilized data collection will direct more strategic investments, improve system and program performance, and provide a better commuter experience.

Key Actions

The actions proposed for this priority strategy build on the actions outlined in both strategies (5.2) *Develop performance metrics and evaluation criteria for all programs and services* and (5.3) *Use data to improve programs and services*. To best implement these two priority strategies, they should be considered in conjunction with one another. Additionally, for each proposed action below, the TDM Program Manager should work with the TDM Advisory Committee for input on key decisions and actions.

SUCCESS TO BUILD ON

- The Center for Transportation and the Environment (CTE) has conducted measurement and evaluation of TDM programs in the Atlanta region (under contract to GDOT) since 1999, including surveys such as the Regional Awareness and Attitudes Survey, a Regional Business Leader Survey, a Vanpool Rider Survey and a Transit Pass User Survey.
- ARC conducts annual reviews of all Transportation Management Associations (TMAs) that it contracts with.



- **Evaluate data currently being collected by Evaluation Contractor and other partners.**
 - ▶ The TDM Program Manager should review the data currently being collected by the Evaluation Contractor and other partners to assess usability and applicability to selected or likely performance measures. Additional data needed to track priority performance measures should also be identified.
 - ▶ The TDM Advisory Committee should provide input on measures needed to provide value to funding and decision makers.
 - ▶ The TDM Program Manager should develop a strategic list of critical data required, and responsibilities for reporting and collection.
 - ▶ Some examples of types of data to collect include program activities and results, program costs and the associated cost-effectiveness of those programs or activities.
- **Establish a single portal for collection and reporting of TDM and other transportation data.**
 - ▶ The TDM Program Manager should create a new contracting relationship with the Evaluation Contractor to evaluate and disseminate data on regional performance measures.
- **Establish and track specific, measurable goals and performance measures for the region and for specific programs.**
 - ▶ With guidance from the TDM Advisory Committee, the MPO should link regional goals and metrics used for evaluation to PLAN 2040 goals.
 - ▶ The TDM Program Manager and other contract holders should work with the TDM Advisory Committee to develop more specific goals to track for individual programs. For instance, more specific goals should be developed and tracked on targets such as number of vanpools established, ridership and mode share, or return on investment from the incentives program.
- **Review and share data collected by Evaluation Contractor, ARC, and others to inform program decisions.**
 - ▶ The TDM Program Manager should require that the Evaluation Contractor develop quarterly or biannual brief summary reports that can be shared with the TDM Advisory Committee and other partners and operators.
 - ▶ The TDM Program Manager should consider conducting cost/benefit assessments for various project types.
- **Link TDM performance measures and data to transportation planning project selection.**
 - ▶ Using the analysis conducted by the Evaluation Contractor, the MPO should incorporate performance-based planning, coordinated with regional performance measures, into regional TDM decision making, funding allocation, and program management.

SAMPLE METRICS

Performance measures enable an organization to systematically and strategically ask questions about what a program ought to achieve and how a program can more effectively fulfill key objectives. A strong performance-based approach demonstrates responsibility to funders and key decision makers, as well as quantifies the value of an investment.

No matter how much data is collected, it is only useful to the extent that it is used to inform decisions moving forward. Some key measures that can be used to inform program planning include:

- SOV trips reduced per mode
- VMT trips reduced per mode
- Emissions reduced per mode
- Cost effectiveness measures, such as return on investment for incentives programs or GRH programs, or cost per VMT trip reduced

After conducting an evaluation, it is important to ask questions like: What areas need improvement? Are there areas of strength that can be leveraged? Did the measures provide useful information or could they be improved? To get these answers in a strategic way allows a program manager to assess and improve its performance, as well as the performance measurement structure itself as needed.



- **Include specific, measurable goals in each work plan/contract for TDM service providers.**
 - ▶ The TDM Program Manager and other contract holders should establish well defined, measurable goals in all contracts to help the providers to manage for success and help the funders to measure progress. Some examples may be that GRTA identify the number of vanpools that should be established and maintained for each vendor in its contract. The TDM Advisory Committee should provide input on the goals.
- **Review the various TDM marketing programs (such as incentives) for overall effectiveness.**
 - ▶ GDOT, GRTA and ARC should consider what programmatic changes should occur based on the results of the evaluations. Specific program-by-program reviews should be conducted to determine changes needed.
- **Develop a regional dashboard to share information with stakeholders and partners on TDM program impacts and benefits.**
 - ▶ The MPO may develop a regional dashboard that includes a variety of regional measures to communicate performance to the public and stakeholders. The dashboard would be posted online and not limited to just TDM. Examples of measures include those related to safety, operations and congestion.

Partners Involved

Recommended Lead: TDM Program Manager and the Evaluation Contractor.

Partners: GDOT, the TDM Advisory Committee, the TMAs, vanpool operators, the MPO, and the Marketing Manager.

Timeframe for Completion

Years 1-2: Given the current Evaluation Contractor's already robust data collection efforts, the bulk of the work for this priority strategy will be directing efforts strategically toward regional interests, and establishing a framework that allows for transparent data sharing and presentation to improve program performance. The first necessary step is for GDOT and the TDM Program Manager to develop a regional contract with the Evaluation Contractor. The new contract should create a framework for more fluid communication and information sharing, and should establish a central data collection portal. This contract should be realized within 1-2 years, after which many of the other key steps will be significantly easier to accomplish.

Years 2-3: A defined set of performance metrics should also be decided upon within the next two years through the TDM Advisory Committee and TDM service providers, and should be fully included in all contracts beginning in 2015.

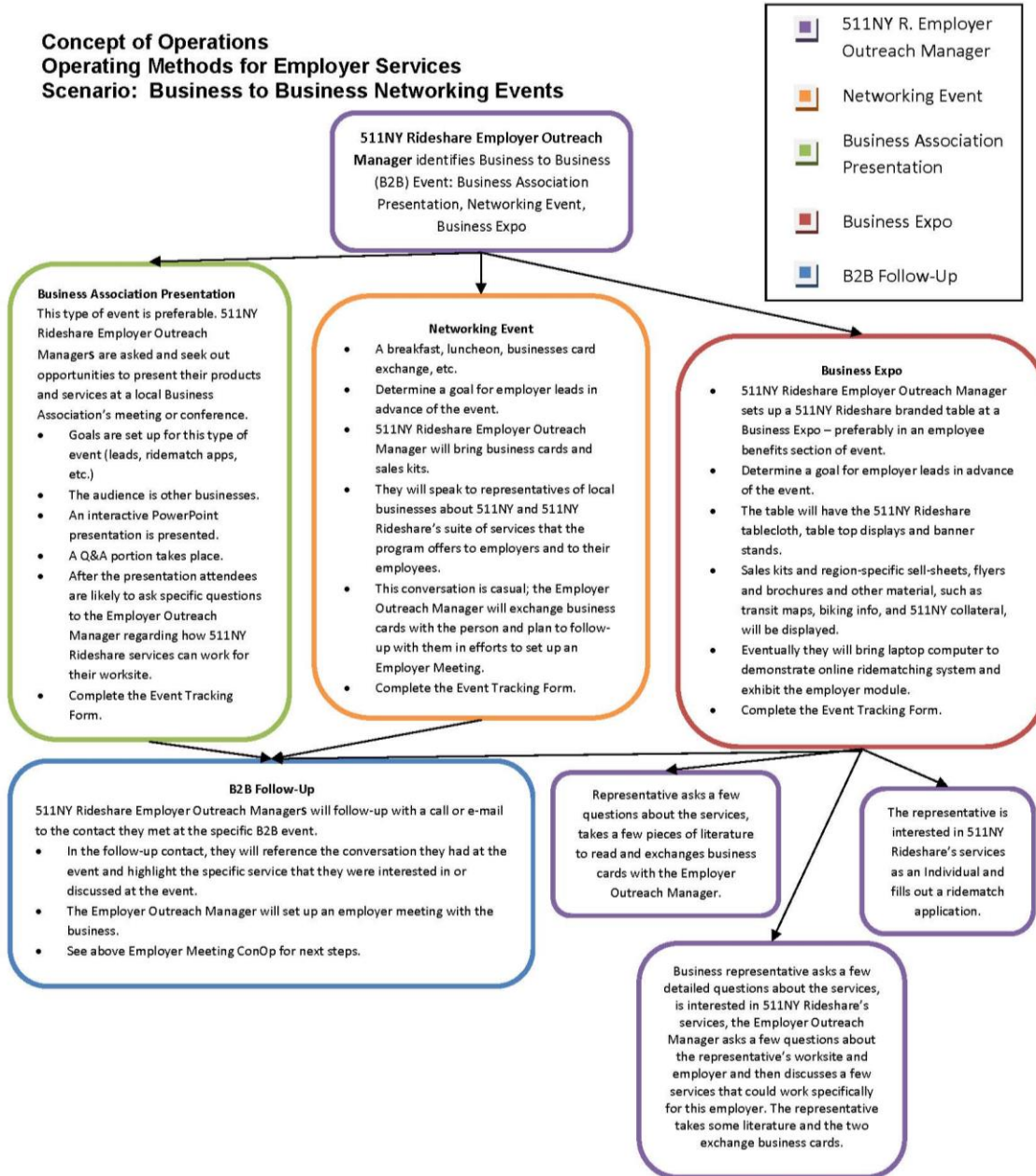
Ongoing: Performance evaluation is continuous, and processes should be refined if the current metrics do not add value to the TDM program. The TDM Advisory Committee and other relevant stakeholders should play an active role in ensuring that current metrics and data are indeed being used to improve programs and services in the region.

Additional Information

This Priority Strategy is part of the Atlanta Regional Transportation Demand Management Plan, which includes 5 goals and several strategies for each goal. Strategies that support this goal are: (4.1) Better educate policymakers, local governments and the public on TDM benefits and funding, (5.1) Establish a single portal for collection and reporting of TDM and other transportation data, and (5.2) Develop performance metrics and evaluation criteria for all programs and services.



Appendix A: Sample Standard Operating Procedures





Glossary

ADID – Atlanta Downtown Improvement District

ARC – Atlanta Regional Commission

ASAP+ – Atlantic Station Access + Mobility Program

ATDM – Active Transportation Demand Management

BATMA – Buckhead Area TMA

BRT – Bus Rapid Transit

CAC – The Clean Air Campaign

CAP – Central Atlanta Progress

CCT – Cobb County Transit

CCTMA – Clifton Corridor TMA

CDC – Centers for Disease Control and Prevention

CID – Community Improvement District

CMAQ – Congestion Mitigation and Air Quality Improvement Program

CTE – Center for Transportation and the Environment

CUTR – Center for Urban Transportation Research

DOT – Department of Transportation

DRI – Developments of Regional Impact

EPA – Environmental Protection Agency

ESC – Employer Services Committee

ESO – Employer Service Organization

ETL – Express Toll Lane

FHWA – Federal Highway Administration

GCO – Georgia Commute Options

GCT – Gwinnett County Transit

GDOT – Georgia Department of Transportation



- GDP** – Gross Domestic Product
- GHG** – Greenhouse gas
- GRTA** – Georgia Regional Transportation Authority
- GTFS** - Google Transit Feed Specification
- HOV** – High Occupancy Vehicle
- HOT** – High Occupancy Toll
- H-JAIA** – Hartsfield-Jackson Atlanta International Airport
- HST** – Human Services Transportation
- HUD** – US Department of Housing and Urban Development
- IREM** – Institute of Real Estate Management
- IT3** – Investing in Tomorrow’s Transportation Today
- LCI** – Livable Centers Initiative
- LEED** - Leadership in Energy & Environmental Design
- LLC** – Lifelong Communities Initiative
- MARTA** – Metropolitan Atlanta Rapid Transit Authority
- MAP-21** – Moving Ahead for Progress in the 21st Century
- MLSP** – Managed Lane System Plan
- MLIP** – Managed Lanes Implementation Plan
- MPO** – Metropolitan Planning Organization
- MWCOG** – Metropolitan Washington Council of Governments
- NAAQS** – National Ambient Air Quality Standards
- NCHRP** – National Cooperative Highway Research Program
- NYSDOT** – New York State Department of Transportation
- PLAN 2040** – PLAN 2040 Regional Transportation Plan for Atlanta
- PSG** – Partnership for a Smog Free Georgia
- PTSC** – Perimeter Transportation Sustainability Coalition



RTP – Regional Transportation Plan

SAFETEA-LU – Safe Accountable Flexible Efficient Transportation Equity Act – a Legacy for Users

SOP – Standard Operating Procedures

SOV – Single Occupancy Vehicle

SRTA – State Road and Tollway Authority

STP – Surface Transportation Program

SWOT – Strengths, Weaknesses, Opportunities, and Threats

TAC – Technical Advisory Committee

TCRP – Transportation Cooperative Research Program

TDM – Transportation Demand Management

TDM+ – A broader definition of TDM that expands the view of traditional TDM strategies by making the connection between TDM and livability, sustainability, transit, walking and biking, systems operations, transportation planning, economic development, climate change, healthy communities, and active aging.

TIP – Transportation Improvement Program

TMA – Transportation Management Association

TOD – Transit Oriented Development

TPB – National Capital Region Transportation Planning Board

UGPM – Unified Growth Policy Map

VMT – Vehicle Miles Traveled

VOAP – Voluntary Ozone Action Program