North Central Texas Council Of Governments

March 31, 2000

Mr. Jim Pierce
Assistant City Engineer
Town of Addison
P.O. Box 9010
Addison, Texas 75001-9010

Dear Mr. Pierce:

Thank you for your interest in establishing a Transportation Management Association (TMA) in the Addison area. I am enclosing some information about TMAs that should give you guidance on the activities TMAs can sponsor, establishing a TMA, and how the North Central Texas Council of Governments (NCTCOG) can help.

What Are TMAs?

Transportation Management Associations, also known as Transportation Management Organizations (TMOs), are private and public/private organizations that implement congestion mitigation strategies and work together on local transportation issues. Many are incorporated, non-profit organizations; they tend to be membership organizations, made up of employers, developers, building owners, and local government representatives. Most TMAs are located in areas of dense employment and focus on the travel demand management programs of public and private employers.

TMAs can be involved in a variety of transportation activities, as this non-inclusive list indicates:

- Advocacy on transit, roadway, bicycle, pedestrian, land use, and air quality issues
- Transit pass subsidy or voucher programs
- Shuttles or vanpools for employees, customers, or both
- Ridematching services and support for carpools and vanpools
- Parking management programs
- Guaranteed or emergency ride home programs
- Telecommuting/teleconferencing center operation
- Employer transportation coordinator (ETC) training
- Promotional, educational, and incentives programs for alternative travel modes

Usually, the principle role of a TMA is to involve the business community in transportation planning and to provide a forum for the private sector to impact strategy development and implementation. In recent years, TMAs have played increased roles in new areas, including Congestion Management System development, Intelligent Transportation Systems initiatives, and in development of residential and tourism travel markets.

616 Six Flags Drive, Centerpoint Two
P. O. Box 5888, Arlington, Texas 76005-5888
(817) 640-3300 FAX: 817-640-7806 recycled paper

Policy Guidance

A few years ago, NCTCOG staff and the Travel Demand Management Committee drafted a set of policies/guidelines regarding implementation of TMAs in the region. Mobility 2025: The Metropolitan Transportation Plan adopted these guidelines. A TMA must adhere to the following service guidelines and implementation criteria in order to obtain start-up funds, up to two years, through the Regional Transportation Council. The guidelines describe the following:

1. Transportation Services: The TMA must provide any number of transportation services that reduce drive-alone or peak period travel. Primary transportation services include (a) providing travel demand management service, and (b) promoting alternative travel modes. Secondary transportation services include information provision and advocacy services. Attachment 1 details these transportation services and guidelines.
2. Business Plan: A written business plan must be submitted to the Metropolitan Planning Organization (MPO), delivered and approved prior to accessing funds. Attachment 2 discusses the sponsorship of new associations.

Attachment 3 lists the program evaluation criteria, which the TMA should provide as part of the performance reporting. Attachment 4 indicates how NCTCOG might participate in funding TMAs. All primary and secondary services are eligible for start-up funding in years one and two. According to these guidelines, only the primary services are eligible for funding in subsequent years, through a competitive Call for Projects.

The current NCTCOG committee structure, likely the Travel Demand Management/Congestion Management System Committee, will be able to assist in the implementation and guidance of TMA development and operation. Direction, advice, and insight, not to mention partnership assistance, can be provided to the groups interested in pursuing TMA operation. The Committee should also monitor the progress of the TMA, in order to assess how well transportation programs are being implemented.

Taking advantage of future rail transit and High Occupancy Vehicle (HOV) system options in our region, while partnering with transit authorities and other transportation agencies, will strengthen the influence of TMAs in improving mobility and accessibility around employment and activity areas. I am glad to know of your city's interest in a TMA. If I can be of further assistance, feel free to contact me at 817/608-2338.

Sincerely,

Lou Dantas
Senior Transportation Planner

LD:rr
Attachments

cc: Dan Rocha, NCTCOG
1999-00 UPWP Element 3.03 Project File

TRANSPORTATION MANAGEMENT ASSOCIATIONS

PRIMARY TRANSPORTATION SERVICES

Reduce Drive-Alone or Peak Period Travel by Providing Travel Demand Management Services

Operate shuttles and express transit services

Provide ridematching services

Operate emergency ride home programs

Initiate and/or operate vanpools

Subsidize transit passes

Provide marketing services for transit passes

Provide transit scheduling assistance

Coordinate parking services for high occupancy vehicles

Provide bicycle and/or pedestrian services during peak travel times

TRANSPORTATION MANAGEMENT ASSOCIATIONS

PRIMARY TRANSPORTATION SERVICES

Reduce Drive-Alone or Peak Period Travel by Promoting Alternative Travel Modes

- Sponsor TDM workshops, transportation fairs, and training programs
- Promote local transit improvements
- Coordinate bulk purchase and distribution of promotional materials on commute alternatives
- Provide information on transit services, park-n-ride facilities, and other alternative modes
- Promote bicycle and pedestrian travel during off-peak travel times
- Provide wayfinding services/signage for pedestrians

TRANSPORTATION MANAGEMENT ASSOCIATIONS

SECONDARY TRANSPORTATION SERVICES

Provide Information and Advocacy Services

Provide TDM consultant services to businesses implementing ETR programs

Produce information bulletins on current and future transportation projects and programs

Advocate for better traffic flow through signalization and other Transportation Systems Management

Work with local governments to ensure that new transportation services and infrastructure support regional TDM and clean air goals

Conduct transportation studies on future TDM projects and programs

Provide Ozone Alert notification services

Provide wayfinding services/signage for all vehicle types

TRANSPORTATION MANAGEMENT ASSOCIATIONS

SPONSORSHIP OF NEW ASSOCIATIONS

Proposer Must:

Follow applicable state and federal requirements associated with receipt of federal funds

Regularly report the status of the program documenting how well the program is meeting stated objectives

Target an area that will serve no less than 2,500 potential commuters

Accept all responsibility and liability for the program

Written Business Plan Must be Submitted, Which Details:

Purpose of the program

Expected regional and local benefits

Expected duration of the program

Detailed operating and funding plans to cover first one to two years of operation

General operating and funding plans to cover expected duration of program, if longer than one to two years

Project manager responsible for the program

Board of trustees providing oversight to the program

Strategy for coordination with other local and/or regional Travel Demand Management interest groups

Description of how reductions in drive-alone travel will be measured

Additional program objectives by which success will be measured

TRANSPORTATION MANAGEMENT ASSOCIATIONS

PROGRAM EVALUATION CRITERIA

Reduction in Drive-Alone Travel

1. Change in number of vehicle trips*
2. Change in employee mode of travel*
3. Change in number of person trips
4. Change in supply of transportation services
5. Change in supply of transportation facilities

Reduction in Peak Period Travel

1. Change in employee time of travel*
2. Change in location of activities

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* Preferred Evaluation Criteria

TRANSPORTATION MANAGEMENT ASSOCIATIONS

FUNDING FOR PRIMARY TRANSPORTATION SERVICES[1]

Reducing Drive-Alone or Peak Period Travel by Providing TDM Services

Strategy	Funding in Years One & Two	Funding in Subsequent Years
Operate shuttles and express transit services	All strategies eligible for regional start-up funds	All strategies eligible for regional funds. Projects compete in regional calls for projects.
Provide ridematching services		
Operate emergency ride home programs		
Initiate and/or operate vanpools		
Subsidize transit passes		
Provide marketing services for transit passes		
Provide transit scheduling assistance		
Coordinate parking services for high occupancy vehicles		
Provide bicycle and/or pedestrian services during peak travel times		

[1] Policies stated in *Mobility 2025*. Public funding targets one- to two-year TMA start-up costs, and public funding contingent upon demonstration of program effectiveness.

TRANSPORTATION MANAGEMENT ASSOCIATIONS

FUNDING FOR PRIMARY TRANSPORTATION SERVICES[1]

Reduce Drive-Alone or Peak Period Travel by Promoting Alternative Travel Modes

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Sponsor TDM workshops, transportation fairs, and training programs	All strategies eligible for regional start-up funds	All strategies eligible for regional funds. Projects compete in regional calls for projects.
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TRANSPORTATION MANAGEMENT ASSOCIATIONS

FUNDING FOR SECONDARY TRANSPORTATION SERVICES[1]

Provide Information and Advocacy Services

Strategy	Funding in Years One & Two	Funding in Subsequent Years
Provide TDM consultant services to businesses implementing ETR programs	All strategies eligible for regional start-up funds	Strategies ineligible for regional funds. TMA should develop private resources to implement these strategies.
Produce information bulletins on current, future transportation projects & programs		
Advocate for better traffic flow through signalization and other TSM		
Work with local governments to ensure that new transportation services and infrastructure support regional TDM and clean air goals		
Conduct transportation studies on future TDM projects and programs		
Provide Ozone Alert notification services		
Provide wayfinding services/signage for all vehicle types		

[1] Policies stated in *Mobility 2025*. Public funding targets one- to two-year TMA start-up costs, and public funding contingent upon demonstration of program effectiveness.

North Central Texas Council Of Governments

March 31, 2000

Call
Working
Lou
4-6-00

Ms. Kim Farwell
Transportation Facilitator
City of Richardson
411 West Arapaho Road
Richardson, Texas 75083

Dear Ms. Farwell:

Enclosed is some information about Transportation Management Associations (TMAs), which I have sent to Mr. Jim Pierce, the City of Addison. This information should provide guidance on the activities TMAs can sponsor, establishing a TMA, and how the North Central Texas Council of Governments (NCTCOG) can help. I thought this information might be of interest to you, as you plan the development of a TMA in the Richardson area along the North Central Corridor.

What Are TMAs?

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Lou Dantas
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[1] Policies stated in *Mobility 2025*. Public funding targets one- to two-year TMA start-up costs, and public funding contingent upon demonstration of program effectiveness.

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FUNDING FOR SECONDARY TRANSPORTATION SERVICES[1]

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Transportation Management Associations

FACTSHEET

Overview

Over the past ten years, the characteristics of transportation services providers in the U.S. have changed in many ways. One of the most pronounced changes has been the increasing role of the private sector in the form of transportation management associations (TMAs). The need for TMAs stems from a realization that the business community has a great influence on Transportation Demand Management (TDM) solutions. Employers have a great influence on how employees get to and from work. The public sector has the greatest influence on supply solutions and the passing of regulations which require the business community to change employee commute habits. Private sector involvement in transportation management can be more efficiently and effectively implemented through cooperative mechanisms like TMAs. When focused on a major activity center experiencing or expecting to experience chronic traffic congestion, TMAs can create the institutional framework for implementing effective TDM solutions. In fact, the concept of a TMA is founded in the desire to be proactive and implement private sector programs rather than have the business community react to public plans and actions.

TMAs are often created to give businesses a voice in setting local transportation planning and funding priorities, to advocate enhanced mobility through a variety of new transportation services and/or to reduce employer's cost to implement individual worksite transportation programs through economies of scale.

Currently, there are approximately 100 TMAs throughout the U.S., each organized to meet the unique geographic and demographic transportation needs of their respective areas. Dallas has one operating TMA, the Central Dallas TMA (CD/TMA) sponsored by the Central Dallas Association, TxDOT, the City of Dallas and DART. The CD/TMA has implemented such programs as the Central Dallas Transportation Systems Management study, Pegasus Parking program and a LED transportation information system for downtown commuters.

TMA Q&A

What is a TMA?

TMAs are membership organizations formed to provide a forum for employers, developers, building owners, local government representatives and others to work together to collectively establish policies, programs and services to address local transportation and air quality issues. The funding mechanism, geographic area, membership, mission, and services are tailored to meet specific area needs.

The mission of a local TMA depends on a number of factors:

- Location: rural, suburban, urban, corridor or business park
- Predominant industry type: office, retail, industrial, residential, recreational, university, medical, or mixed use.

What services does the TMA offer?

The following is a partial list of some of the services TMAs provide:

- Telecommuting /Teleconferencing Centers
- Shuttles for either employees, customers or both
- Transportation Systems Management (TSM) studies
- Advocacy on transit, roadway, bicycle, land use, and air quality issues.
- Parking management programs
- Emergency ride home programs
- Transit pass subsidy or voucher programs
- Employee Transportation Coordinator (ETC) training
- Promotional programs and incentives for alternative modes of transportation
- Carpool and vanpool matching and program development
- Childcare programs
- Member newsletters and educational forums

What are the keys to the success of a TMA?

There are a number of factors that can determine the success or failure of a TMA. The following are among the important factors for success:

- Clearly Defined Geographic Area - This can be as small as a development/office complex or as large as a bi-county or corridor TMA. While some TMAs with large geographic coverage have been successful, the potential risk is in being too diverse an area to meet everyone's needs or to feel a common identity.
- Common Identity - The community or area must have some common identity in terms of the transportation/air quality problems they are facing and the potential solutions. This will allow the TMA to stay focused and ultimately to be successful.
- Clear Mission Statement - The mission and goals and objectives of a TMA must be clearly defined and have the support of the Board of Directors, members, and staff. One way to accomplish this is to develop the mission statement and goals and objectives as part of a strategic planning process at an annual Board retreat.
- TMA "Champion" - A business leader, community leader, or public official who spearheads the cause of establishing a TMA in the area.
- Board of Directors - A Board of Directors should be established with officers and committee chairs. Diversity on the Board in terms of industry type, size and location will provide balanced leadership and one that reflects the interest of the members.

- Realistic Expectations - This relates to the goals and objectives of a TMA. A TMA should focus on no more than one to three primary objectives, especially in the early start-up years. This will prevent the TMA resources, financial and personnel, from being spread too thin.
- Financial Stability - A multi-faceted funding program is the most secure approach. Being solely dependent on one source of funds puts the TMA at risk should the source dry up unexpectedly.
- Membership Development - Part of financial stability is a targeted membership development program. Truly successful TMAs which are committed to staying in existence for the long term, have balanced the needs to provide member services and programs with the need to do on-going membership development. Active participation by the Board of Directors in membership development is critical.
- Monitoring and Evaluation - TMAs must establish baseline data and then monitor and evaluate their success on a regular, periodic basis such as annually or biennial. This measurement of success is important in evaluating performance against objectives, providing tangible benefit for membership development, and in helping other TMAs or Employee Transportation Coordinators (ETCs) determine whether or not a particular program maybe of value to them.
- Cooperation with Other TMAs and RideShare Organizations - It is imperative that those who work in the field, including TMAs, willingly share information, and support each others efforts.

Funding Sources for TMA Start-up

- Federal Funding - Under the Transportation Equity Act for the 21st Century funds have been appropriated under the Congestion Mitigation and Air Quality (CMAQ) Program and the Surface Transportation Program/Metropolitan Mobility (STP/MM) for various transportation programs, including start-up grants for TMAs. Eligible applicants include local governments and local transit authorities. Private sector proposers must secure public sector sponsorship in order for projects to be considered under these federal grant programs.
- Local Assistance Program (LAP) - DART returns some of the sales tax funds through the Local Assistance Program (LAP) to member cities that do not have rail service. The DART Board of Directors have approved the funding of TMAs under LAP.

Criteria for DART Sponsorship of TMAs

1. The proposed TMA program must have a written plan which indicates the purpose of the program; objectives for the program by which success can be measured; expected regional benefits; expected duration of the program; marketing plan; funding plan; project manager responsible for the program; strategy for coordination with other TDM-interest groups, analysis of how vehicle miles traveled (VMT's) will be reduced and/or average passenger occupancy (APO) increased; and an indication of what happens to the proposed users of the program after the program has ended. The Proposer must have a demonstrated record of community support for transit.
2. Because these funds will flow through DART as the grant recipient, the Proposer must enter into an agreement with DART that it will follow applicable DART, state and federal

requirements associated with receipt of federal funds. The Proposer must agree to report the status of the program documenting how well the program is meeting the stated objectives.

3. The proposed program must be consistent with the North Central Texas Council of Governments regional plan for TDM activities.
4. The proposed TMA must be in an area that will serve or otherwise be available to no less that 2,500 potential commuters.
5. The Proposer must first attempt to get the TMA funded 100% by federal funds as specified under Section 120(c) of Title 23 of the Intermodal Surface Transportation Efficiency Act of 1991. If a 20% local match is required, DART will consider participating in the local match up to 10%, if this amount can come from the on-going Transportation Demand Management (TDM) and Marketing budgets.
6. The Proposer must accept all responsibility and liability for the program. DART will sponsor a TMA for a two (2) year demonstration program as allowed under CMAQ guidelines.

Establishing Effective Employee Transportation Partnerships Through

Transportation Management Associations (TMAs)

Why Form a TMA?	The need for Transportation Management Associations (TMAs) stems from a realization that the business community has a great influence on Transportation Demand Management (TDM) solutions in dealing with congestion and air quality. Employers have a great influence on how employees get to and from work. The public sector has the greatest influence on supply solutions and the passing of regulations which require the business community to change employee commute habits. Private sector involvement in transportation demand management can be more efficiently and effectively implemented through cooperative mechanisms like TMAs. When focused on a major activity center experiencing or expecting to experience chronic traffic congestion, TMAs can create the institutional framework for implementing effective TDM solutions. In fact, the concept of a TMA is founded in the desire to be proactive and implement private sector programs rather than have the business community react to public plans and actions.
What is a TMA?	TMAs are membership organizations formed to provide a forum for employers, developers, building owners, local government representatives and others to work together to collectively establish policies, programs and services to address local transportation and air quality issues. The funding mechanism, geographic area, membership, mission, and services are tailored to meet specific area needs. The mission of a local TMA depends on a number of factors: • Location: rural, suburban, urban, corridor or business park • Predominant industry type: office, retail, industrial, residential, recreational, university, medical, or mixed use.
TMA Services	The following is a partial list of some of the services TMAs provide: • Telecommuting /Teleconferencing Centers • Shuttles for either employees, customers or both • Transportation Systems Management (TSM) studies • Advocacy on transit, roadway, bicycle, land use, and air quality issues. • Parking management programs • Emergency ride home programs • Transit pass subsidy or voucher programs • Employee Transportation Coordinator (ETC) training • Promotional programs and incentives for alternative modes of transportation • Carpool and vanpool matching and program development • Childcare programs • Member newsletters and educational forums

Keys to the Success of a TMA	There are a number of factors that can determine the success or failure of a TMA. The following are among the important factors for success: • **Clearly Defined Geographic Area** - This can be as small as a development/offiee complex or as large as a bi-county or corridor TMA. While some TMAs with large geographic coverage have been successful, the potential risk is in being too diverse an area to meet everyone's needs or to feel a common identity. • **Common Identity** - The community or area must have some common identity in terms of the transportation/air quality problems they are facing and the potential solutions. This will allow the TMA to stay focused and ultimately to be successful. • **Clear Mission Statement** - The mission and goals and objectives of a TMA must be clearly defined and have the support of the Board of Directors, members, and staff. One way to accomplish this is to develop the mission statement and goals and objectives as part of a strategic planning process at an annual Board retreat. • **TMA "Champion"** - A business leader, community leader, or public official who spearheads the cause of establishing a TMA in the area. • **Board of Directors** - A Board of Directors should be established with officers and committee chairs. Diversity on the Board in terms of industry type, size and location will provide balanced leadership and one that reflects the interest of the members. • **Realistic Expectations** - This relates to the goals and objectives of a TMA. A TMA should focus on no more than one to three primary objectives, especially in the early start-up years. This will prevent the TMA resources, financial and personnel, from being spread too thin. • **Financial Stability** - A multi-faceted funding program is the most secure approach. Being solely dependent on one source of funds puts the TMA at risk should the source dry up unexpectedly. • **Membership Development** - Part of financial stability is a targeted membership development program. Truly successful TMAs which are committed to staying in existence for the long term, have balanced the needs to provide member services and programs with the need to do on-going membership development. Active participation by the Board of Directors in membership development is critical. • **Monitoring and Evaluation** - TMAs must establish baseline data and then monitor and evaluate their success on a regular, periodic basis such as annually or biennial. This measurement of success is important in evaluating performance against objectives, providing tangible benefit for membership development, and in helping other TMAs or Employee Transportation Coordinators (ETCs) determine whether or not a particular program maybe of value to them. • **Cooperation with Other TMAs and RideShare Organizations** - It is imperative that those who work in the field, including TMAs, willingly share information, and support each others efforts.

Monthly Pass Lost

10 Local @ $28/mo x 12 mo = $3,360

5 premium @ $58/mo x 12 mo = 3,480

$6840/year

Vanpool $400/mo x 12 mo = $4,800/yr.

Jim Pierce

To: Ron Whitehead
Cc: Chris Terry; Michael Murphy
Subject: Next Year's Budget/Employee Transporation

I would like to propose that money be put in the budget for employee transportation purposes.

The employee survey that we did last fall showed that 15 employees would be able to commute to work on public transportation. My proposal would be to subsidize most, if not all of the cost for a monthly transit pass for those employees that would use public transportation instead of driving their car to work. The cost of a local pass is $28 per month, and a premium pass (express service from downtown) is $58 per month. Assuming 10 local and 5 premium users, the cost would be $6,840 per year.

Also, even though we could not get a vanpool going, there seemed to be some potential based upon the grouping of where people lived. The total cost to vanpool riders is $400 per month, split between the riders. If the Town would fully subsidize the cost of the van, and the riders could ride free, this could possibly provide the impetus needed for a group to form. This cost would be $4,800 per year.

Both of these initiatives would require some administrative effort, but I believe it would be small.

Both of these initiatives would help our "score" on the Dallas Regional Mobility Coalition scorecard, which assesses our Travel Demand Management efforts. In April, 1999, we scored 80 out of 140 possible points. With the above programs, we would score 125 out of 140 possible points.

Please let me know if I can provide any additional information.

Jim Pierce, P.E.
Assistant City Engineer
PO Box 9010
Addison, TX 75001-9010
972-450-2879

from Jill Jordan 4/00

Dallas Contact for Transportation Management Assn would be

John Brunk
Asst. Director of Public Wks
for Transportation Planning

Miguel Del Valle 3-27-00
Will help
Had one for 4 years
Manage Employee ride home program
With DART (yellow cab)
Good for getting input / Grants
to / From COG.
Miguel is VP &
(2 Examples 1 failed TMAs) 1 DDM committee to COG

- Need Board of Directors
- Work Program
- By Laws

There are TMAs in Calif that provide child care

Wash D.C. / National
Assoc for Commuter Transportation

DART – Tony Mendoza 214-749-2589
call him. He would be a help
Miguel FAX 214-744-1986 – Fax a Bus card ✓

call working w Tony Mendoza, DART

HP LaserJet 3100
Printer/Fax/Copier/Scanner

SEND CONFIRMATION REPORT for
Town of Addison
9724502834
Mar-28-00 1:53PM

Job	Start Time	Usage	Phone Number or ID	Type	Pages	Mode	Status
211	3/28 1:53PM	0'21"	92147441986.....	Send.....	1/ 1	EC 96	Completed.....

Total 0'21" Pages Sent: 1 Pages Printed: 0

To Miguel Del Valle
214-744-1986

TOWN OF
ADDISON

JAMES C. PIERCE, JR., P.E.
Assistant City Engineer

16801 Westgrove Drive
P.O. Box 9010
Addison, Texas 75001-9010
(972) 450-2879
FAX (972) 450-2834
E-Mail: jpierce@ci.addison.tx.us

Telecon from Tony Mendoza/Dart 3-28-00
(DART Marketing Development and Sales)
214-749-2589

Process / DART can be a Resource

DART Funding available / matching / LAP

* Initiated by Stakeholders *
Has Boundaries

No particular legal issues
Can send info

Can get startup money -

COG has this as part of their plan - to foster TMA's

In the past, there was a Consultant from Houston that studied set up for the Stemmons Corridor - Tony will send info.

Tony will send me a packet of information

Brenda Whitaker works for Tony

2-29-00

Transportation Management Assn (TMA)
How do you start one

Framework

Legal?

Jim Carvel:
Resource? → Cliff Franklin — @ TTI — Member of N. Central Mobility Task Force
Police, Tx Dot, city Engrs
We could contact → Sister Cities — Get a forum together
Traffic Engrs —

Dan Lamers, Asst Dir of Trans — NCTCOG
(Asst to Michael Morris)
817-695-9263
Call working 2-28

Dallas Regional Mobility Coalition —
James Mc Carley - Director
972-404-9448

Elected Officials — Judge Jackson
purpose: To get more TX DOT money
Michael Morris 817-695-9240 - out till Friday

Lou Dentis/COG/817-608-2338 3-9-00

TMA- An organization
like a Chamber of Commerce
Market & Implement programs
TDM programs

Central Dallas Assn- Conduct
Studies - signage, peds, roads,
circulation plans, Transit Passes,
Parking incentives
Public/Private Organization
Farmers Branch Submitted a project
Dave Davis -
- Was Approved -
Intent - Work w TDM committee
Partnerships
DART of Help -
How start one? COG can help with
Start-up funds - partners, issues
to resolve - can be a localized (1)
issue, or wider -
Programs & implement (Business Plan)
Trans Related, Serious about it.
Concept Plan - Could help write
Some work with
Miguel Del Valle 214-744-1270 Central Dallas Assn
FTA Fed Transit Admin - we
need some coordination with them
depending on the program

Lou can send me some info—

Have a Travel Demand Mgt Committee @ CDOT

Meet bi-monthly—

Miguel is VP of the Committee

Flexible & Effective

3-21-00 called Lou back to follow up on info he was supposed to send. It's high on his list of things to do.

Trans. Mgt. Assn.

Dave Davis 972-919-2578 3/14/00

How do you start one?

Organization — / Participants

(JP Ideas)
Regional Transportation Council
TX Transportation Institute

central Dallas assn
Dallas Regional mobility Coalition

City of Dallas
Farmers Branch
Carrollton
Developers / Property Managers
Large Businesses
DART
COG
TX Dot?

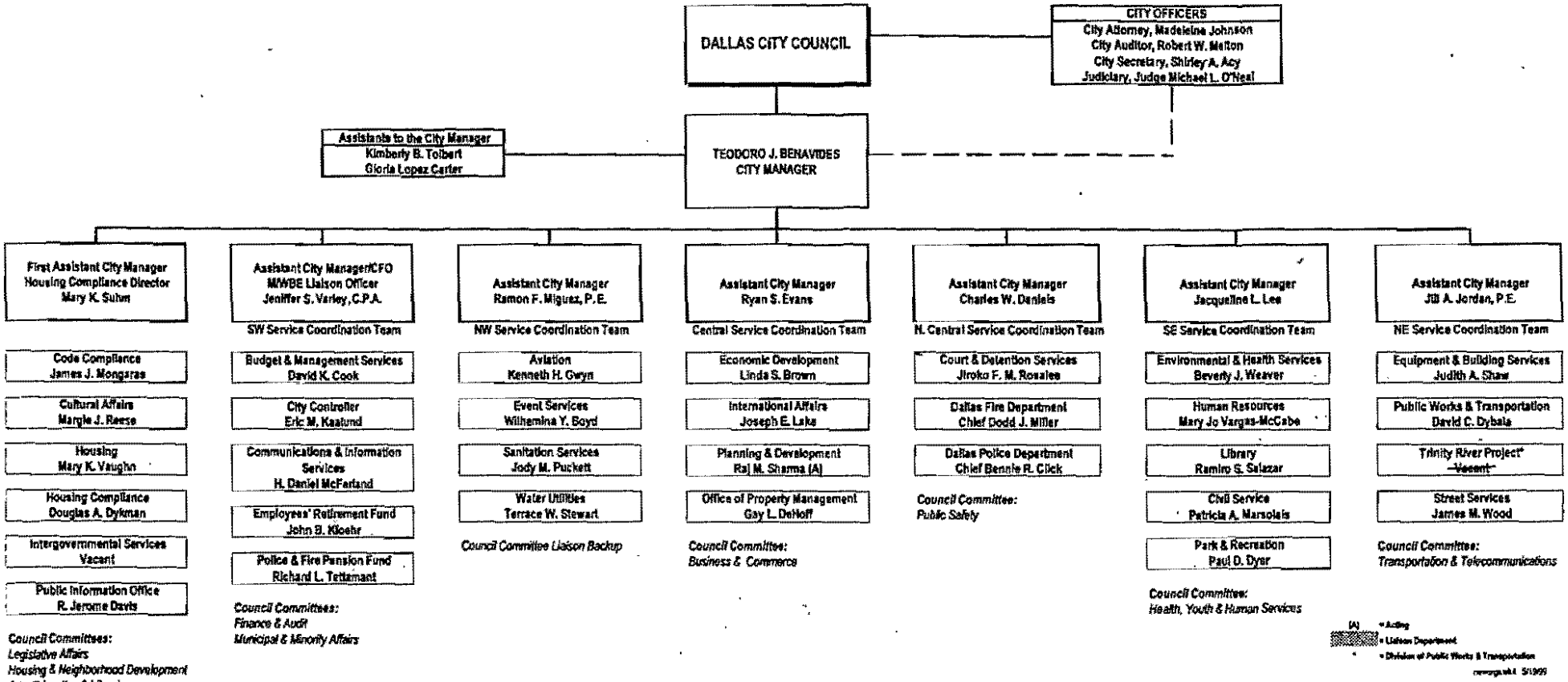
FTA
Fed Transit Admin

Legal Issues?

Dave:

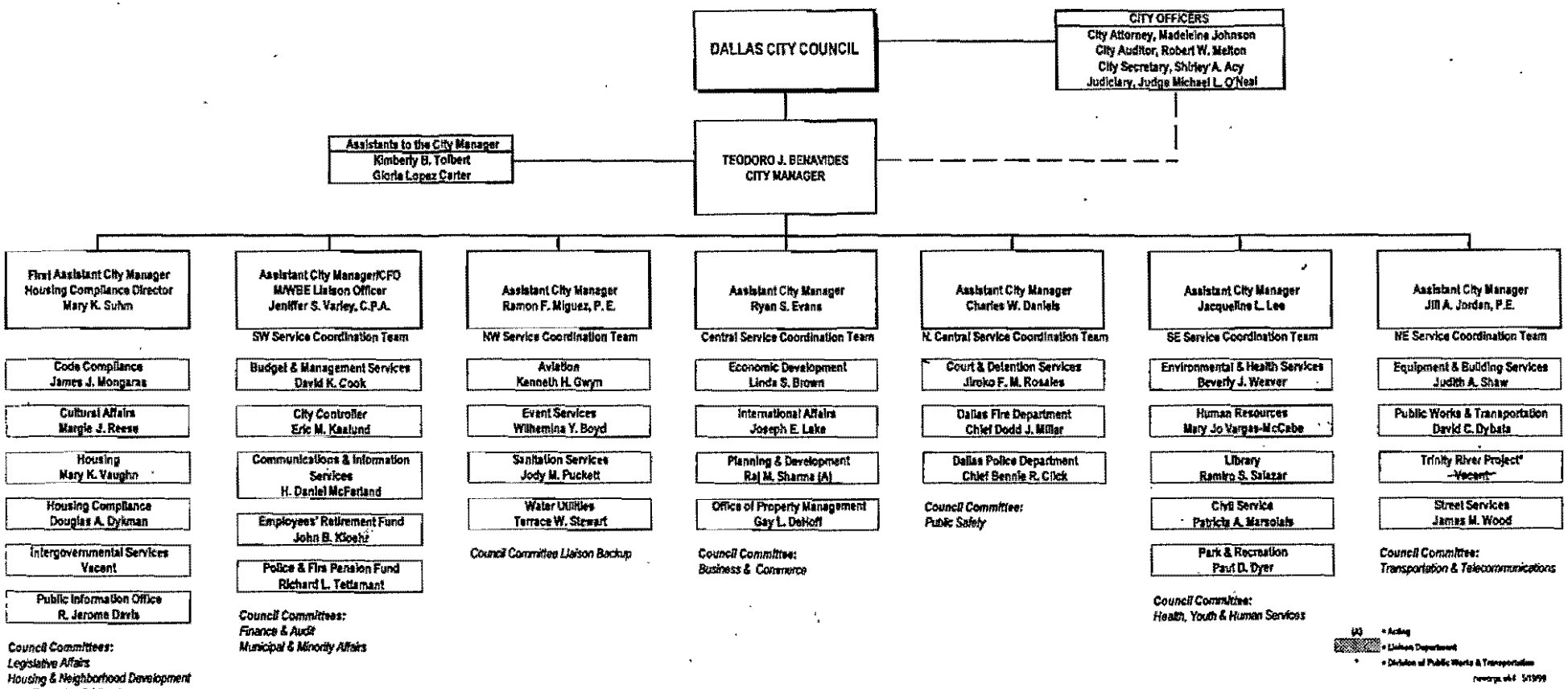
Funding Approved - Have not taken any steps yet
Are feeling along.
Did for East Side of FB.
Willingness to work with us —
JP → Get a Contact who will work with us in Dallas?
and COG — Encompass a wider area than their grant?
Get a Name from Dallas

CITY OF DALLAS ORGANIZATION



11/99

CITY OF DALLAS ORGANIZATION



NORTH CENTRAL CORRIDOR
Lessons Learned During Construction
Dallas Chapter TexITE, March 9, 2000

Cliff Franklin, Research Engineer, Texas Transportation Institute and

Mobility Coordinator, North Central Mobility Task Force

Several lessons were learned during the implementation of multimodal solutions - freeway reconstruction, DART rail system and arterial street improvements - in the North Central Corridor.

1. An urban region can solve complex transportation problems by working together as a team.
2. Major projects need someone to champion the cause and keep it on track. Walter Human
3. Open lines of communication between governmental agencies and the public are essential. Web-Site / E-mail
4. During construction, the top priority should be safety for the travelling public and the contractor's personnel.
5. Projects should be designed to minimize the need during construction to close traffic lanes and reduce capacity.
6. Access to adjacent properties must be maintained during business hours throughout construction.
7. Portable changeable message signs should be used to communicate roadway conditions to the public.
8. A motorist assistance/incident management program should be provided to keep freeway traffic moving by assisting stalled motorists and by assisting the police at traffic crashes and incident scenes.
9. Milestones should be established for particular elements critical to the completion of overall construction project.
10. Everyone should have fun.

John Black, Chapter Secretary/Treasurer
City Traffic Engineer, City of Lewisville

TexITE Greater Dallas Chapter
Meeting Minutes
January 13, 2000

The January 13, 2000 meeting of the Greater Dallas Chapter was called to order by President Cissy Cylo at the Campbell Road Community Center in Richardson, Texas. Eighty four members and guests were present at the meeting.

James McCarley, Executive Director of the Dallas Regional Mobility Coalition gave an overview of lobbying efforts currently being made in the legislature to improve transportation funding for the Dallas area. Federal funding is currently threatened by EPA decisions to designate the four county area as a non-attainment region under the revised ozone standards in July 2000. Any project not commenced after July 2000 could be considered non-conforming and halted.

The Dallas Regional Mobility Coalition has been working with legislators on S.1053 and H.R. 1876 to provide a one year grace period to allow projects to move forward. Mr. McCarley encouraged the group to participate in this lobby effort which is so critical to transportation projects in our region.

Other Business:

President Cissy Sylo encouraged members of the group to attend the the Winter TexITE Meeting in Arlington January 28. Registration information was provided at the end of the meeting. An announcement was made that there would be no February meeting because the bylaws prohibit holding a Chapter meeting within 2 weeks of the State TexITE meeting.

The next meeting of the Dallas Area Chapter will be on March 9 at the Campbell Road Community Center in Richardson.

The meeting was adjourned at 1:30 pm.

SANTA CRUZ AREA TMA

Solve My Transportation Problems

Transportation Planning

Commute Planning Template

It is our job to be your experts in the field of transportation planning.

This Commute Program Template gives us a chance to provide our best technical guidance in one comprehensive document that can provide an overall blueprint for our Commute Program.

As you work through this plan, you'll see that you have a wide range of Transportation Demand Management tools available to help you meet your organizational goals

COMMUTE PLAN

For:

_____

(your company name)

Prepared by:

_____

(your name and title)

_____

(date)

INTRODUCTION

The Santa Cruz Area TMA is pleased to introduce the new Commute Plan Template. This latest product from the TMA is designed to help you put together a written commute plan for your site quickly, simply and without a lot of hassle.

Of course, we at the TMA have given considerable thought to what goes in to creating a successful Commute Program, and what TDM approaches are available to employers and businesses to help meet your own business and organizational goals.

The Commute Plan Template is our attempt to distill our years of

work in the TDM field (over two decades combined experience), our work with local TMA employers over the last four years, and the pages and pages on TDM programs in the TMAÕs library into one brief, succinct and easy-to-read document to guide your planning efforts.

CUSTOMIZING YOUR PLAN

The Commute Plan Template is a planning tool that is intended to be used with just a pencil and some good thinking, producing as a final product a written Commute Plan for your company.

It is also available via email, or on disk, in Mac, DOS or text-only formats, for those members who want to modify the template and publish their own individual Commute Plan. This approach will make it possible for you to add more detail about your own company's program using the template as a ready-made outline to guide you through the process.

BASIC MEASURES

Because each work site is unique, various TDM measures will apply to some work sites and not others. However, we wanted to identify for you those basic measures that all employers should provide. These measures are simple, require minimal staffing, are inexpensive, and provide at least basic access for employees who want to use alternative transportation.

BASIC MEASURES are shown with ***. INDEX OF MEASURES IN THIS DOCUMENT

OUTREACH AND EDUCATION

***( ) Designate a centralized place for commute information

***( ) Offer new employees information on commute options during orientation

***( ) Participate in annual countywide promotional events

( ) Conduct ongoing marketing of commute options to employees

RIDE MATCHING

***( ) Offer ride matching through regional system

( ) Facilitate in-house ride matching

( ) Help form employee vanpools

- *** ( ) Offer Emergency Ride Home program
- *** ( ) Appoint a dedicated person or team to implement your program
- ( ) Help employees plan their commute through personalized assistance
- ( ) Offer bicycle support programs
- ( ) Make transit passes available on-site

INCENTIVES AND DISINCENTIVES

- ( ) Offer discounted products or cafeteria meals
- ( ) Sponsor in-house prize drawings or promotions
- ( ) Provide in-kind incentives and subsidies
- ( ) Provide cash incentives
- ( ) Reward use of alternatives by offering time off with pay
- ( ) Implement parking charges

FACILITIES

- *** ( ) Offer and designate preferred parking spaces for carpoolers
- *** ( ) Provide secure parking for bicycles
- ( ) Allow fleet vehicles to be used for business and personal reasons
- ( ) Advocate for or install bus shelters and/or benches near site
- ( ) Provide a fleet of bicycles for employees to use during the workday
- ( ) Provide personal lockers & showers
- ( ) Develop and market on-site amenities and services

ALTERNATIVE WORK SCHEDULES

- ( ) Offer compressed work week schedules
- ( ) Develop telecommuting program
- ( ) Schedule staggered arrival times

OTHER

- *** ( ) Work with other employers by becoming a member of the TMA

( ) Have management actively participate in the program

( ) Establish program goals and a tracking system

( ) Participate in survey efforts

*** = BASIC MEASURES RECOMMENDED FOR ALL SITES

OUTREACH AND EDUCATION

***( ) Designate a centralized place for commute information Making it easy for your employees to get access to information on commute alternatives is the first step. Many employees just don't know how to get a carpool partner or which bus to take. Identify one centralized place where employees can get a current METRO Headways bus schedule, bicycle maps, and carpool match request forms. A bulletin board or kiosk dedicated to this purpose is an excellent focal point.

***( ) Offer new employees commute options information during orientation New employees, not yet established in a commuting routine, are often open to trying travel options. This is an excellent time to make them aware of the alternatives to driving alone to work. Include commute information in orientation packets to new and prospective employees.

***( ) Participate in larger promotional events Participating in annual rideshare events in Santa Cruz County, such as Rideshare Week, Bike to Work Day, Try Transit Day, Clean Air Week, Healthy Heart Month, and others can save you time and money. With these events, promotional materials are provided free to you, making these easy and inexpensive ways to promote alternative transportation to employees.

( ) Conduct ongoing marketing of commute options to employees Use all avenues to promote your program -- newsletters, voice mail messages, e-mail, paycheck-stuffers. It takes multiple impressions before people act on an idea. Vary your methods and remember, always keep the message positive.

Return to the list of sections

RIDE MATCHING

***( ) Offer ride matching through regional system Commute Solutions is the public agency that provides free carpool matching services throughout the county. Employees can call or mail in a sign-up form and receive a list of their others who live and work near them who are also interested in carpooling. With Commute Solutions new FAX-A-MATCH service, employees can fax in their sign-up by noon

( ) Facilitate in-house ride matching Facilitating in-house carpool matching may be most comfortable for your employees and the most direct way to form carpools. Organize zip-code gatherings to help employees identify co-workers who live near them and are therefore potential carpool partners.

( ) Help form employee vanpools Vanpools are an excellent option for employees with very long commutes. In general these employees are grateful to join a vanpool, and tend to enjoy the interaction with others in addition to the respite from driving. Commute Solutions can help you organize a vanpool to your site with very little direct cost to you. If you are situated near other large employers, working together to identify potential vanpoolers from common neighborhoods could be very helpful.

Return to the list of sections

COMMUTER SUPPORT SERVICES

***( ) Offer Emergency Ride Home program The Emergency Ride Home program is already available to all members of the Santa Cruz Area TMA. It provides a free taxi ride home to pre-registered employees who use commute alternatives and who need a ride home due to an emergency. This safety net is very important to help an employee feel comfortable leaving their car at home.

***( ) Appoint a dedicated person or team to implement your program Identifying the right person or team to be responsible for the program will be a key to its success. For overall responsibility, the person should have some decision-making ability. The team should include people who believe in the program's goals as well as those who work well with other employees. For larger organizations, departmental liaisons can make an excellent team.

( ) Help employees plan their commute through personalized assistance For many employees, it takes a little one-on-one interaction to help them find the right bus route or to feel comfortable setting up a carpool. Be that link by familiarizing yourself with the transit and bike routes to your site, and with Commute Solution's carpool matching system.

( ) Offer bicycle support programs Many employees would like to bicycle to work - perhaps on a part-time basis - but they aren't experienced cyclists. Providing support programs, such as bicycle safety training, bicycle maintenance and repair instruction, bike tools and air pumps on-site, members of the Santa Cruz Area TMA can offer the TMA's Bicycle Loan Program to support more bicycling to their site.

( ) Make transit passes available on-site Particularly for those sites well-served by transit, it makes sense to negotiate with Santa Cruz METRO to provide discount transit passes for your employees. Again, if an employee can easily attain a bus pass at work, they will be more likely to regularly use transit to get to work. To kickoff the program, you may want to provide a free bus pass, to make it easy to try the bus.

Return to the list of sections

INCENTIVES AND DISINCENTIVES

( ) Offer discounted products or cafeteria meals If you have a cafeteria or restaurant on-site, you have an excellent opportunity to provide a simple incentive or reward to employees for using alternative transportation: discounted or free cafeteria meals. Consider additional discounts on products or services you produce.

( ) Sponsor in-house prize drawings or promotions In addition to the countywide promotions, it is often quite effective for an employer to sponsor their own promotions. For example, one employer offers a prize to every employee who uses a commute alternative for 21 days in a five-month period. Or you could enter the employee in a raffle each day they use alternative transportation during a month. Another approach is to profile a "Commuter of the Month" in your employee newsletter. Many employers piggyback commute program efforts onto other company health and wellness activities.

( ) Provide in-kind incentives and subsidies Instead of cash, some employers provide direct support for alternative transportation in other ways. You could provide transit passes to employees free or at a discounted rate, or provide free gasoline or tune-ups to carpoolers and vanpoolers, or walking shoes for walkers, or free bicycle accessories and tune-ups to bicyclists.

( ) Provide cash incentives Many employers offer their employees direct cash incentives to use alternative transportation, for example, $1 to $3 per day. Participating employees fill out a monthly reporting sheet to track their commute modes. These programs are extremely popular with employees and tend to have a dramatic and sustained effect on reducing solo driving trips.

( ) Reward use of alternatives by offering time off with pay Giving employees moderate amounts of time off with pay --perhaps permission to leave 1/2 hour early on some Fridays --is another incentive or reward for using alternative transportation which is popular with employees. More than anything, most employees value their time. This approach can be implemented with a minimal budget

commitment.

( ) Implement parking charges For some employment sites this will be the most effective part of the commute program. Parking charges address the imbalance -- that employees have to pay out-of- pocket to take the bus or to ride in a vanpool, but the costs associated with driving alone tend to be hidden. Moderate parking charges have been shown to be very successful. Parking charges often are used to fund the Commute Program, are therefore returned to employees in the form of direct incentives to use alternatives.

Return to the list of sections

FACILITIES

***( ) Offer and designate preferred parking for carpoolers A simple and inexpensive way to reward carpoolers is to provide them with the best parking spaces. Many employers have,choice parking spots located near elevators, walkways and entrances which can be reserved for carpools.

***( ) Provide secure parking for bicycles Employees who want to bicycle to work require a place to store their bike during their work shift that is safe from theft and protected from the elements. Compared to automobile parking, bicycle parking is very inexpensive. Covered bicycle racks, bicycle lockers, bicycle cages or indoor bicycle parking are all ways to make sure that bikes are secure at your site.

( ) Advocate for or install bus shelters and/or benches near site Large employers can work with the Santa Cruz METRO to construct new bus shelters or benches near the worksite to enhance the appeal and convenience of bus travel to work.

( ) Allow use of fleet vehicles for business and personal reasons A fleet of vehicles for employees to use for needed trips during the day is extremely important in terms of an employee's ability to carpool or bicycle to work and still be able to accomplish their jobs. If your company has a fleet of vehicles available to employees, this should be marketed as a part of your commute program.

( ) Provide a fleet of bicycles for employees to use during the workday Many employers keep a small fleet of bicycles on-site for employees to use during the day for business and personal trips. This inexpensive strategy makes it possible for carpoolers, vanpoolers and those who walked to work to make short- and medium- distance trips without needing their own car at work.

( ) Provide personal lockers & showers Lockers and showers on-site are a key to providing support for your employees to bicycle to work.

These also make it possible for an employee to jog or perform other exercise during work breaks, and eliminate the need for their car to go to the gym before or after work.

( ) Develop and market on-site amenities and services The facilities for employees at your site can contribute to your Commute Program, making it easier to be at work without a car. These include employee lunch rooms, outdoor eating areas, cafeteria, on-site child care, ATM on-site, direct deposit of paychecks, exercise facilities, postal services, etc. If your site has strong on-site amenities, you can use these in your commute program marketing.

Return to the list of sections

ALTERNATIVE WORK SCHEDULES

( ) Offer compressed work week schedules Compressed Work Weeks (CWW) is an approach in which full-time employees work their schedule in less than 5 days every week. Common CWW schedules are 4/40 (40 hours in 4 days, 10-hour shifts), 9/80 (80 hours in 9 days, 9-hour shifts with one day off every other week), and 3/36 (36 hours in 3 days, 12-hour shifts). CWW programs are very popular with employees and employers like them because they can lengthen service hours or production activity.

( ) Develop a telecommuting program Telecommuting makes it possible for employees to work at home one or more days a week. Employers use this approach to address work space shortages, reduce commute trips to the worksite, and as an employee benefit. Not only is telecommuting well received by employees, but studies consistently show that telecommuting increases employee productivity by 15 to 20%.

( ) Schedule staggered arrival times Many employers stagger employee arrival times. This is an effective strategy to manage local congestion at or near your site during the peak arrival time. Although this approach does not reduce trips to the site, it does address peak hour traffic problems, particularly if your site is located in a congested local area.

Return to the list of sections

OTHER

***( ) Work with other employers by becoming a member of the TMA Membership in the TMA is the best way to ensure that you have the latest information on transportation issues affecting employers, up-to-date planning tools for your commute program, an extensive TDM library at your disposal, a team of professionals available to provide

assistance and innovative programs to support your own efforts. It's also an excellent way to show your organization's community involvement and leadership on local transportation issues.

( ) Have management actively participate in the program The clear commitment of top management is a key component of a Commute Program. Have your organization's primary leaders be a part of getting the message to employeesÐ through memoranda and other written media, at departmental and other employee meetings, through newsletters, and through well-publicized participation in promotional events.

( ) Establish program goals and a tracking system As with any program, it will be important to establish clear and achievable internal goals, so that you and your management know where you're headed. Some general system to track your efforts and progress will be important.

( ) Participate in survey efforts Participating in countywide survey efforts is very important, not only to provide you with good data on your employee's current commute modes and their preferred alternatives, but to help track the success of local countywide efforts. Internal surveys to track your program performance can also be done, and the TMA can conduct commute surveys for its members if countywide survey efforts are discontinued.

Return to the list of sections

TMA Programs | Solve My Transportation Problems | Who We Are | Commuter Calculator
Transportation Links | Newsletter | Bike Loan | Emergency Ride Home | Commuter Club
Transportation Planning | Road Construction Update

3-1-00

Dan Lamers
Have an Initiave to investigate new TMA's

Cog's Prog. Mgrs. — (Lynn Hays or Mike Simms)
not sure - reorganizing

TMA's in existance?
Galleria?

Downtown Dallas?

Los Colinas?

Dan, or someone will contact me with more details

"TRANSIT ISSUES" 2-24-00

Meeting with Ron, Mike & Jill

2,000,000 — future population that will move in

1. Belt Line
2. Tunnel
3. Arapaho

} Not Enough Capacity for all that growth

TMA - Trans Mgt. Assn

Past: Parkway center TMA

Keller Springs ↑↓ area served ?

Lemon center

Need:

Internal People Mover —

Use Tollway as a corridor ??

Key Dipped * Begin Exploring Federal/State/legal/Bond etc on use of Tollway.

* Begin est. the framework for a new TMO (Partners) How do you start it?

* Look at corridors

* Define an area to be served

Future Plans for Galleria Spur

How much Traffic is on it/customers

Can we buy it?

Van Pooling / Flex Time Promotion ??

Addison Early Bird Program
Adjust work hours to early
Promote Van Pools —
Free coffee @ Mc Donalds
Accmodate early workers

Meet again April 1st

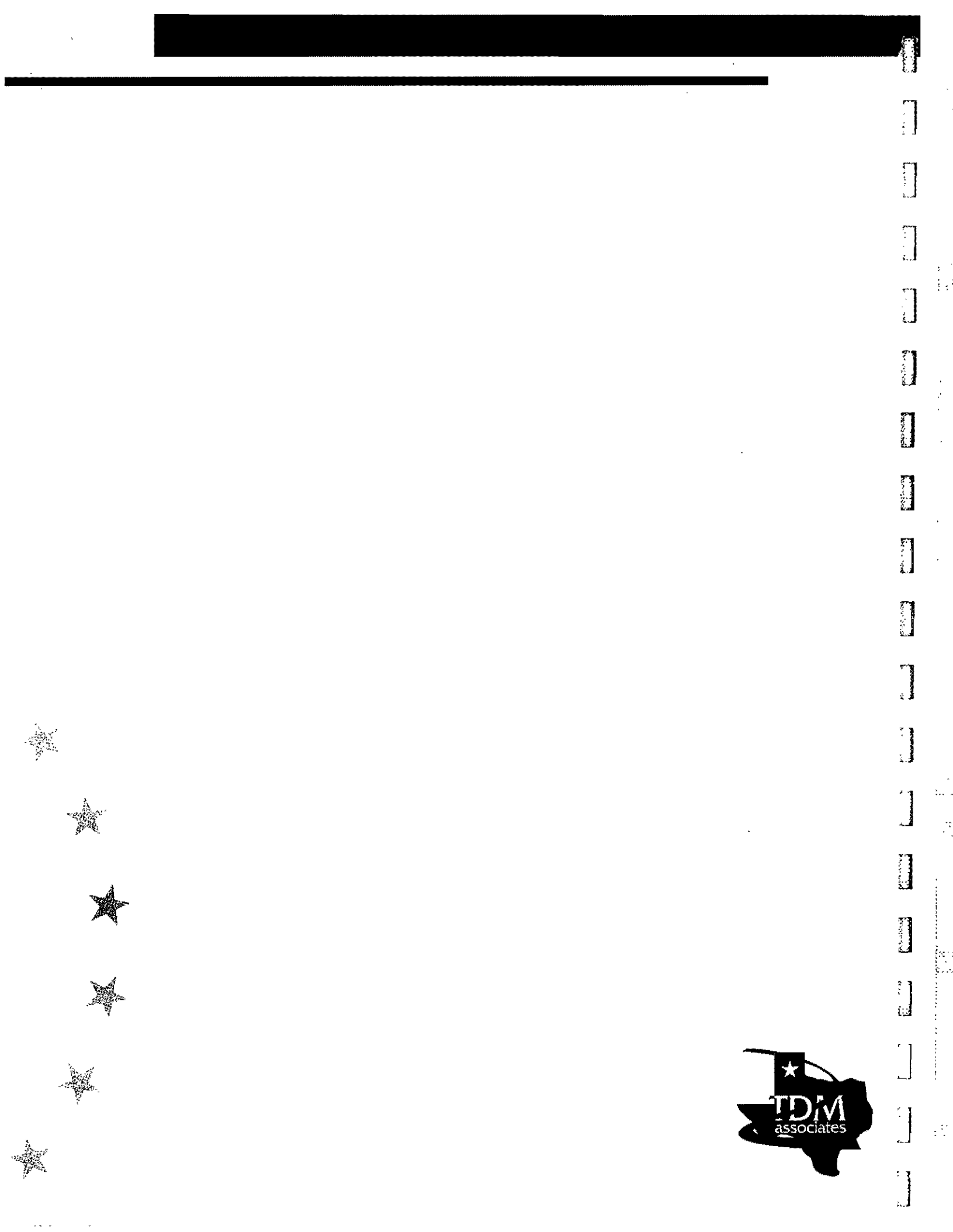
Street Scape / Bus Shelter
Recognize the dignity of
People
Provide a nice facility for
people waiting
Tie design into the Community Bldg. ??

Type of Design ?

Stemmons Business Corridor Transportation Management Association(TMA) Feasibility Study

Prepared for
North Texas Clean Air Coalition

Prepared by
Rita Brohman, TDM Texas, Inc.
4903 Oak Shadows
Houston, Texas 77091
Ph. (713) 688-9141


TDM
associates

Stemmons Business Corridor Transportation Management Assn. (TMA)Feasibility Study

Prepared for
North Texas Clean Air Coalition

by
Rita Brohman, TDM Texas
4903 Oak Shadows, Houston, Texas 77091
(713) 688-9141

January 1997

Table of Contents

1

Executive Summary

The executive summary contains a brief overview of purpose, goals and findings of the Stemmons Business Corridor Transportation Management Association (TMA) Study. The entire Study is intended to be concise and was sponsored by the North Texas Clean Air Coalition in response to a request by members of the Transportation Demand Management (TDM) Committee of the North Texas Clean Air Coalition. The Clean Air Coalition is dedicated to working with public and private agencies to improve air quality in the Dallas/Fort Worth region, which according to National Ambient Air Quality Standards (NAAQS), is currently in non-attainment for ozone pollutant.

Purpose of the Study - What is a TMA?

A TMA is a formal organization of businesses and local government dedicated to solving local transportation concerns that impact the immediate area and population it serves. Those trips best suited to address through a TMA are repetitive trips or, those generated from the business community on a daily basis. Each TMA is different because each area, each employer, each city is unique. TMAs are often created to give businesses a voice in setting local transportation planning and funding priorities, to advocate enhanced mobility through a variety of new transportation services and/or to reduce employers' costs to implement individual worksite transportation programs through economies of scale.

The purpose of this study is to examine the Stemmons Business Corridor (SBC) area, north of downtown Dallas, and determine whether it is feasible to initiate a TMA within its boundaries.

The area is massive in both size and employment. The purpose of this feasibility study is not to identify the perfect solution, but rather, through working with both public and private agencies, identify transportation issues. Once issues have been identified, the Preliminary Recommendations section of the Study will provide clear direction as to whether a TMA can be a part of the solution.

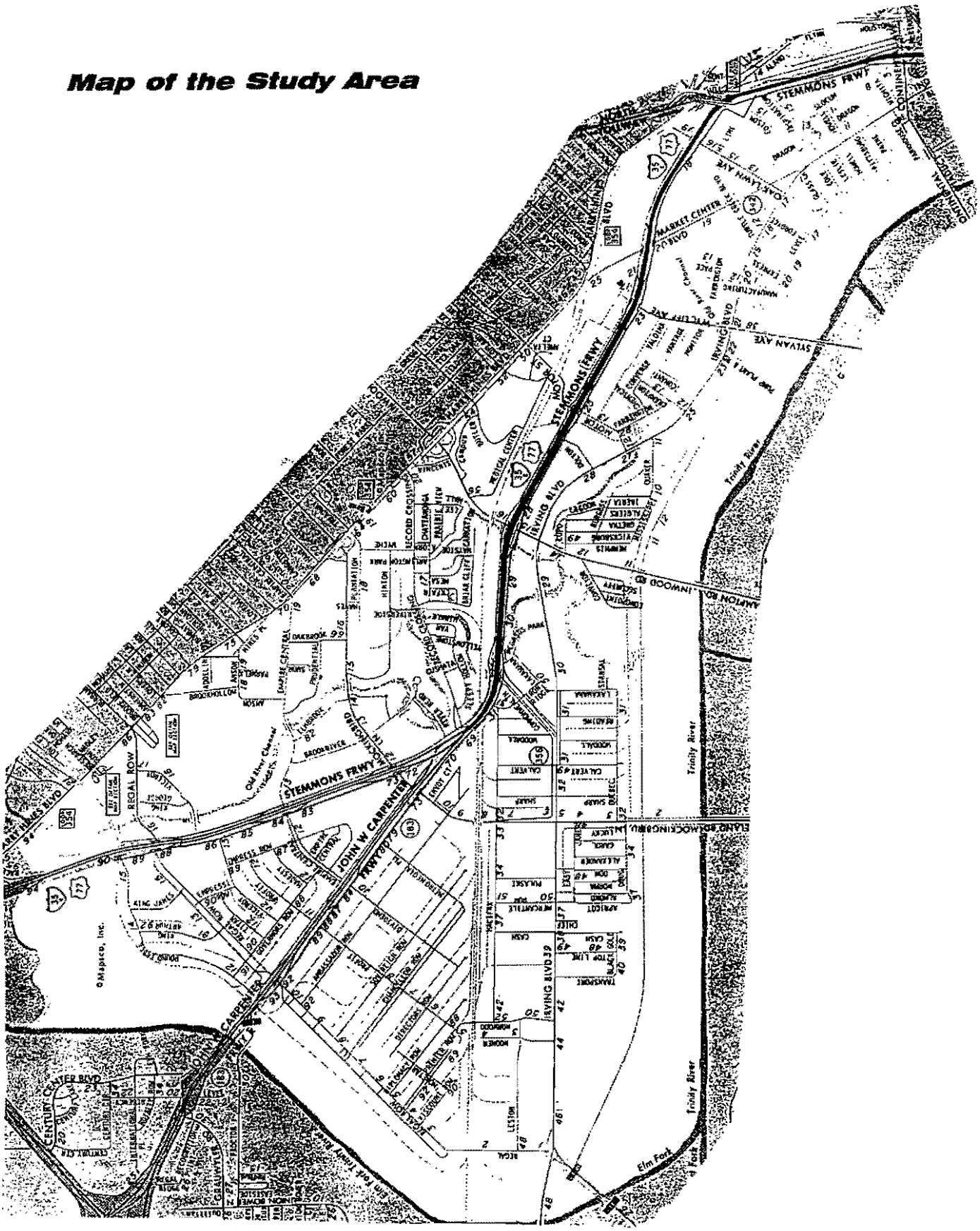
One of a TMA's main functions is to mitigate trips generated by large employment, in a specifically defined area, on already congested thoroughfares. Extensive TMA feasibility studies measure if there is enough private sector concern about local transportation issues, to spend money on a non-profit organization, like a TMA, to help identify resolutions for the issues identified in the feasibility study. There was not enough information available for this corridor to accurately provide detailed information about employers, employees and parking; three key factors in determining TMA feasibility. As such, this report will not be detailed enough to serve as the final authority on whether a TMA should be formed. However, the preliminary recommendations in the final chapter are intended to provide assistance to the local business community and public agencies toward progress in mitigating the areas traffic concerns and ultimately determining if a TMA is feasible in the feature.

Study Area

The study area focused on the Stemmons Corridor Business Association boundaries. The area, just north of Downtown, is one of Dallas' most established business districts. It is situated on either side of IH 35E Stemmons Freeway, bounded by Elm Fork Trinity River to the north, Harry Hines Blvd. to the east, the Trinity River to the South and Southwest and, Continental Avenue to the South.

A map of the study area is provided on the next page.

Map of the Study Area



Study Participants

The consulting firm, TDM Texas, Inc., was retained by the Fort Worth Transportation Authority (the T) on behalf of the North Texas Clean Air Coalition (NTCAC), TDM subcommittee.

Regional planning information was provided by the North Central Texas Council of Governments (NCTCOG). Texas Department of Transportation (TxDOT) provided vehicle volume and roadway capacity counts. TxDOT also played a significant part in this study by providing information already gathered for a Major Transportation Investment Study (MIS), currently being worked on with NCTCOG and other regional partners. Final results of the Trinity Parkway MIS is scheduled for release in the summer of 1997.

Employer and employee information was gathered from the Greater Dallas Chamber of Commerce, Dallas Area Rapid Transit (DART) and the Stemmons Corridor Business Association, representing more than 200 public and private companies in the corridor.

Sources and Data Collected

There were numerous data sources used and, where appropriate, they are quoted throughout the Study. NCTCOG provided area wide density and population numbers. Employee and employer information was gathered from the Greater Dallas Chamber of Commerce and the Stemmons Corridor Business Association. Sample maps located in the Appendixes are courtesy of MAPSCO, NCTCOG, Stemmons Corridor Business Association, DART and TxDOT.

TMA Feasibility

There are many ways to determine feasibility of a Transportation Management

Association (TMA). Ultimately, a TMA is a small business and must have defined goals. Like any other small business, it must identify products and/or services that are of value to consumers who, in this case, is the local business community.

The purpose of this feasibility study is not to identify the perfect solution, but rather identify transportation issues that could be mitigated through the effective, administration of a TMA. Or, as the case may be, to eliminate the potential for transportation issues to be solved or assisted by the implementation of a TMA in the Study area. An extensive TMA feasibility study would, through surveys and analysis of the business community and commuters, differentiate between factual transportation concerns and "perception". This Study did not have the funding available to fully explore and identify "perception" of transportation issues through extensive surveys and meetings with members of the business community. However, it contains information about the SBC, some valuable findings from past survey data and, preliminary recommendations for proceeding toward development of a TMA.

While the chances are very high that the area could qualify for grants that would support a portion of the cost for "seed funding" to start a TMA; SBC representatives will ultimately have to decide if there is enough private sector concern, to spend money on a non-profit transportation organization to help identify how to solve these issues.

Transportation Management Initiative (TMI)

A Transportation Management Initiative (TMI) essentially serves as phase I of a TMA. It consists of both public and private entities and seeks to mitigate transportation issues for a specific area. A TMI has a specific scope of service and time line. At the end of the time line, the TMI either becomes a TMA, determines that the "scope of services" identified for the TMI found that a TMA would not address the transportation concerns or, finds that the TMI addressed whatever concerns were present. *Example: a TMI may be introduced to an area while a large construction project is taking place. The TMI may produce marketing*

materials that identify alternative routes, broadcasts closure times, etc... Once the project is over, the need for a TMI in the area may be concluded.

For the past decade or so, forming a full blown TMA was the only known option that could be recognized for funding *(identified in the regional TIP).* As is the case with any small business, TMAs usually spend the first few years getting organized, gaining support and membership, acquiring office space, etc... This sometimes does not leave time for accomplishing specific transportation initiatives which may resolve issues, issues that are imperative to address before beginning the actual work product of a TMA. In response to this concern, the Florida Department of Transportation, "coined the phrase - TMI" as a term for TMAs *(in phase I)*, that have specific initiatives that need to be accomplished either before forming a TMA, to determine absolute need of a TMA or, instead of a full blown TMA. Since TMIs are limited to accomplishing specific transportation initiatives or tasks, the Florida Department of Transportation (FDOT) determined that unlike a TMA, TMIs can be fully funded. FDOT is currently fully funding two TMIs.

While this study provides a plethora of information on SBC transportation and commuting challenges and benefits, much of what is found in this study reflects a need for a deeper understanding of commute habits. The information contained in this report demonstrates serious congestion in that corridor which probably had a negative impact on the business community at large. A TMA primarily helps manage trips created by the business community employers/employees. Without knowing whether the trips are being generated from employees, people doing business in the area or, people just passing through the corridor; there is no way to clearly state that a TMA would mitigate the trips. However, it is obvious from the Study findings that additional surveys, studies and effective coalition building among public and private agencies is necessary. Additional commute behavior information also needs to be gathered.

Frequently, initiation of a TMI can serve as a driving source for coalition building, to move to the forefront, transportation initiatives. Because building transportation infrastructure and addressing congestion utilizes funding of grants, both public and private;

all issues surrounding them can all too often become political issues. Suburban areas have voters who live in a given area, that drive important community initiatives forward. However, in an area like the Stemmons Business Corridor (SBC), the residents *(less than 200)* and the business community, do not have the same interests or concerns. While the voters can make sure that their concerns are addressed through their elected official, the business community does not usually represent voters and therefore cannot impact political elections. Toward this end, the business community needs representation to assure that transportation issues important to them are addressed. A TMI and ultimately a TMA, working with or as a part of, the Stemmons Corridor Business Association (SCBA), can serve both the private entity and public agency concerns.

Employee/Employer Information

The most recent survey information available was taken from commuters in the Hospital District of the SBC by Dallas Area Rapid Transit (DART), in 1992. In order for employee commuter survey numbers to have an impact, they would have to be factored into the total number of commute trips for the SBC Study area. These numbers would then be factored into vehicle trips that they represent. This would adequately paint the picture of congestion that commuter vehicle trips have on SBC traffic. First, we need to determine the maximum number of trips in the corridor that are attributable to employers as employee commuter trips.

Recent estimations from the MIS employer/employee numbers (>200/40,553 respectively) do not coincide with numbers provided by the Greater Dallas Chamber of Commerce (3,958/150,000 respectively). Both sets of numbers are believed to be correct for the specific boundaries they each represent. After researching the issue extensively for this study, it appears that the Chamber numbers represent a larger business area identified by four entire zip codes making the Chamber numbers inflated. While, the MIS focused very specificly on **large businesses** *(more than 100 employees)* located on roadway and arterials within the defined area. The MIS numbers would be deflated because they do not

include small businesses and, do not include sales people that work in the corridor everyday selling their products in the wholesale/retail outlet area and the Hospital District.

Only when necessary and for purposes of this study's evaluation of the impact employee trips have on the SBC area, a number half-way between the Chamber's and the MIS Study will be used. Once surveys have been conducted and agencies have agreed, how many employers/employees actually are located within these boundaries, the numbers in this report can be amended. Until then, note that the following numbers are used for calculating congestion impact in the SBC:

Employers:	**1,879**
Employees:	**95,265**

Important Note: *Since this number has a significant impact on the results of this study, and ultimately, whether a TMA could service the area, it is recommended that the question of employer/employees for the specific boundaries be agreed upon as the first regional initiative.*

Employee/Commuter Survey

The most recent commuter survey information available for this Study was a survey of the Hospital District *(located within the SBC boundaries).* The survey was taken by Dallas Area Rapid Transit (DART) in 1992. Surveys were collected from 2,278 commuters, or 4.8% of commuters expected to be Hospital Employees in the area, allowing for an error factor, in the results, of <1%. A sample of this survey is included in this Study as *Appendix "A".*

58% of those who responded to the survey arrived at work between 7:00 a.m. and 9:00 a.m. while 59% reported leaving between 3:00 p.m. and 5:00 p.m. Additionally, 30% arrived between 3:00 a.m. and 7:00 a.m. This work schedule demonstrates a probable 12

hour shift change in the hospital district of the SBC Study area. It also explains study information provided later regarding congestion peak hours. Most participant respondents worked Monday through Friday with less than 10% of employees reportedly working weekends.

Assuming that half of the employee base for the area, work in the medical district, it represents a total of 47,325 employees. Applying this factor to the work vehicle trips, the commuter survey taken indicates that fifty-eight percent or, 27,448 employee trips, are generated in and out of the area between 7:00 and 9:00 a.m. *(See congestion to further evaluate employee commuter trip impact).*

Other findings from this survey that indicate direct impact on congestion in the SBC area are:

- **low fees for employee parking.** Years of parking studies, both nationally and in Texas, have repeatedly connected low parking costs as an encourager for employees to drive alone. At the same time, they reward single occupancy vehicles by subsidizing parking expense.

- **variable and set work schedules.** Work schedules determine the alternative commute options that are available and convenient for commuters. Example: If someone works irregular work hours, it is difficult to carpool or vanpool.

- **attitudes about travel mode analysis, travel alternatives most considered and TDM Service Alternatives.** Commuter attitudes play a large part in whether someone will use particular modes of commuting if it is available.

Rather than list the findings of these survey indicators here; results will be referred to throughout this Study, where appropriate.

Executive Summary of Findings

The following is a brief list of findings from this Study. Specific supporting data and maps are located in noted places throughout this report. Recommendations resulting from these findings can be found in the conclusions and recommendations section of this report.

- There is a discrepancy in actual number of employers and employees for the defined area. Greater Dallas Chamber of Commerce and the Stemmons Corridor Business Association reports approximately 3,948 employers and 150,000 employees for the area. These numbers are taken from Standard Industrial Code reported employees for a company which frequently include all employees that work for a large company, not just those that work at that work site. Recent MIS numbers report less than 40,553 employees that work for employers of more than 100 and, less than 200 employers. A map providing employee density by location is provided as *Appendix "B"*.

- The area, although only 5 or so minutes north of downtown, is not close enough to downtown to utilize specific downtown services and, represents a very separate Central Business District (CBD) from Dallas.

- Standard Industry Codes for employment in the zip codes for the SBC area *(source: Texas Comptroller of Public Accounts)* indicate approximately; 36% of the industry in the area is Services, *(including medical services)*, 16.5% manufacturing and wholesale trade. All of these areas typically have erratic working schedules. Retail, which represents 20.6% of the area employer's vehicle trip hours are typically 9:00 a.m. to 9:00 p.m. Construction, representing only 2.1% of the trips hours are usually 7:00 a.m.- 5:00 p.m. 24.4% of the trips are represented as small business that are not leading sectors by SIC Code and could represent any combination of work schedules. These numbers offer us some insight into what kind of TDM measures that would

work in the SBC area. *Example: Since 36% of the area is service driven, it stands to reason that this group cannot telecommute and provide services to the public. However, compressed work week schedules could allow for longer days which would assist retail and service industries.*

- The 24 hour road count *(source: TxDOT - 1995)* for the Stemmons Freeway indicates approximately 250,000 cars per day. The area has intense congestion approximately 6 hours of each day. From the hours of 6:00 a.m. to 8:30 a.m. and, 2:30 p.m. to 6:00 p.m., the Stemmons Freeway operates at what is referred to in technical terms as an F +6 Level of Service (LOS), without any incidents or additional construction and traffic delays. Basically, the area has significant congestion for 6 hours a day.

- All major arterial traffic counts for this area (*source: TxDOT, 1995 - provided as Appendix "C")* demonstrate that congestion levels for the surrounding arterials are equally as congested, making it clear that if there were additional freeway lanes, they would be full the first day they opened, accommodating those who would like to be on the highway already, but are being forced to take arterials *(source: Area MIS Study results).*

- Specific costs of congestion in that Corridor is not readily available. However, annual costs of congestion for the MIS Study area is $62 Million and, in the overall Dallas-Fort Worth region the costs have increased from $1.8 billion to $4 billion between 1980 and 1996. *Congestion costs only include the cost of lost productivity due to congestion and do not include air quality costs, infrastructure or maintenance costs attributable to congestion.*

- It may be possible to apply for seed funding to begin a TMA or TMI through Congestion Mitigation Air Quality monies from NCTCOG *(through a fall - 1997 call for projects)* for at least the first year. *(Source: Regional 2020 Mobility Plan*

which plans for funding of approximately 14 TMAs). This funding would require local matching money, probably from the business community. In order for a TMA to be feasible in the SBC, the business community, both public and private, will ultimately have to answer the financially feasible question after all of the findings from this study and the MIS have been taken into consideration.

- The area is currently undergoing a Major Transportation Investment Study (MIS), scheduled for completion in the summer/fall of 1997. The year 2000 Existing-Plus-Committed traffic forecasts developed for the *Mobility 2000: The Regional Transportation Plan for North Central Texas* showed 60 percent of all the roadway facilities in the Stemmons Corridor would experience severe congestion by the year 2000. These findings brought the need for the Stemmons Subarea Study into focus. At the time the study actually began, several key issues related to the corridor needed evaluation:

  1) **Feasibility of the Stemmons Double-Deck**. The cost per vehicle mile was determined to be too high too high for the project to be feasible *Stemmons Subarea Study Final Report, October 1989*..

  2) **Role of the Elm Fork Section of the Trinity Tollroad System**. An option still being considered during the MIS process.

  3) **Possibility of HOV or Rail in the Corridor**. Still a viable option for the Stemmons Corridor area and being considered in the MIS.

     Note: It should be noted here that if it is decided to include HOV and Rail into the area, it would increase the value of a TMA, since TMAs provide significant marketing avenues to employers.

  4) **Weaving Movements Near the Dallas CBD**. This issue impacted the MIS but had little to no impact on our study area.

- The Stemmons Corridor does not operate as a traditional radial corridor feeding the Dallas Central Business District. It is one of the highest employment corridors in the Dallas-Fort Worth region. The 2010 employment forecasts show that the Corridor is expected to contain 31% of the forecasted regional employment with only 5% of that being in the Dallas CBD.

  Results from the 2010 Study show that there is a relatively low population to employment ratio, indicating that the majority of the employment in the study area will be satisfied by persons living in other areas of the region. This points to a longer average trip length for the Corridor and introduce the TDM factor that vanpooling and carpooling are viable options for the area.

- There are currently two separate transportation subcommittees *(from the business community)* already working to address the area's concern; one from the Hospital District and one from the Stemmons Corridor Business Association. These two committees example the very real differences in employer needs, commuter schedules and transportation initiatives that would prove effective in the different environments.

- Results of a commuter survey indicate that 55% of employees currently pay .00 to .99 for parking. There is currently, not enough parking information available in the area to determine "need vs. demand" impact of parking. However, where there is substantial free parking for employees. Parking studies indicate that it has a tendency to encourage employees to drive alone. (*Commuter Choice Initiatives Study, FHWA 1995).*

- Commuter survey results taken by DART in 1992 demonstrate a willingness of employees to utilize other travel alternatives, if they were available *(see other alternatives section of this report).*

- 53% of those responding to the commuter survey provided for the medical district, indicated a "set" working schedule, making transit, carpooling and vanpooling viable options for alleviating some of the trips generated by employees. Additionally, the remaining 47% who work variable work schedules, did not seem to have a negative attitude toward alternative commute options, as long as they are convenient.

- There is an extremely low population/employment ratio in the Stemmons Business Corridor area. This means that people will travel to get to the location, thereby increasing the vehicle miles traveled to the area. However, it also indicates that since votes are what typically speak to elected officials, the business community that provide so many jobs in the area, may not have the voice and advocacy they would like to, or need to have, to effective provide input to the transportation planning process. Since many TMAs serve as a liaison between public and private industry, this becomes an issue to consider in the TMA feasibility factor.

- During the second stage of analysis of alternatives (June through November 1996) for the Trinity Parkway Corridor MIS, several strategies were identified that showed promise in solving the transportation problems in the I-30 Canyon, I-35E/I-30 Mixmaster, and lower I-35E Stemmons Freeway. The elements that were recommended for further development in the third stage of the study include: * enhancement of employer trip reduction programs,

    * improving facilities for walking and bicycling ,
    * improving the operation of the freeway system,
    * extending Spur 366 (Woodall Rodgers) to Beckley/Singleton,
    * upgrading the DART Carrollton rail transit line,
    * improving the existing Canyon and Mixmaster, and
    * constructing a reliever route.

The third stage is intended to further screen these alternatives down to a locally-preferred plan of action to solve the corridor's congestion problems. The study is scheduled for completion in the Summer of 1997.

Closing Executive Summary Comments

In closing, there appears to be several major transportation initiatives happening concurrently in the SBC. Each of them ultimately impact the business community. Each are managed by different entities with varying goals and objectives. The business community itself, currently has two separate committees to address transportation issues. Congestion and transportation concerns are already identified by both public and private industry alike. No one needs to be convinced that there is a problem however, working together, as many are doing on the ongoing MIS study, would have a more effective impact on the area. A TMA could provide this opportunity.

During the information gathering phase of this Study, several transportation initiatives were identified. While there are probably many more projects underway than these, at the time of the preparation of this Study, the projects that we identified as having potential impact on the SBC's transportation, congestion and overall mobility are:

1. **Major Transportation Investment Study (MIS)**. This study is extremely comprehensive but, extends well beyond the boundaries for the TMA feasibility study. However, the results of the MIS will have a significant impact on transportation spending and mobility in the Stemmons Corridor. The results of the study will probably be made available in the summer/fall of 1997. While some of the preliminary findings from this study can be found in this report, it is recommended that because of their familiarity with this Corridor's transportation patterns and issues, many of the same participants, in addition to the business community, serve as leaders in the TMA feasibility discussions and decision.

2. **Parking and the need for a Study.** There does not appear to be a recent parking study for this area. It is not presently known how many parking spaces there are available, what the exact demand on parking is, what times of the day the parking demand peaks or, how the costs of parking vary within the corridor. It is suspected that the Hospital District has significantly higher parking fees than the business corridor area. This is an assumption based on the fact that the SIC codes show a very high population of "Retail" and "Medical Service" businesses in the area. Carrying commute behavior knowledge a bit further, people don't usually pay to park when they are already spending money shopping. However, people are accustomed to paying for parking at a hospital or medical facility.

3. **Construction & HOV Lanes.** The area identified as the SBC is not currently under construction. But, there are considerations for the future that include HOV lanes and a new transportation facility to alleviate stress that the area's infrastructure already experience on a daily basis. The congestion numbers in this report do not take incidents or construction into consideration. A TMA could assist in the efforts to mitigate additional trips on the already overburdened infrastructure.

4. **Rail.** Recently, DART opened a commuter rail line from downtown to the SBC Hospital District.

2

Stemmons Business Corridor Areawide Evaluation

This section will take a look at all existing mobility conditions for the area defined as the Stemmons Business Corridor. Residential population, travel patterns of employees (commuters), patrons of the hospitals, shoppers, those who accomplish business in the area, and current congestion levels of access freeways and major arterials are discussed in this section. While no one can predict the future, some writing time is also given in this section to upcoming potential transportation issues like results from the Trinity Parkway Corridor Major Transportation Investment Study (MIS) for the SBC.

SBC Employers and Employees

In order to take all issues involved in managing transportation into consideration, this Study will have to consider origination and destination of commuter trips (considered repetitive employee trips). Additionally, any time transportation initiatives are looked at for an area, trips generated by shoppers, residents and non-employee trips, must also play a factor in the calculation. Since the area defined includes a densely populated medical service industry, (*i.e., hospitals and medical assistance*), hotels and retail/wholesale trade businesses, this is especially true.

While evaluating the trip generation concern, transportation management initiatives already being utilized to facilitate trip reduction, should be examined in light of future needs

and where improvements can be implemented. From this information, a determination as to potential "gaps in servicing" can be made with both short and long term implementation goals in mind through the year 2010.

There are approximately 1,879 employers and 95,265 employees in the SBC *(see: Employee Employer section of the Executive Summary)*. A map providing employee density by location is provided as *Appendix "B"*. By looking at the employee density and considering that the area is essentially a 6-8 lane highway, combined with the Home Base Work Trips, *Table 2 below*, it provides a general idea of employee/commuter traffic demand on particular roads during peak arrival and departure work hours. If all information gathered was equal, this picture would be clearer.

The Standard Industry Classification Codes (SIC) provides a look at the type of industry or employment in a specified area. From these codes, we get some idea as to general work hours or, as in the case of hospitals, the fluidness of set work schedules. This information also provides significant guidance during the regional transportation planning process. **Table 1** below shows employers by SIC Code representation *(Texas Comptroller of Public Accounts, 1996)*.

Note: *It is important to note here that the SIC numbers are based on the Texas Comptroller of Public Accounts, 1996 numbers which reflect the findings within a four zip code area as defined by the Greater Dallas Chamber of Commerce. This number reflects 3,948 employers with SIC codes representing more than 150,000 employees. The number of employees listed with each SIC code represents a total number of employees, not site specific.*

Employment by Industry

The Standard Industry Codes (SIC) for zip codes defining portions of the Stemmons Business Corridor area indicate the following mix of employment by classification codes:

Table 1

SIC Code Identifier	Percent of Total SBC Employment
Services	36.0 %
Retail	20.6 %
Finance/Insurance/Real Estate	>1.0 %
Construction	2.0 %
Manufacturing and Wholesale Trade	16.5 %
Misc. Non-Leading Business Sectors by SIC Codes ***(thought to be small business sectors that make up a combination of health services, financial, utilities, transportation and public administration.***	24.4 %

Source: *Texas Comptroller of Public Accounts, 1996*

A combination of SIC codes, Dun & Bradstreet Marketplace, May 1996 report, the MIS for Stemmons Business Corridor and the Greater Dallas Chamber of Commerce, the largest employers within the four zip codes that make up the SBC area are: Children's Medical Center of Dallas, Automatic Data Processing (ADP), Dallas County - Lew Sterrett/Frank Crowley, Dallas Market Center, EMSI, Mobil Oil Corporation, Mestek Inc., Merchants Fast Motor Lines, Infomart, Parkland Memorial Hospital, Plaza at Riverbend, St. Paul Medical Center, Stemmons Place, Aetna Insurance, Stemmons Towers, Trinity Industries, Texas Scottish Rite Hospital, Texas State - Adult/Child Reg. Agency, UT Southwest Medical School, Wyndham Anatole Hotel, Yellow Freight System, Inc. and Zale-Lipshy - University Medical Center.

Trips Generated by Employees

The regional NCTCOG shows home base work trips to the general vicinity of the SBC identified as "Region 2" is approximately 191,000. While these numbers do not directly coincide with the numbers of employees identified in the SBC, we believe that these people either pass through or, conduct sales business, therefore considering the corridor as their primary place of business, on a daily basis. This number represents approximately 100,000 commuter trips that probably do not work directly in the boundaries as defined by this Study. In order to visualize where traffic from employees are commuting from, *Appendix "D"* provides a map with Home Base Work Trips to the SBC. **Table 2** below provides numeric support to *Appendix "D"*.

Table 2

District	City	Trips
3	Dallas/Whiterock	25,958
4	East Dallas	9,167
5	South Dallas	11,585
6	Dallas/Oak Cliff	19,160
7	South West Dallas	6,179
9	South Irving	18,523
10	North West Dallas	10,976
11	North East Dallas	9,952
12	North Irving	6,074
13	Carrollton	7,648
15	Far North Dallas	8,470
17	Garland/Rowlett	7,503
18	Mequite/Sunnyvale	7,276
21	Cedar Hill/DeSoto/Duncanville	8,330

District	City	Trips
30	Grapevine/Southlake	5,946
32	Hurst/Euless/Bedford	7,439
33	North Arlington	6,510
34	South Arlington	5,853
45	Coppell/Flower Mound/Louisville	7,743

**Source: NCTCOG*

The Districts that represent more than 9,000 each, home base work trips, to Stemmons Corridor are: District 3, 4, 5, 6, 9, 10 and 11. Located within these District boundaries are: Dallas/Whiterock, East Dallas, South Dallas, Dallas/Oak Cliff, South Irving, North West Dallas and North East Dallas. All fairly close proximity.

Growth Patterns

The Year 2000 Existing-Plus-Committed traffic forecasts that were developed for Mobility 2000: The Regional Transportation Plan for North Central Texas showed 60 percent of all the roadway facilities in the Stemmons Corridor would experience severe congestion. Even the freeway improvements recommended in that Plan would not alleviate the congestion problems on Interstate Highway (IH) 35E, the focal point of this Study. These results from the Mobility 2000 brought the need for the Stemmons Subarea (the MIS) into focus.

The Stemmons Corridor does not operate as a traditional radial corridor feeding the Dallas Central Business District. It is in fact, one of the highest employment corridors in the Dallas-Fort Worth region. The year 2010 employment forecasts show that the Corridor is expected to contain 31% of the forecast 2010 employment with only 5 percent being in the Dallas CBD.

The study area is a rapidly growing and changing area just north of the Dallas CBD. All major arterial traffic counts for the area *(TxDOT, 1995 - provided as Appendix "C")* demonstrate severe congestion. The IH 35E is classified as a 8-10 lane Urban Freeway with a 24 hour capacity flow of 88,000 to maintain Level of Service (LOS) A-B, which is considered as good traffic flow. A tolerable traffic flow or LOS C-D is 105,600. Anything beyond 128,800 is considered LOS E-F, poor. IH 35E has a LOS F plus 6. Six hours of the day, the corridor operates at a LOS F.

Congestion Levels

In light of the information provided earlier in this report, it is understandable that traffic congestion is a growing concern in the Corridor. Congestion occurs when traffic demand exceeds available roadway capacity. When congestion occurs, it is a source of frustration and lost productivity for commuters and businesses. Lost productivity in the Dallas-Fort Worth region has increased from $1.8 billion in 1980 to $4 billion in 1996 *(source: NCTCOG)*. The implementation of advanced transportation management strategies can reduce the delay, thereby increasing mobility and deceasing regional congestion costs.

The positive side of congestion is that it is caused by progressive growth in population, employment, and travel. Specific costs of congestion in the SBC portion of this study is not readily available.

During this study, we looked at both the freeway corridor counts and the major Arterials that navigate commuters and other travelers through the corridor.

Traffic counts for the freeways surrounding the SBC and all major Arterials in the area can be found in *Appendix "C"*.

In order to understand the congestion levels you have to look at several items at the same time: the highway capacity, actual road counts (*Appendix "C"*) and LOS which is based on Capacity vs. Demand. LOS is explained in the paragraph proceeding this subsection. Every

major corridor and its surrounding arterials, has a LOS rating. In the SBC area, the MIS has been studying the impact that building another transportation facility would have on IH 35E and surrounding roadways. Congestion is so heavy on the arterials and major thoroughfares surrounding the IH 35E already; that the transportation modeling demonstrates that if no improvements are made in this area, it is predicted that LOS F could rise to over 9 hours a day by the year 2020. For the Trinity Parkway Corridor MIS, project team members have set a goal of solving traffic congestion for the 4th highest hour of the day in the year 2020. Team members of the MIS believe, given the current levels of congestion, it is unrealistic to think the region can have and afford transportation facilities that maintain a LOS C-D for peak hour congestion. Further, statistics demonstrate that some congestion is needed to help commuters consider other options to driving alone such as transit, car/vanpooling or HOV lanes.

Table 3 below provides a look at three segments of the IH 35E Corridor, 1996 traffic volumes north and southbound and directional distribution. .

Table 3

Corridor Segment	Location	1996 Traffic Volumes			Traffic Distribution	
		AM	PM	Daily	AM	PM
1 a	NB IH35E	10,037	7,677	105,714	58%	44%
1 b	SB IH35E	7,296	9,957	113,184	42%	56%
2 a	NB IH35E	11,421	10,095	126,487	55%	48%
2 b	SB IH35E	9,352	10,786	126,223	45%	52%
3 a	NB IH35E	8,500	7,458	97,443	54%	46%
3 b	SB IH35E	7,238	8,618	100,998	46%	54%

Table 3 demonstrates the extreme to which daily occupancy rates exceed LOS capacity for this corridor. Note that Northbound (NB) traffic directional distribution for AM peak hours throughout segments 1a - 3a prove the point that traffic is predominately moving toward the Stemmons Business Corridor, not Southbound (SB) toward downtown. This is true for the afternoon traffic count as well.

Peak AM hours that the corridor reaches LOS F are 6:00 a.m. through 8:30 a.m. Commuter surveys taken by DART demonstrate that 58% of those responding to the survey were scheduled to report to work between 7:00 a.m. and 9:00 a.m. These numbers coincide with each other. Validating that employees contribute to the congestion in the a.m. commute. The same is true for P.M. peak traffic. The survey results show that 59% of survey respondents get off between 3:00 p.m. and 5:00 p.m. Congestion in the area reaches LOS F from 2:30 p.m. through 6:00 p.m.

Ultimately, congestion creates air quality concerns and has a negative impact on economic viability for a region. It is early enough in the development of the regions transportation planning to develop a plan of action that can avoid the likelihood of a serious congestion problem.

Parking

The area has not had a parking study done. Parking and parking availability is closely connected to commuters willingness to participate in alternative commute options, if and when they are available. There are no numbers readily available regarding the number of parking spaces in this corridor. There is also no information, except vehicle road count numbers, as to what the exact demand on parking is. Supply and demand of parking is essential to determining potential effectiveness of TDM strategies. This is most important as it pertains to peak usage of parking based on times of day. There may be adequate supply of parking except during certain peak times. This lack of parking could cause tremendous delays, ultimately congestion. Logic tells us that if someone is diving in the area, they will need a place to park, unless they are "just passing through". Which begs the question, "how many of the people in the corridor are "passing through and how many need to park". An extensive parking study would also show those studying the region, how the costs of parking vary within the corridor.

Generally speaking, it is suspected that the Hospital District has significantly higher parking fees than the business corridor area. However, those parking fees may not extend

to the employees. Knowing how many of those parking are employees and how many are visitors, makes a difference. The DART commuter survey of the Hospital District showed that about half of the employees pay for parking. This is an assumption based on the fact that the SIC codes show a very high population of "Retail" and "Medical Service" businesses in the area. Carrying commute behavior knowledge a bit further, people don't usually pay to park when they are already spending money shopping. However, people are accustomed to paying for parking at a hospital, service or medical facility.

There are many transportation initiatives a TMA can implement to help ease a parking crunch and, parking issues do sometimes serve as a driving force and key purpose to form an organized TMA. Without a parking study, there is no way to consider if this is an issue.

3

Existing Commute Alternatives

The Stemmons Business Corridor and all of downtown Dallas, has its transportation needs primarily serviced by the local public transit agency, Dallas Area Rapid Transit (DART)

Because of the regional NAAQS non-attainment status, many of the employers in DART's service area have been contacted and encouraged to begin ridesharing programs. Several of the businesses in the Hospital District of the SBC have developed employee programs with DART. Some specific services are listed below for use in evaluation of TMA need and feasibility of implementation.

Dallas Area Rapid Transit (DART)

DART offers training at no cost to employers about Employee Trip Reduction programs and providing Transportation Demand Management strategies. The ridesharing staff or "account representatives" at the DART, provide detailed information to employers on IRS regulations and subsidies that can save the business community money for offering transit, rail and vanpool subsidies. Additionally, DART representatives are trained in the impact that the Clean Air Act can have on the business community.

DART provides NO COST assistance to the employer, with:

- Transportation fairs & company-wide employee surveying to determine what employees are already doing.

- Setting up a Guaranteed Ride Home (GRH) program for those who are participating in ridesharing programs. This program assures a participant that they are never stuck at work.

- Subsidized bus passes. DART provides assistance with setting up a bus/rail pass program. The subsidy actually represents a discount from DART and any employer subsidy. Most frequently, this is provided in the form of Transit Check Vouchers (vouchers are easier for employers to handle and do not require the employer to give actual money to the employee but, instead allows the employer to provide a transit voucher, tax free up to $65.00 per month).

DART does not own the transit check system

- Cost commute analysis to assist the employee in knowing how much their commute costs them.

- Carpool and vanpool matching and program set up.

- Training in-house employees as Employee Transportation Coordinators.

- Preparing transportation plans for each site.

Transit Services

DART operates approximately 21 local service routes into the Stemmons Business Corridor area *(including the hospital)* everyday. Services begin at 5:00 a.m. and typically do not end until sometime around midnight. Frequency varies but, on the average, is every 20 - 30 minutes.

Additionally, the new Trinity Railway Express, links South Irving, the Medical Center/ Market Center complexes and downtown Dallas. A map of both rail and transit service is provided as *Appendixes "E".*

The commuter survey taken by DART in 1992 indicated that 16% of those driving alone would consider carpooling, 13% would consider vanpooling. However, it also showed that 18% of all commuters would prefer rail and 14% would prefer bus.

Commuters were also asked about TDM Service Alternatives. 31% of employees said they preferred fixed route transit service, 16.8% said they would like a corporate pass program.

While DART has an extensive Park and Ride system throughout the region, there is currently no **direct** bus service from Park and Ride facilities into the SBC area.

In light of the survey findings that commuters have a tendency towards transit and rail and, with information from the Home to Work Base trips *(Appendix "C")*, this could be a consideration for future DART service in the area.

4

Preliminary Recommendations

A TMA is ultimately a small business, predicated on defined need and funded by public and private entitles to service a specific area, with specific transportation services. Preliminary recommendations as to feasibility for a TMA can be a political issue. This firm has nothing to gain whether the area starts a TMA or not. Toward that end, the following recommendations are made without biases for or against any public or private entity. They are however, made on the bases of information provided, meetings held with the business community and conversations with both public and private entities from October, 1996 through January of 1997.

In order to seriously consider a TMA, it might be helpful to note that the average TMA in the United States has an annual budget of about $90,000, *(Source: Association for Commuter Transportation National TMA Survey Results, 1995)* which consists primarily of an executive director's full or part -time salary and clerical support. Additional "in-kind" services are usually provided by the business community. *Example: A developer may provide office space in exchange for annual dues. In-kind services are frequently provided to accommodate printing, graphic artists work, copying, secretarial, office furniture and office space.*

Annual dues are usually charged to employers and others who "benefit" from the services that a TMA offers. These dues are used to help offset the $90,000 operating budget. Additionally, once the TMA has identified issues that they want to address, they frequently research grant availability to provide funding for specific initiatives. As new services come on line *(services or products)* an additional and specific "fee for service" is sometimes

charged to members. This allows the TMA to target their service to specific employers and not charge others for services that they may not want. *Example: DART or NCTCOG may have funding sources available for shuttle services if shuttle services fit into their regional planning. It would be up to the TMA Executive Director to make sure that the plans of the TMA lined up with the regional direction of transportation planning and vis-versa.*

On the other hand, a TMI has specific defined projects which are either substantially or fully eligible for funding, *depending on the area State and Federal funding practices.*

The purpose of this Study was to identify any information that might be pertinent in the initiation of a TMA in the SBC area. And, ultimately, to provide a professional opinion as to whether the Stemmons Business Corridor, based on information provided, could sustain a viable TMA.

TMA - to be or not to be?

After careful consideration of the information contained within this Study, it is the opinion recommendation of this consulting firm, that a first phase TMA, *a.k.a.* a TMI be initiated in the Stemmons Business Corridor area.

During the TMI phase of this project *(recommended to be no longer than 1 year)*, it is recommended that the following goals be accomplished.

1. **Parking Study.** *Refer to the parking section of this report for details of importance regarding parking studies.* Without a parking study, it is difficult to determine the effectiveness of TDM strategies, even those recommended in the MIS would be fortified or even altered by parking study results.

2. **Commuter Survey and Employer Survey.** *Refer to employer/employee information.* Without a detailed survey and analysis of the commuters/employees and employers in the area, it is pretty impossible to determine exactly how many

employers there are, how many employees there are, trip generation times, work schedules, attitudes of commuters about varied commute options available and TDM measures in general. Again, once this information is gathered, it will either confirm effectiveness of the TDM strategy recommendations from the MIS *(see executive summary section)* or, it will provide new options to replace some of those recommended. In any event, without knowing the attitudes of commuters, exactly how many trips are repeat trips that can be addressed through carpools, transit and rail, and, without knowing which trips are passing through, it is impossible to fully and accurately "guess" what strategies will definitely work for the area. ***Note: It is imperative that the survey be designed to gather very distinct and pertinent information to answer all questions. Survey design is a very specific talent. It is suggested that this process be undertaken by a TDM expert skilled in survey design.***

3. **Strengthen Public Private Coalition.** Perhaps the public/private coalition strength can begin through the already developed MIS steering group. This group includes both public and private industry who already possess certain expertise and knowledge about the corridor. Working within an already defined group of people speeds up the process for accomplishing tasks.

4. **Identify a "Champion" for the TMA.** A "Champion" may already exist within the business community, that is committed to the transportation concerns of the area. The "Champion" need not also be the Executive Director. They may simply be a respected member of the business community that benefits from less congestion and is willing to invest energy into the cause.

5. **Develop a TMA Business Plan.** The latter part of this initiative, developing a TMA business plan, should only take place if it is determined after the parking study and after the commuter studies, that an ongoing TMA would mitigate substantial trips in the area. The business plan should encompass at least 3 years, a budget and should also include some fiscal commitment from the business community for

ongoing support of a TMA. Without this plan and ongoing support, a TMA is not usually feasible.

In light of the areas congestion and the Dallas CBD being so close *(and also in need of transportation dollars)* it would be very useful to the business community in the future development of the Stemmons Business Corridor, to have representation with regard to transportation planning and funding availability.

After at least a one year TMI, if a TMA is eminent, the minimal services that should be included in the three year business plan and provided by a TMA in the SBC should include, but not be limited to:

- Identifying a Board that has equal representation of the Businesses community and the Hospital District. This Board should have representation from both transportation subcommittees currently representing these areas. ***Note: It is also possible that there may be a need for two distinct TMAs in the SBC because both the Hospital District and Business District represent separate and distinct needs and issues. Results of the Commuter surveys from the TMI could supply the information necessary to make this recommendations.***

- Hiring an innovative, highly qualified executive director with marketing and meeting facilitation experience. Setting up office and administrative goals.

- Conducting or overseeing an extensive Parking Study for the area. And, as a follow-up, developing and implementing a parking management plan if necessary.

- Marketing services that improve the DART's ridership *(i.e., better promotion of services to the SBC employers)*

- Put together SBC informational pieces on "how to get around" the corridor. The brochure should educate commuters on when traffic flow is the worst, where parking spaces are and recommendations on when the best time is to travel, to avoid contributing to congestion.

- Identification of additional public sector investment in transportation infrastructure.

- Serving as a communications liaison between public and private industry for all the different transportation projects and studies that are currently underway in the SBC.

- Providing updated information on air quality issues and its impact on the business community and future economic viability.

TMI Formation

It is further the recommendation of this Study that should a TMI be approved for this area, the initial stages begin with representatives from the MIS already underway and additional members representing interests of both the public and private sectors and both business communities (*Hospital District and SCBA)* within its Board *or, in the case of a TMI, it may be less formal than a board, perhaps a steering committee.*

TMAs are typically involved in representing private industry concerns about street widening, bus shelter additions, transit center locations, transit services and making sure that they are adequate to meet the needs identified by the private sector. However, in the TMI phase of this project, commuter surveys should adequately gather information to find out what are issues to commuters. But, actual advocacy will probably not take place until the TMA phase, when a formal Board of private industry representatives and an Executive Director is appointed.

TMAs also provide a balance or advocacy in the development process; serving as a liaison between public agency planning and the "will" of private industry to sustain and maintain the infrastructures built by those plans. With TMA representation, a regional planning agency and TxDOT, would know if a specific infrastructure currently in the plans for building, is supported by the private industry. Since taxes from private industry pays for maintenance of infrastructure, TMAs can be very useful for private and public sector involvement. It also allows for private sector education by public agencies and, for private sector investment where needed.

The Dallas/Fort Worth area is fortunate to have an innovative Council of Governments that welcomes private industry input and encourages participation in the planning process. This type of environment provides a positive arena a TMA to be effective, creating a "Win - Win" situation for both public and private sectors.

In General: While a relatively high percentage of TMAs are developer initiated, an equal number of formal TMAs originated within a chamber of commerce as a service to the business community, not already available to their membership. In any event, TMAs are always a "separate entity" of whatever organization actually serves as the parent facility and is a non-profit corporation. The separate non-profit corporation allows for autonomy from the parent company for funding and addressing transportation issues that may not be an issue to all members of the chamber or developer.

After reviewing the needs in this Study area, it is not possible, at this time, to make a recommendation as to where the TMA should be housed.

If and when the time comes to form a formal TMA it will be important to note: the executive director for the TMA will either make or break the TMA by the agenda set. The TMA will need someone with a powerful presence who has the ability to deal with high level officials to serve as the "champion".

APPENDIXES: "A" - "F"

Appendix "A"	DART Commuter Survey
Appendix "B"	Employer Density by Location
Appendix "C"	Freeway and Major Arterial Traffic Counts
Appendix "D"	Home Base Work Trips to Region 2 - Stemmons
Appendix "E"	Transit and other DART services

What is your interest in RideSharing?
☐ R) Regular ☐ O) Occasional ☐ S) Survey only (Not interested)

Type of car driven:
☐ A) Large ☐ B) Intermediate ☐ C) Compact ☐ D) Subcompact

Round trip mileage:_____miles

Parking fees each workday_____(Dollars)

0. Toll fees each workday_____(Dollars)

1. How many minutes does it take you to get to work?_____

2. Do you travel to other company locations?
☐ N) No ☐ O) Occasionally ☐ M) More than once a week ☐ A) At least once a day

BUS RIDERS ONLY

13. Which bus route do you ride? #_____

14. Additional bus route: #_____

15. How do you pay the fare?
☐ D) Cash Daily ☐ M) Monthly Pass
☐ C) Commuter Card ☐ O) Other

16. If you purchase a monthly pass, which type?
☐ L) Local ☐ P) Premium

17. If you purchase a commuter card, which type?
☐ L) Local ☐ P) Premium

18. If you purchase a monthly pass or commuter card, where do you buy it?
☐ D) Dart Service Center ☐ R) Retail Outlet ☐ O) Other

19. If your employer offered to discount part of the cost of a monthly pass, would you use the bus to commute?
☐ Y) Yes ☐ N) No

20. If yes, which type of monthly bus pass would you purchase?
☐ L) Local ☐ P) Premium

Alternate "Clean Air" Travel Considerations

RideShare is a transportation alternative involving two or more people with similar work schedules, who live and work in the same areas and share the ride to and from work. The three most common ways to rideshare are commuting by bus, carpooling and vanpooling.

21. Would you consider ridesharing to work on a full time or occasional basis? (Check one)
☐ F) Full time basis
☐ O) Occasional basis
☐ N) Not Interested

22. What are your two main reasons for not ridesharing? (Check up to 2 choices only)
☐ A) Need my car for company business
☐ B) Need my car for conducting personal business during lunch or on my way home from work
☐ C) Live close to work
☐ D) Don't have anyone to ride with
☐ E) Don't like to depend on others
☐ F) Irregular work hours
☐ G) Takes too much time
☐ H) Need a specially equipped vehicle
☐ I) No bus service near my home
☐ J) No bus service near where I work
☐ K) No car
☐ L) Not willing to share my space with others

23. At what level of savings would you consider an alternative to driving alone?
☐ A) $5 per week ($250 per year)
☐ B) $10 per week ($500 per year)
☐ C) $15 per week ($750 per year)
☐ D) $20 per week ($1000 per year)

24. If you would consider ridesharing, which would you consider?
☐ C) Carpooling
☐ V) Vanpooling
☐ P) Public Bus

DART Commuter Survey
Appendix "A"

5. **What would convince you to start riding a bus to work? (Check up to two choices)**

- ☐ A) Shorter time spent traveling
- ☐ B) More frequent service
- ☐ C) Bus service reliability in getting me to my destination at the right time
- ☐ D) Direct service to my destination without a transfer
- ☐ E) Shelters at pick-up and drop-off sites
- ☐ F) Assurance of safety and security while riding or waiting for the bus
- ☐ G) Bus stops located close to my home
- ☐ H) Sale of discounted bus passes at work
- ☐ I) Guaranteed ride home in the event of an emergency or unplanned overtime
- ☐ J) Availability of better or more understandable bus route and schedule info.
- ☐ K) Child care facilities at or near the work place
- ☐ L) Higher gasoline prices
- ☐ M) I would not ride the bus under any circumstances
- ☐ N) Bus stops located next to my work site

6. **What other amenities would convince you to start riding the bus to work? (Check one)**

- ☐ A) Having a seat on the bus
- ☐ B) Easy entry and exit
- ☐ C) Adjustable air, light and sound
- ☐ D) Bus service that would allow me to arrive at work early enough
- ☐ E) Bus service that would allow me to leave work later
- ☐ F) Prizes/drawings/contests for bus riders
- ☐ G) "How to Use the DART Bus" Seminar

7. **What would convince you to start sharing a ride to work in a carpool or vanpool? (Check two choices)**

- ☐ A) Exclusive lanes for carpools and vanpools
- ☐ B) Lower or free parking for carpools and vanpools
- ☐ C) Higher parking rates for those who drive
- ☐ D) Reserved parking close to the building for carpools and vanpools
- ☐ E) Company subsidy for employees that commute to work by carpool or vanpool
- ☐ F) Help finding people who want to commute by carpool or vanpool
- ☐ G) Guaranteed ride home in the event of an emergency or unplanned overtime
- ☐ H) Prizes/drawings/contests for poolers
- ☐ I) Child care facilities at or near the work place
- ☐ J) Higher gasoline prices
- ☐ K) I would not vanpool under any circumstances
- ☐ L) I would not carpool under any circumstances

Thank you for completing this survey.
The information will assist us in better planning for your transportation needs.

(Company Logo)

For Office Use Only
Client # & Name

Instructions: The purpose of this survey is to determine company specific travel demand and commute patterns. By completing this survey and receiving information on commute alternatives, you can examine and analyze your options, and then decide on what is best for you. The decision to RideShare–be it to save wear and tear on your automobile or save money on high gas prices–is yours. RideSharing may or may not be for you, but you owe it to yourself to examine the options. **If you have any questions, please call DART Commuter Services at 747-RIDE (214-747-7433).**

General Information

Origin and Destination Information

First Name_____ Last Name_____
Home Address or
Nearest Intersection_____Apt#. _____
City_____ TX. Zip Code_____
Company Address_____
Company City_____ Company Zip_____
Company Mail Route/Code_____ Employee I.D._____
Work Phone (___)_____ Home Phone (___)_____
Which Phone would you prefer us to use to contact you? ☐ H) Home ☐ W) Work

Current Travel Information

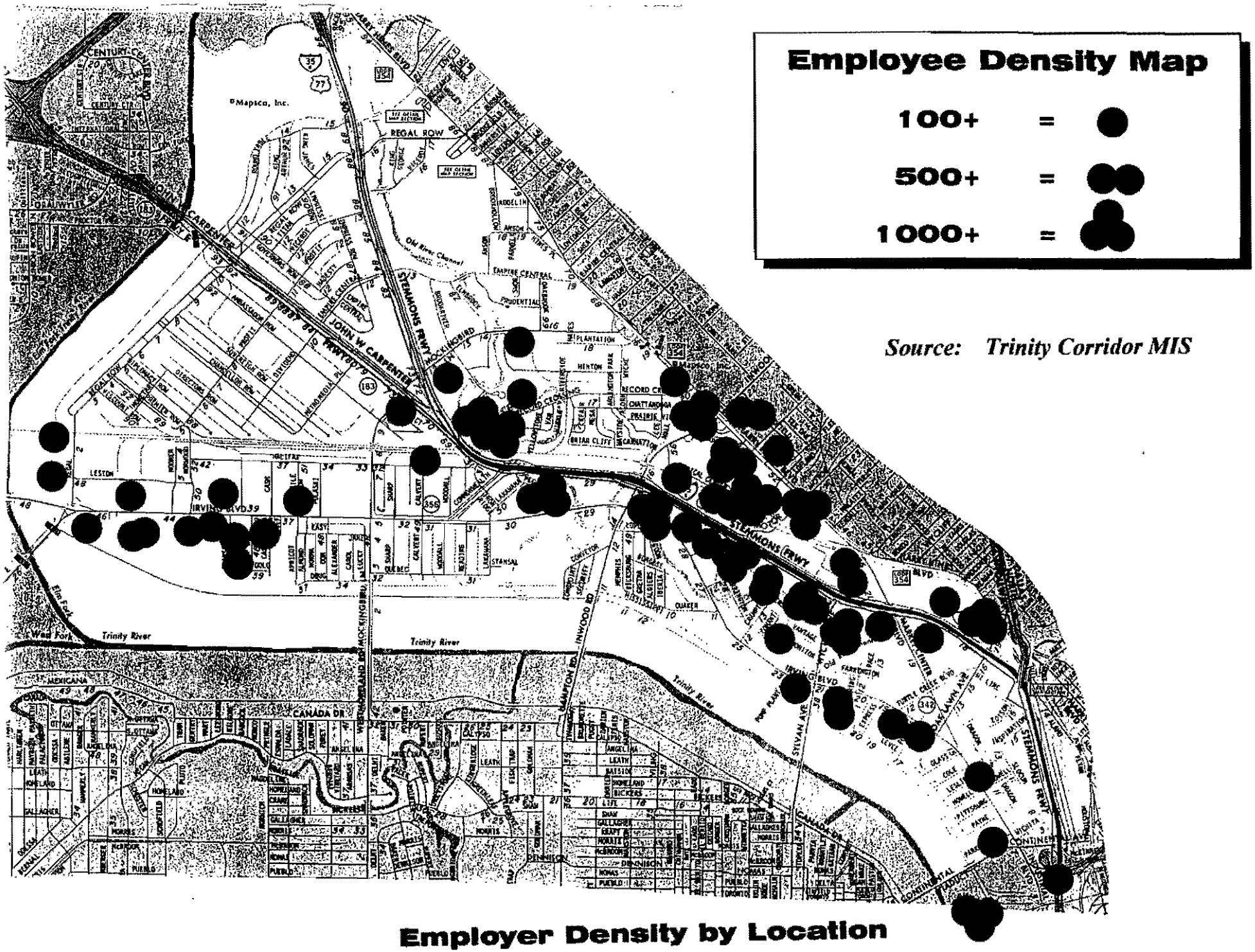
1. What time does your workday begin? ____:____ am/pm

2. What time does your workday end? ____:____ am/pm

3. What is your typical work schedule? (Check One)
- ☐ R) My work schedule is pretty much the same every workday.
- ☐ F) My schedule could vary within 1/2 hour each day.
- ☐ V) My schedule varies greatly every workday.

4. What days do you travel to and from work?
☐ Monday through Friday; or check all the following that apply:
☐ M) Monday ☐ T) Tuesday ☐ W) Wednesday ☐ R) Thursday
☐ F) Friday ☐ S) Saturday ☐ U) Sunday

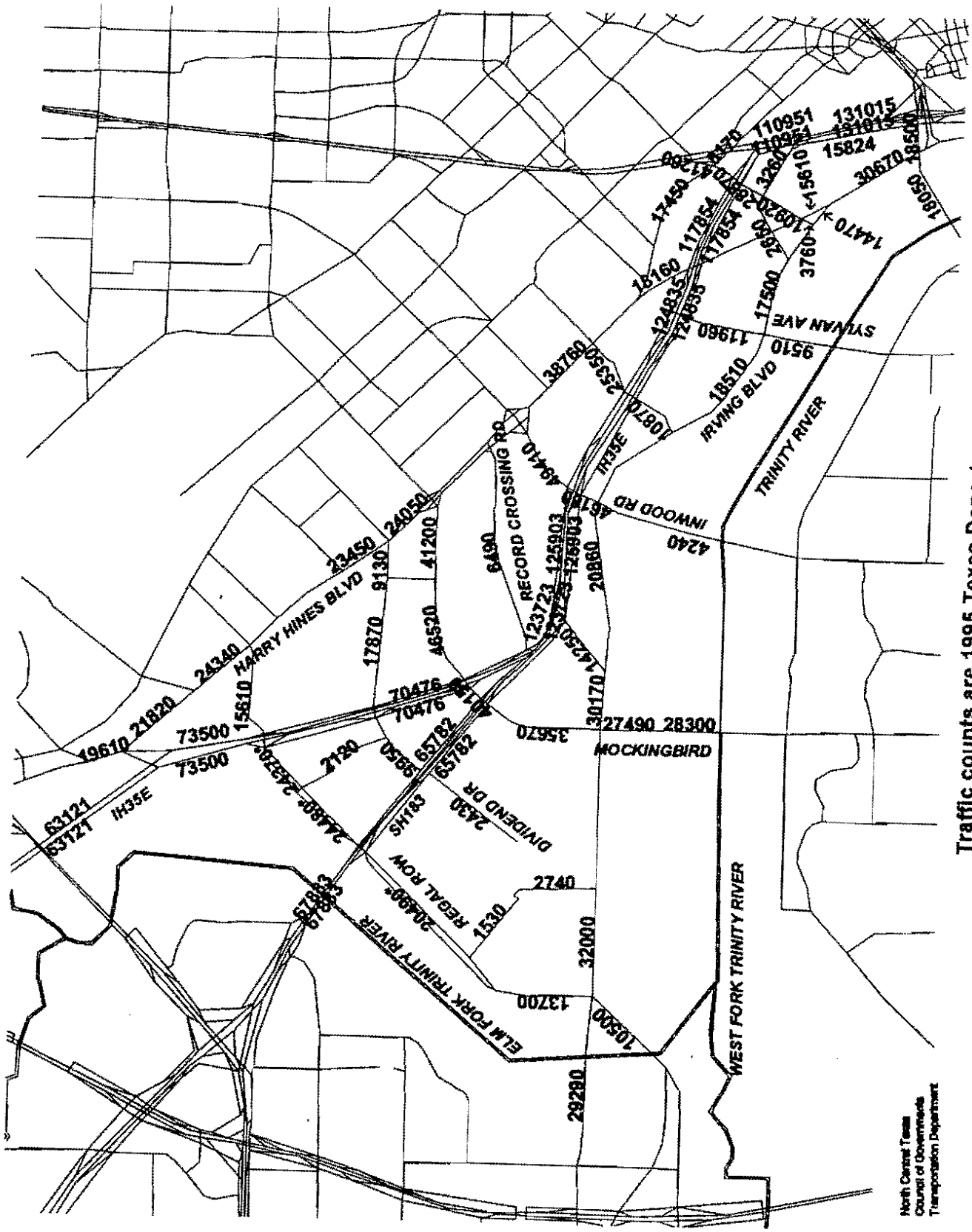
5. How do you usually travel to work? (Check One)
☐ C) Carpool ☐ W) Walk ☐ V) Vanpool ☐ I) Bicycle
☐ T) Taxi ☐ M) Motorcycle ☐ P) Public Bus ☐ D) Drive Alone



Employer Density by Location

Appendix "B"

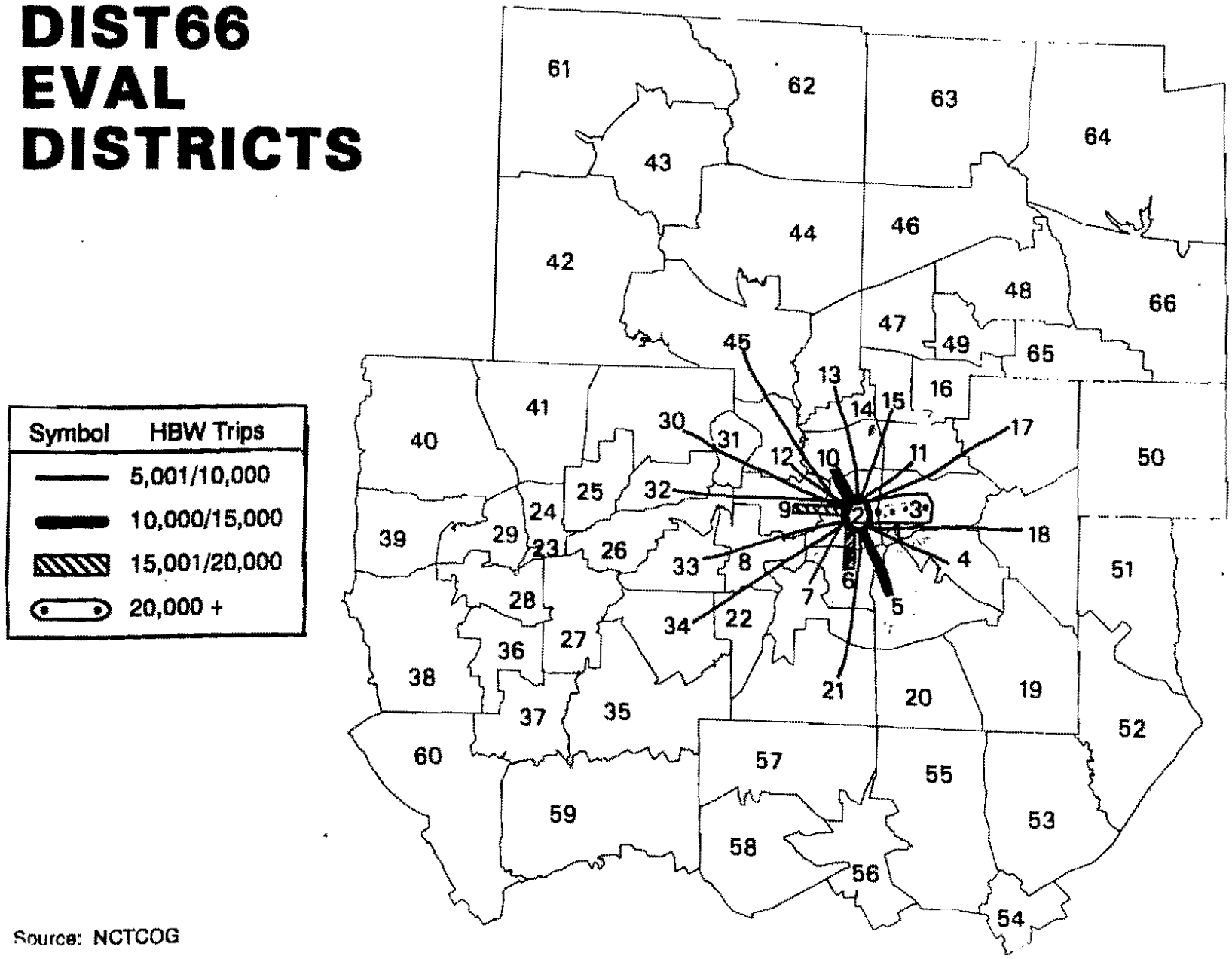
ATTACHMENT 1



Highway and Major Arterial Traffic Counts
Appendix "C"

HOME BASE WORK TRIPS TO STEMMONS CORRIDOR

DIST66 EVAL DISTRICTS



Source: NCTCOG

Home Base Work Trips to Region 2 - Stemmons
Appendix "D"

ATTACHMENT 2