Working Paper 00-02

National Survey of Transportation Management Strategies and New Initiatives for Consideration

Chicago Area Transportation Study
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Abstract:

This report summarizes the methodology and results of a survey of transportation management (TM) strategies in 13 metropolitan areas in the U.S., reviews current TM practices in northeastern Illinois, and suggests potential new TM initiatives for further investigation in northeastern Illinois. The report concludes that northeastern Illinois has a comparable variety of TM strategies to other metropolitan areas, but that other regions have begun to develop a more coordinated approach to the development and implementation of TM strategies. Potential new initiatives to be considered for northeastern Illinois include: (1) Coordinated Promotion of Alternatives to SOV Travel; (2) Combined Strategies in a Targeted Area; (3) Financial Incentives; and (4) Regional Emergency Ride Home Program.

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Introduction

During the summer of 1999, Chicago Area Transportation Study Transportation Management Division staff conducted a survey of transportation management (TM) strategies in thirteen metropolitan regions around the country. The survey was conducted in preparation for the update of the 2020 Regional Transportation Plan. The purpose of the survey was to identify new transportation management strategies or new applications of well-known strategies, as well as to gather data on the effectiveness of these strategies. The survey was broad in scope, encompassing all "transportation management strategies" as defined by the 2020 Regional Transportation Plan:

> Transportation management strategies are approaches that reduce and manage the demand for transportation projects. They also improve the operational characteristics of the transportation system. These strategies are designed to modify travel behavior and increase system efficiency without costly infrastructure improvements. Transportation management strategies consist of three interrelated components: demand management, systems management, and technology applications.[1]

This report summarizes the methodology and results of this survey, reviews current TM practices in northeastern Illinois, and suggests potential new TM initiatives for further investigation in northeastern Illinois. Extensive information was collected through survey responses, telephone conversations, and supplemental materials received. The majority of the strategies reported were demand management strategies; therefore, the bulk of this report focuses upon demand management strategies.

In summary, the survey found that northeastern Illinois has a comparable variety of TM strategies to other metropolitan areas, but that other regions have begun to develop a more coordinated approach to the development and implementation of TM strategies. Potential new initiatives to be considered for northeastern Illinois include:

- Coordinated Promotion of Alternatives to SOV Travel
- Combined Strategies in a Targeted Area
- Financial Incentives
- Regional Emergency Ride Home Program

[1] Chicago Area Transportation Study, 2020 Regional Transportation Plan, 1998, p. 45.

Survey Methodology

A survey was developed, which included a checklist of potential transportation management strategies, a request for contact information for each strategy checked, and a detailed information form for funding and effectiveness data on particular strategies. Respondents were also encouraged to send supporting documentation. (Please refer to Appendix A for a copy of the survey sent.)

Scope

Thirteen metropolitan areas were identified for the survey. Ten large metropolitan areas with extensive multimodal transportation systems were initially chosen based on their EPA status as extreme/severe/serious ozone non-attainment areas; these metropolitan areas were expected to have similar transportation management needs as northeastern Illinois due to the requirements of the Clean Air Act to reduce vehicle emissions. An additional three metropolitan areas (Minneapolis-St. Paul, Seattle, and Denver) were chosen based on their innovative approaches to transportation management strategy development and implementation. The thirteen metropolitan areas surveyed include:

Atlanta, GA	Los Angeles, CA	San Diego, CA
Baltimore/Washington, DC	Milwaukee, WI	San Francisco, CA
Dallas, TX	Minneapolis-St. Paul, MN	Seattle, WA
Denver, CO	New York, NY	
Houston, TX	Philadelphia, PA	

Contact Persons

Contact persons were sought at a variety of agencies, including Metropolitan Planning Organizations (MPOs), transit agencies, air quality agencies, state departments of transportation, city/county governments, and transportation management associations (TMAs). A database of 81 agencies and 125 contact names in the 13 metropolitan areas was developed. 56 persons contacted agreed to complete the survey, and surveys were sent to those persons in June and July of 1999. Follow-up calls were conducted during the summer and fall of 1999, and a total of 26 of the 56 surveys (46%) were completed and returned to CATS. Please refer to Table 1 for a summary of survey communication by metropolitan area.

Survey Responses

The majority of survey responses received included only the checklist of strategies with contact names. Few detailed information forms for each strategy were received due to the limited time and resources of respondents. This was particularly true for the intelligent transportation systems and transportation systems management sections. Copies of all survey responses can be found in Appendix E.

Follow-up

In order to produce more detailed information, follow-up phone calls were made to selected individuals who either did not return the survey or who were referenced in survey responses as contacts for programs not found in other regions. In these calls, more specific information was requested, including identification of what respondents considered "major" strategies in their region, regional-scale strategies, the role of transportation management in their Regional Transportation Plan, and funding levels for transportation management. Follow-up calls were made through December 1999. Follow-up research was also conducted on contact agency internet sites.

Database & Supplemental Materials Received

A database of all contact names, addresses, phone numbers, and correspondence/conversation notes was maintained in a Microsoft Access database.[2] See Appendix C. In addition, supplemental materials were received from several respondents; these are summarized in Appendix B.

TABLE 1: Summary of Survey Communication by Metropolitan Area

Metro Area	Surveys Sent	Surveys Received	Additional Phone Discussions
Atlanta, GA	4 (AQ, MPO, Transit)	2 (AQ, MPO)	3 (MPO, Transit, Private)
Baltimore, MD/ Washington, DC	8 (AQ, County, DOT, MPO, Transit)	3 (AQ, County, DOT)	2 (MPO, State Housing)
Dallas, TX	6 (DOT, MPO, Transit)	2 (DOT, Transit)	
Denver, CO	9 (AQ, City, DOT, MPO, TMA, Transit)	6 (AQ, City, DOT, MPO, TMA, Transit)	3 (MPO, Carshare)
Houston, TX	1 (MPO)	1 (MPO)	2 (MPO, Transit)
Los Angeles, CA	3 (AQ, MPO)	3 (AQ, MPO)	1 (Private)
Milwaukee, WI	3 (AQ, MPO, Transit)	1 (Transit)	
Minneapolis-St. Paul, MN	5 (DOT, MPO, TMA, Transit)	2 (DOT, TMA)	1 (Transit)
New York, NY	1 (MPO)	1 (MPO)	1 (Rideshare)
Philadelphia, PA	3 (DOT, MPO, Transit)		
San Diego, CA	1 (MPO)		2 (MPO)
San Francisco, CA	5 (AQ, City, MPO)	2 (AQ, City)	4 (MPO, Transit)
Seattle, WA	7 (AQ, DOT, MPO, Transit)	3 (AQ, DOT, MPO)	2 (MPO)
Total	56	26	21

[2] \\CATS\Shared\Operations\Projects\TM\2020TMUpdate\TMSurvey\TMSurvey.mdb

Current Practices – Other Regions

The results summarized below provide an overview of selected transportation management strategies found in the thirteen metropolitan areas surveyed. Strategies included represent the programs from which survey responses and telephone conversations provided the most detailed information. Because the majority of strategies reported in the survey were demand management (TDM) strategies, the strategies reported here are also primarily TDM strategies. These include:

- Regional Ridesharing
- Vanpooling
- Emergency Ride Home
- Telecommuting
- Alternative Mode Incentives
- Episodic Air Pollution Control Programs
- Land Use-Based Programs
- Legislation
- Parking Management
- Bicycle/Pedestrian Initiatives
- Carsharing
- Pricing
- Pre-Trip Traveler Information
- Coordinated Approaches to Transportation Management

For further information on strategies not summarized below, please refer to survey results in Appendices C through E. In addition, a comprehensive inventory of intelligent transportation systems (ITS) infrastructure has been developed by the U.S. Department of Transportation and is available on the internet.[3]

Regional Ridesharing

All regions surveyed have a carpool/vanpool matching program, either through the MPO, a transit agency, or a non-profit agency contracted by the MPO. Information on the effectiveness and scope of these programs was provided by a few of respondents. The programs in San Francisco and Washington, DC have large budgets ($3.6 and $4 million per year, respectively) and have high levels of success: RIDES in San Francisco matched 20,000 carpoolers and vanpoolers last year.[4] These regions' rideshare programs also provide more comprehensive information than that found in Chicago: RIDES in San Francisco provides information on not only carpools and vanpools, but also regional transit services, bicycle programs, HOV lanes, park and ride lots, and other transportation-related services; Commute Connections in Washington, DC provides similarly comprehensive information.

[3] Integrated Metropolitan Intelligent Transportation Systems Infrastructure Deployment Database, http://itsdeployment.ed.ornl.gov/iti98/default.asp.

[4] Gould, Pierce, Metropolitan Transportation Commission, San Francisco, materials sent 11/24/99. Ramfos, Nicholas, Metropolitan Washington Council of Governments, conversation 8/6/99.

In addition, a few metropolitan areas have developed unique variations on the matching service, including schoolpool programs, bikepool programs, internet-based real-time matching, and comprehensive commute information matchlists.

- *Schoolpool*
  Schoolpool programs are offered by the Denver Regional Council of Governments and the San Diego Association of Governments. These programs offer carpool matching to parents of participating schools so that they share transporting their children to and from school with other parents of children at the same school. In 1999, the Denver program served 9,080 registered families, approximately one-quarter of whom are estimated to have formed a carpool, resulting in a reduction of over 5 million annual vehicle miles traveled (VMT).[5] The Denver program was originally popular among families with private school students, but grew significantly within the last year due to cutbacks in public school bus service.

- *Bikepool*
  Bikepool programs match bicyclists with other bicyclists commuting on similar routes using carpool matching software. These programs are offered by the Denver Regional Council of Governments RideArrangers program, the Southern California Association of Governments Rideshare program in Los Angeles, and RIDES for Bay Area Commuters in San Francisco.

- *Internet-Based Real-Time Matching*
  Internet-based, real-time rideshare matching programs were not found in any of the 13 metropolitan areas surveyed.[6] However, information was obtained on programs in Rutherford, New Jersey (operated by Meadowlink Commuter Services) and Redmond, Washington (operated by the Greater Redmond Transportation Management Association). The Redmond program (www.ridequest.com) allows commuters to instantly find rideshare partners anywhere they have internet access. It also allows them to update or delete their records and displays maps of where matches live, so they can choose whether someone lives close enough to share a ride.

- *Comprehensive Commute Information Matchlists*
  Both Washington, DC and Los Angeles, CA offer comprehensive commute information in place of the typical carpool matchlists offered by most rideshare programs. The Southern California Association of Governments Rideshare Program offers *RideGuide*, an individual commute planner which provides a variety of transportation options to individuals who register, including: potential carpool partners; vanpool routes near the individual; detailed bus transit information for the round-trip commute, including nearest stop, fare amount, time of departure, time of arrival, # of transfers, etc.; a map of carpool lanes in the region; a list of park n ride lots near the applicant; the nearest Metrorail stations to the applicant; specific rideshare benefits offered by the applicant's company; tips on smart commuting; and the costs of driving alone. The RideGuide registrant database currently contains 400,000 applicants, the majority of whom (80-85%) are obtained through direct employer outreach activities; additional applicants are obtained through their 1-800-COMMUTE hotline (10%)

[5] Denver Regional Council of Governments, DRCOG RideArrangers 1999 Annual Report.
[6] King County Metro (Seattle) does provide an on-line carpool matching form with the option of receiving a match-list via e-mail within two days; however, this is not a real-time matching system.

and via their website (5%). The RideGuide is sent in the mail, but registrants can access and update their information via the website with a personalized pin number after initial registration. The Metropolitan Washington Council of Governments' Commute Connections offers similar information, including the nearest telework center to the applicant.

Vanpooling

While it is not clear from the survey responses whether every region surveyed has a regional vanpool program, data on vanpool formation was obtained for several regions. Seattle has, by far, the largest program with 1,250 vanpools operated by the six transit agencies and an additional 200 privately-operated vanpools. Vanpools in the Seattle region have achieved a 2% share of the overall commute market.[7] This high level of vanpool use is likely due to the presence of the Washington State Commute Trip Reduction law, which requires employer participation in encouraging employees to use commute alternatives (please refer to page 11). Chicago has the second-largest program with 308 Pace VIP vanpools and 44 VPSI vanpools.[8] All other regions providing information on vanpool formation had smaller programs than Pace VIP. Please refer to Table 2.

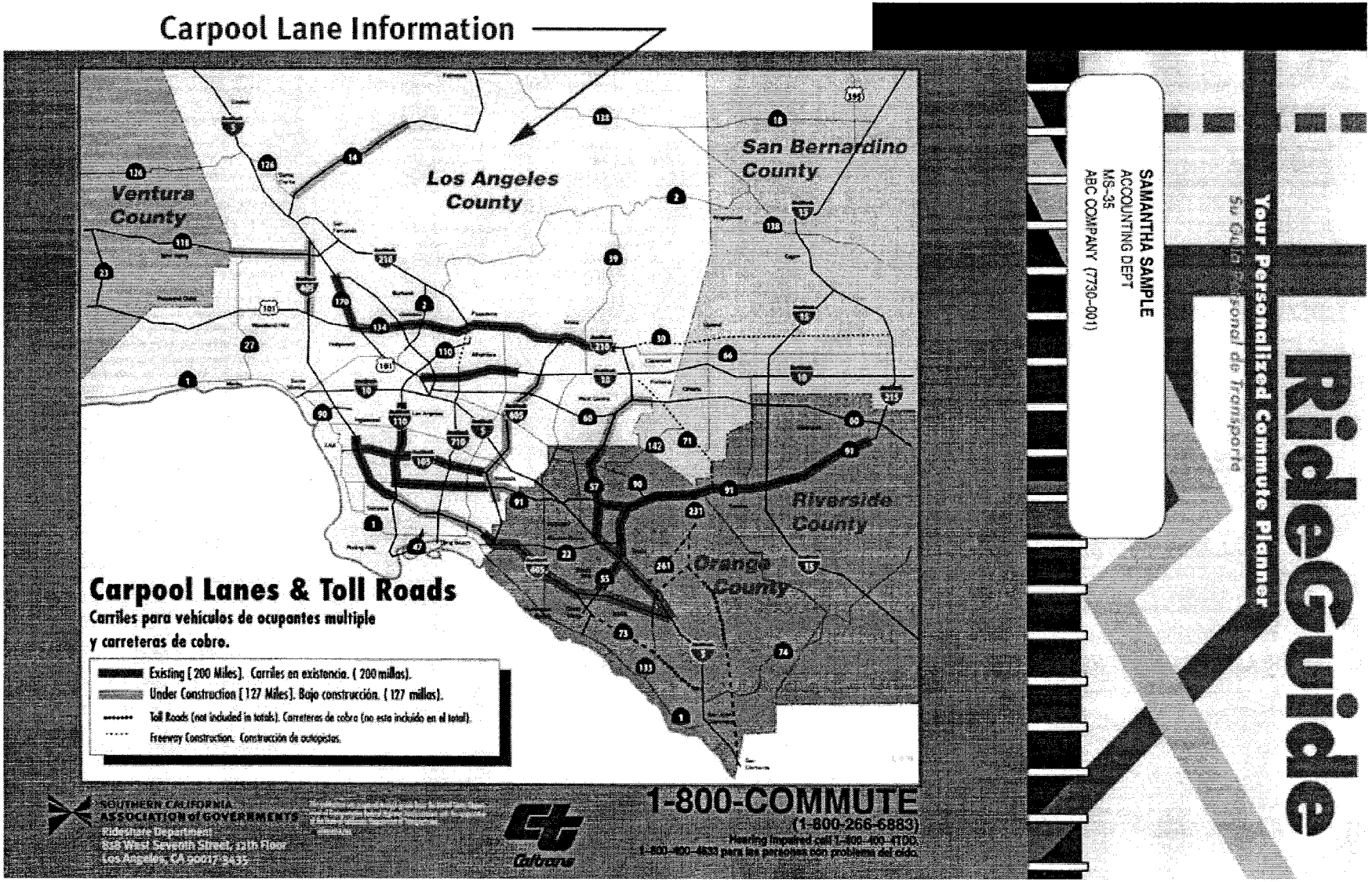
In addition, RIDES for Bay Area Commuters in San Francisco has recently started a new *SMARTPool* program, which provides vanpooling to commuters with medium-distance commutes (15 to 30 miles one way).

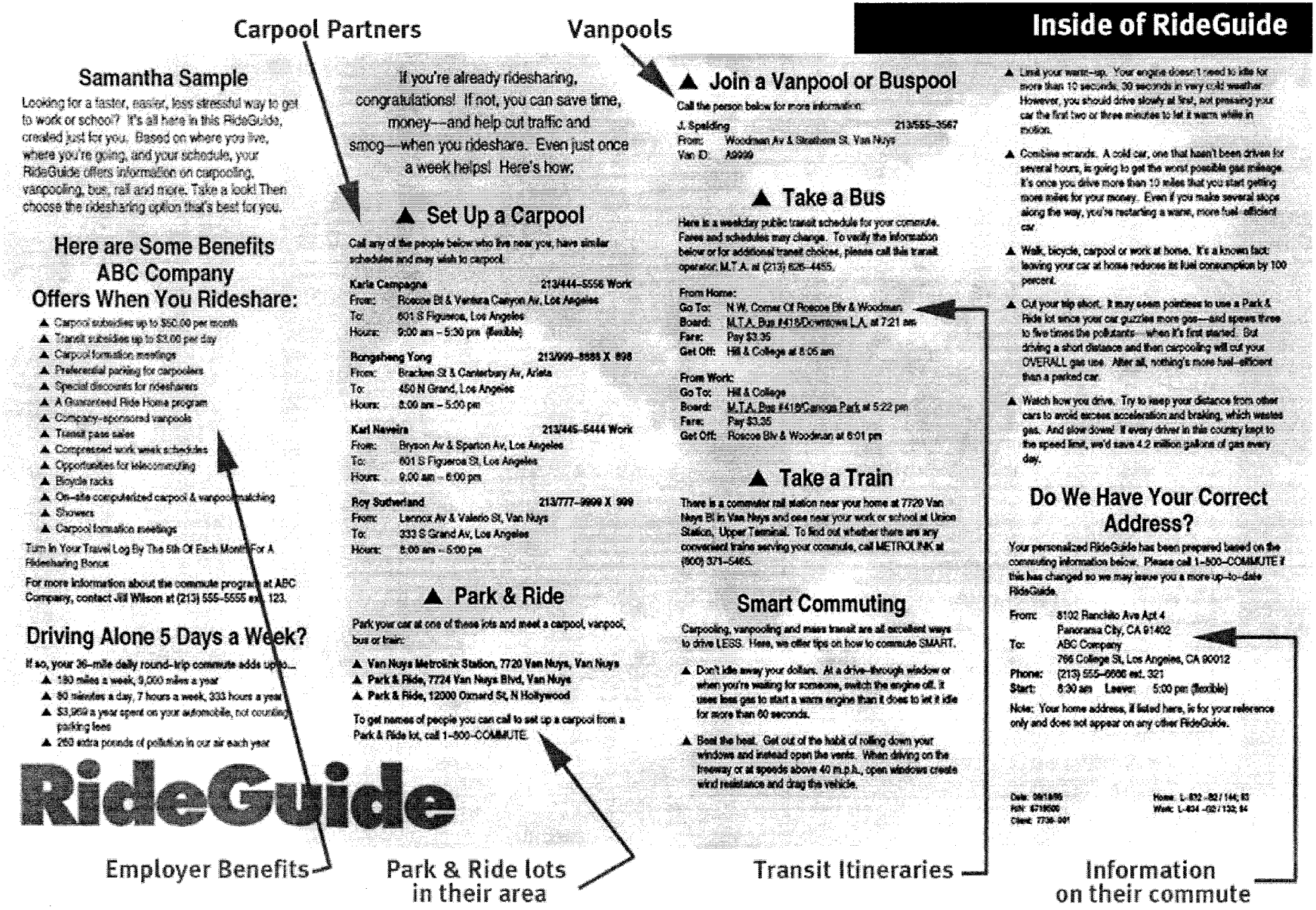
TABLE 2: Comparison of Selected Vanpool Programs[9]

Region	Number of Vanpools	Date	Operating Agency
Seattle	1,450	12/99	6 Transit Agencies + Private Operators
Chicago	352	12/99	Pace + VPSI
Houston	233	1/98	MTA
San Diego	131	11/99	SANDAG
Milwaukee	18	7/99	Milwaukee County Transit
Denver	15	8/99	DRCOG

[7] Washington State Department of Transportation, "Executive Summary," *Puget Sound Regional Vanpool Market Study*, October 27, 1999.
[8] Chicago Area Transportation Study, Status Report of 11 Transportation Management Strategies in the 2020 RTP.
[9] All data was received from the operating agencies, except for Seattle, which is from: Washington State Department of Transportation, "Executive Summary," Puget Sound Regional Vanpool Market Study, October 27, 1999.

FIGURE 1: Southern California Association of Governments' *RideGuide* Personalized Commute Planner




Carpool Partners
Vanpools
Inside of RideGuide
Samantha Sample
Looking for a faster, easier, less stressful way to get to work or school? It's all here in this RideGuide, created just for you. Based on where you live, where you're going, and your schedule, your RideGuide offers information on carpooling, vanpooling, bus, rail and more. Take a look! Then choose the ridesharing option that's best for you.
Here are Some Benefits ABC Company Offers When You Rideshare:
▲ Carpool subsidies up to $50.00 per month
▲ Transit subsidies up to $3.00 per day
▲ Carpool formation meetings
▲ Preferential parking for carpoolers
▲ Special discounts for ridesharers
▲ A Guaranteed Ride Home program
▲ Company-sponsored vanpools
▲ Transit pass sales
▲ Compressed work week schedules
▲ Opportunities for telecommuting
▲ Bicycle racks
▲ On-site computerized carpool & vanpool matching
▲ Showers
▲ Carpool formation meetings
Turn In Your Travel Log By The 5th Of Each Month For A Ridesharing Bonus
For more information about the commute program at ABC Company, contact Jill Wilson at (213) 555-5555 ext. 123.
Driving Alone 5 Days a Week?
If so, your 36-mile daily round-trip commute adds up to...
▲ 180 miles a week, 9,000 miles a year
▲ 60 hours a day, 7 hours a week, 333 hours a year
▲ $3,950 a year spent on your automobile, not counting parking fees
▲ 250 extra pounds of pollution in our air each year
If you're already ridesharing, congratulations! If not, you can save time, money—and help cut traffic and smog—when you rideshare. Even just once a week helps! Here's how:
▲ Set Up a Carpool
Call any of the people below who live near you, have similar schedules and may wish to carpool.
Karla Campagna 213/444-5556 Work
From: Roscoe Bl & Ventura Canyon Av, Los Angeles
To: 601 S Figueroa, Los Angeles
Hours: 9:00 am – 5:30 pm (flexible)
Bongsheng Yong 213/999-8888 X 898
From: Bracken St & Canterbury Av, Arleta
To: 450 N Grand, Los Angeles
Hours: 8:00 am – 5:00 pm
Karl Naveira 213/445-5444 Work
From: Bryson Av & Sparton Av, Los Angeles
To: 601 S Figueroa St, Los Angeles
Hours: 9:00 am – 6:00 pm
Roy Sutherland 213/777-9999 X 999
From: Lennox Av & Valerio St, Van Nuys
To: 333 S Grand Av, Los Angeles
Hours: 8:00 am – 5:00 pm
▲ Park & Ride
Park your car at one of these lots and meet a carpool, vanpool, bus or train:
▲ Van Nuys Metrolink Station, 7720 Van Nuys, Van Nuys
▲ Park & Ride, 7724 Van Nuys Blvd, Van Nuys
▲ Park & Ride, 12000 Oxnard St, N Hollywood
To get names of people you can call to set up a carpool from a Park & Ride lot, call 1-800-COMMUTE.
▲ Join a Vanpool or Buspool
Call the person below for more information:
J. Spalding 213/555-3567
From: Woodman Av & Strathern St, Van Nuys
Van ID: A9999
▲ Take a Bus
Here is a weekday public transit schedule for your commute. Fares and schedules may change. To verify the information below or for additional transit choices, please call this transit operator, M.T.A. at (213) 626-4455.
From Home:
Go To: N.W. Corner Of Roscoe Blv & Woodman
Board: M.T.A. Bus #418/Downtown L.A. at 7:21 am
Fare: Pay $3.35
Get Off: Hill & College at 8:05 am
From Work:
Go To: Hill & College
Board: M.T.A. Bus #418/Canoga Park at 5:22 pm
Fare: Pay $3.35
Get Off: Roscoe Blv & Woodman at 6:01 pm
▲ Take a Train
There is a commuter rail station near your home at 7729 Van Nuys Bl in Van Nuys and one near your work or school at Union Station, Upper Terminal. To find out whether there are any convenient trains serving your commute, call METROLINK at (800) 371-5465.
Smart Commuting
Carpooling, vanpooling and mass transit are all excellent ways to drive LESS. Here, we offer tips on how to commute SMART.
▲ Don't idle away your dollars. At a drive-through window or when you're waiting for someone, switch the engine off. It uses less gas to start a warm engine than it does to let it idle for more than 60 seconds.
▲ Beat the heat. Get out of the habit of rolling down your windows and instead open the vents. When driving on the freeway or at speeds above 40 m.p.h., open windows create wind resistance and drag the vehicle.
▲ Limit your warm-up. Your engine doesn't need to idle for more than 10 seconds, 30 seconds in very cold weather. However, you should drive slowly at first, not pressing your car the first two or three minutes to let it warm while in motion.
▲ Combine errands. A cold car, one that hasn't been driven for several hours, is going to get the worst possible gas mileage. It's once you drive more than 10 miles that you start getting more miles for your money. Even if you make several stops along the way, you're restarting a warm, more fuel-efficient car.
▲ Walk, bicycle, carpool or work at home. It's a known fact: leaving your car at home reduces its fuel consumption by 100 percent.
▲ Cut your trip short. It may seem pointless to use a Park & Ride lot since your car guzzles more gas—and spews three to five times the pollutants—when it's first started. But driving a short distance and then carpooling will cut your OVERALL gas use. After all, nothing's more fuel-efficient than a parked car.
▲ Watch how you drive. Try to keep your distance from other cars to avoid excess acceleration and braking, which wastes gas. And slow down! If every driver in this country kept to the speed limit, we'd save 4.2 million gallons of gas every day.
Do We Have Your Correct Address?
Your personalized RideGuide has been prepared based on the commuting information below. Please call 1-800-COMMUTE if this has changed so we may issue you a more up-to-date RideGuide.
From: 8102 Rancho Ave Apt 4
Panorama City, CA 91402
To: ABC Company
766 College St, Los Angeles, CA 90012
Phone: (213) 555-6666 ext. 321
Start: 8:30 am Leave: 5:00 pm (flexible)
Note: Your home address, if listed here, is for your reference only and does not appear on any other RideGuide.
RideGuide
Employer Benefits
Park & Ride lots in their area
Transit Itineraries
Information on their commute

Emergency Ride Home

Nearly every region surveyed reported that they had an emergency ride home program (sometimes called "guaranteed ride home").[10] There appears to be three basic types of emergency ride home programs: programs available to anyone who uses an alternative mode, programs available to transit riders only, and programs available to employees of participating companies.

- *For all registered alternative mode commuters*
  This is the broadest type of guaranteed ride home program. It is available to anyone in the region who registers with the program and uses an alternative mode of transportation (transit, carpool, vanpool, walk, or bike) to commute to work for a specified minimum number of days a week (usually three). This type of guaranteed ride home program is offered in Washington, DC, San Diego, and Minneapolis-St. Paul. In San Diego, the user is charged a $3 fee for each emergency ride home use.

- *For transit riders only*
  This type of emergency ride home program is offered in conjunction with transit usage – either an employer-based transit pass, such as the EcoPass in Denver, the Commuter Value Pass in Milwaukee, and the FlexPass in Seattle, or for all transit riders, as is the case in Houston.

- *For employees of participating companies*
  In addition to offering an emergency ride home program to transit riders, Denver, Houston, and Seattle also offer emergency ride home programs to employees of participating companies. For instance, the Denver Regional Council of Governments offers the same emergency ride home program available to EcoPass users to companies for a $3 per employee fee. Houston offers emergency ride home to all employees within their 3 transportation management organizations' service areas. King County Metro offers an emergency ride home program to companies for a $1 per employee fee for the first year and at an amount to be determined by usage for subsequent years.

Telecommuting

While some regions reported teleworking through particular employers, only a couple of regions reported that they have regional teleworking programs.

- *Washington, DC*
  The Metropolitan Washington Council of Governments (MWCOG) operates the Telework Resource Center, which provides information and assistance to commuters and employers to further in-home and telecenter-based telework activities. There are currently 17 telework centers in the greater Washington metropolitan area (most of which were funded by Congress

[10] Information was not available from Philadelphia. All other regions indicated that they had an emergency ride home program, but may not have supplied information on the scope of the program.

and built by the General Services Administration) which are open to the private sector. MWCOG has done extensive research on teleworking and estimate that there are a total of 250,000 teleworkers in the region.[11] The Metropolitan Washington Council of Governments recently completed a 21-month Telework Pilot Program which documents effects of telework on travel behavior, employee performance, and employer costs and savings.[12]

- *Houston, Texas*
  The Houston-Galveston Area Council has also recently begun a teleworking pilot program, in which they plan to develop telework programs within 15 companies over 2 years. H-GAC will be providing a telework consultant to each of 4 transportation management organizations to work with companies to develop these programs.

In addition, five metropolitan areas are participating in a national telecommuting / emissions trading pilot program administered by the National Environmental Policy Institute[13], as mandated by Congress (HR 2084, Section 365). These metropolitan areas include: Chicago; Houston; Washington, DC; Los Angeles; and Philadelphia.

Alternative Mode Incentives

Alternative mode incentives are comprised of two types: the transit incentive programs based upon the federal Commuter Choice tax benefits and programs initiated by local or state agencies.

Commuter Choice Programs

Every region surveyed has a subsidized, employer-based transit voucher and/or transit pass program associated with the Commuter Choice amendments to the Internal Revenue Code. These programs generally take three forms: (1) direct sales programs, in which transit agencies sell their fare media directly to employers, (2) voucher programs, in which transit agencies sell vouchers to employers which are redeemable for transit fares, and (3) corporate pass programs, in companies purchase transit passes for all full-time employees at a greatly reduced price. In addition, vouchers can be used for vanpool fares. A complete inventory of these programs can be found on the U.S. Department of Transportation's website.[14]

Local/State Programs

In addition to the Commuter Choice programs, there are several additional alternative mode incentive programs available at the local or state levels:

- *Transit Incentives*
  The Bay Area Rapid Transit Authority in San Francisco offers *MyBart Club*, an e-mail based transit incentive program geared towards building off-peak ridership. Registered customers

[11] Nick Ramfos, Commute Connections, Metropolitan Washington Council of Governments, August 6, 1999 telephone conversation.
[12] Metropolitan Washington Council of Governments, Washington Metropolitan Telework Demonstration Project (August 1997-April 1999) Final Report, September 1999.
[13] www.nepi.org
[14] Commuter Choice Program Voucher and Pass Program Directory, http://www.fta.dot.gov/library/policy/tbpvpd.htm.

are eligible for discounts on shopping, restaurants, etc. near BART stations and receive regular, customized e-mails about these events.

- *Vanpool Incentives*
  The Houston-Galveston Area Council has a vanpool incentive program which offers $35 per month cash to vanpool riders for a period of up to two years. Similar incentives are available in the San Francisco Region: the City of San Ramon offers a 50% fare discount to vanpool riders for the first 3 months; Commute Solutions in Santa Cruz offers a $50 vanpool rider incentive; and Solano Commuter Information offers $100 worth of gasoline vouchers given over a 2-month period to new vanpool riders who commute along the I-80 construction zone.

- *Carpool Incentives*
  The Houston-Galveston Area Council is currently developing a non-monetary carpool incentive program, which would offer incentives such as a gas card or oil change coupons. As of October 1999, initial funding of $350,000 had been approved. The San Diego Association of Governments operates *Commuters Club*, a carpool incentive program, which provides discounts at local retailers to carpoolers; it is funded by the Air Pollution Control District.

- *Incentives for Other Alternative Modes*
  In addition to the vanpool and carpool incentive programs, the Houston-Galveston Area Council is working on developing a commuter incentive program for other alternative modes, including biking, walking, and telecommuting.

- *Comprehensive Alternative Mode Incentive Program*
  King County Metro in Seattle offers an alternative mode voucher, *Commuter Bonus Plus*, to employers, which can be used by employees for the following travel-related expenses: fuel, auto services, and roadside services for carpoolers; bicycle equipment and locker room facilities for bicyclists; and shoes for walkers. This program is offered in addition to other traditional transit and vanpool voucher programs and is used more frequently in non-CBD workplaces than the traditional transit voucher programs. Unlike, traditional voucher programs, the Commuter Bonus Plus vouchers are not tax-free. Employers can purchase the vouchers in whole dollar increments and use them to encourage commute behavior that helps meet the worksite's employer trip reduction goals as required by the State of Washington Commute Trip Reduction law.[15] In 1997, it is estimated that the program resulted in a reduction of over 200,000 SOV trips, primarily through increased use of carpooling. Please refer to Table 3.

[15] National Association of Regional Councils, "Metro Commuter Pass Program," The Potential of Public Transit as a Transportation Control Measure, July 1998, pp. 21-29.

TABLE 3: Commuter Bonus Plus Voucher Program[16]

Year	Change in Annual Trips						# of Employers	Total Sales
	SOV	Bus	Carpool	Vanpool	Bicycle	Walk		
1995	-19,745	43	15,379	1,600	1,450	995	n/a	n/a
1996	-95,535	206	74,412	7,740	7,018	4,816	n/a	n/a
1997	-207,562	448	161,669	16,817	15,248	10,464	n/a	n/a
Total	-322,842	697	251,460	26,157	23,716	16,275	82	$552,482

Episodic Air Pollution Control Programs

All of the regions responding to the survey reported some kind of episodic air pollution control program.[17] Most of these programs are voluntary. One exception is the Atlanta Partnership for a Smog Free Georgia (PSG) state mandate that requires all State of Georgia employees to use an alternative mode on specified days. Selected program highlights include:

- *Dallas Episodic Control Program, North Central Texas Council of Governments*
  Reduced transit fares are offered on Ozone Action Days. During the 1995-1997 period, Dallas Area Rapid Transit (DART) saw an average increase of 11% in daily ridership on Ozone Action Days; the Fort Worth Transportation Authority saw an average increase of 24% on those days.

- *Pollution Solution Program, Denver Regional Council of Governments*
  This program encourages area workers to use some form of alternative transportation at least once each week from January through March. During February 1999, 1700 employees at 120 local companies participated.[18]

- *Ozone Pollution Map, Maryland Department of Environment*
  Developed in 1995 as part of an air quality public education campaign, the Ozone Pollution Map is a real-time ozone mapping computer program similar to weather radar maps. The program has been featured on area television stations as part of their weather reports. Prior to the development of the Ozone Map, numerical indexes of air quality were used.

Land Use-Based Programs

Survey respondents identified a variety of land use-related transportation management strategies, such as infill development and transit-oriented development in particular communities and statewide growth management plans. Two additional strategies include:

- *Live Near Your Work*
  Live Near Your Work is a demonstration program started in 1997, which provides cash

[16] Allen, George Q., S. Gregory Lipton, and Brian Brooke, "Unique Voucher Programs To Increase Alternative Commuting," Transportation Research Record, Paper No. 99-0575, pp. 136-142.
[17] San Diego and Philadelphia did not provide information.
[18] "Pollution Solution Popular in Denver," Clean Air Today, EIN Publishing, Inc., April 19, 1999.

incentives of a minimum of $3,000 towards the costs of settlement for employees to live near their work. Grants are funded one-third each by employers, local jurisdictions, and the State of Maryland. They currently have 37 participating employers and 120 participating homebuyers. Surveys show that participating homebuyers in the program decreased travel times and travel distances and increased transit use and walking after moving to their new homes.

- *Location-Efficient Mortgage*
  The Location-Efficient Mortgage is an innovative mortgage product which allows people living in a location-efficient community (one that is transit accessible) to qualify for a larger mortgage loan. This differential is justified on the basis of the savings associated with increased use of alternative travel modes. The program is sponsored by Fannie Mae and is currently offered in Chicago. Programs are also being developed in Seattle, Portland, Los Angeles, and San Francisco.

Legislation

State Tax Incentives for Alternative Commuting

Respondents identified two state tax incentives for alternative mode commuting: HR 636 in Maryland and the 1994 Rideshare Tax Credit enhancement to the State of Washington's Commute Trip Reduction law. The State of Minnesota is also currently considered a similar bill in the state legislature providing a 30% tax credit.[19]

- *State of Maryland*
  The State of Maryland enacted House Resolution 636, Tax Credit for Cost of Providing Commuter Benefits to Employees, in April 1999. It allows a 50% credit against the state income tax, financial institution franchise tax, and insurance premiums tax for costs incurred by employers that provide transit and vanpool commuter benefits to employees. The maximum credit per employee is $30 per month. For example, a $30 transit subsidy would cost the employer only $6.55 with the state subsidy and the federal TEA-21 Commuter Choice benefits.[20]

  In May 2000, the State of Maryland amended this law to extend the benefits to non-profit organizations and to expand the tax credit to apply to the costs of providing parking cash-out and guaranteed ride home programs.[21]

[19] Source: David Van Hattum, Downtown Minneapolis Transportation Management Organization, 3/24/00 conversation.
[20] Assumptions include a 34% federal corporate income tax rate, a 7% state corporate income tax rate, and a 7.65% FICA payroll deduction. The federal and state corporate income taxes are applied to 50% of the employer's outlay, due to 50% state tax credit which will be received. FICA deductions are applied to the full transit benefit contribution. With a $30.00 employer contribution, a total of $23.45 is saved ($5.10 federal corporate income tax, $1.05 state corporate income tax, $2.30 FICA contribution, and $15.00 state commuter choice tax benefit). Source: Jim Carlson, Montgomery County Department of Public Works and Transportation, 2/4/00 fax.
[21] http://mlis.state.md.us/2000rs/billfile/SB0244.htm.

- *State of Washington*
  The State of Washington Rideshare Tax Credit allows employers who subsidize employee use of alternative commute modes to receive a credit on their business and occupation (B&O) or utility tax liability up to $60/year per employee. The tax credit was enacted in 1994 as an enhancement to the State of Washington Commute Trip Reduction (CTR) law. A 1999 report on the CTR legislation stated that 267 employers were taking advantage of the tax credit in 1998 and that the tax credit was found to effectively help smaller sites to participate in the CTR Program. Further, employers who received the credit have made significantly more progress toward the CTR goals that those not receiving the credit.[22]

Mandatory Employer Alternative Mode Participation

The survey found two mandatory employer alternative mode laws: the South Coast Air Quality Management District's (SCAQMD) Rule 2202 and the State of Washington's Commute Trip Reduction Law.

- *South Coast Air Quality Management District (SCAQMD) Rule 2202*
  Rule 2202 requires employers with 250 or more employees to enact one or more of a variety of emissions reduction and trip reduction strategies to meet designated emissions reduction target. The minimum size of employers required to participate was recently increased from 100 or more employees to 250 or more employees.

- *Washington State Commute Trip Reduction (CTR) Law*
  The Washington State Commute Trip Reduction (CTR) law, enacted in 1991, requires employers with 100 or more employees to enact commute trip reduction programs. The CTR program currently has 1,103 worksites, with 500,000 employees (about 27% of workers in the affected counties) participating in the program, including 92 sites and 6,000 employees participating voluntarily. A 1999 report summarizes the following characteristics of participating worksites: 90% provide bicycle parking; 70% provide guaranteed ride home; 70% provide lockers and/or showers; 69% subsidize use of at least one alternative commute mode; 50% provide reserved parking for carpools; and 20% charge employees for parking drive-alone vehicles. The law has resulted in the removal of 18,500 vehicles from state's roads each day during the morning commute in 1999. And during the time that the law has been in effect, the drive alone share in the affected counties has decreased from 74.4% in 1993 to 68.4% in 1999. [23]

Parking Management

Parking management strategies surveyed include park and ride lots, priority HOV parking and discounts, and parking cash-out programs:

- *Park and Ride Lots*
  Most of the regions responding to the survey identified state departments of transportation

[22] Washington State Department of Transportation, 1999 CTR (Commute Trip Reduction) Task Force Report to the Washington State Legislature, December 1999, p. 6.
[23] Ibid., pp. ii, 3, 8.

and transit agencies as contacts for park and ride lots; however, the scale of park and ride lot development was not provided.

- *Priority HOV Parking/Discounts*
  Priority HOV parking and HOV parking discounts is provided by Emory University in Atlanta. At the larger scale, the Metropolitan Washington Council of Governments in Washington, DC has developed a partnership with Parking Services International to give carpools and vanpools a 10% discount in monthly parking fees in 26 area parking garages.

- *Parking Cash-Out*
  None of the survey responses reported on the use of parking cash-out programs.

Bicycle/Pedestrian Initiatives

Most of the regions responding identified bicycle planning and bike locker/rack activities in the region. In addition, several regions have bikes on transit programs. One unique program is King County Metro's policy to install bike racks on their vanpools at the request of vanpool riders for no charge.[24]

Carsharing

Both Seattle and San Francisco have carsharing programs:

- *Seattle*
  The Seattle program was developed by King County Metro and is operated by *Flexcar*. The program is very new, just launched in January 2000. They plan to have 100 vehicles and 1500 subscribers by the end of the first year.

- *San Francisco*
  The Bay Area Rapid Transit Authority in San Francisco operates the *Carlink* program. The program provides station cars for two sets of work-trips based from the Dublin/Pleasanton BART station: one trip from an individual's home to the BART station, and the second trip from the BART station to another individual's place of work. A similar car sharing arrangement is made for the evening trip home. The program has proceeded to Phase 2; additional cars will be added to the Dublin/Pleasanton station, and a Hertz Rental Car Company has been granted a franchise license to operate a Carlink program at a second BART station.

Pricing

As directed by their 1995 Metropolitan Transportation, the Puget Sound Regional Council is developing a series of papers and a public dialogue to investigate transportation finance and pricing reforms. The first two papers have been completed: the first documents the costs of

[24] http://transit.metrokc.gov/bike/racks_on_vans.html

transportation[25], and the second explores the transportation finance structure and its effect on the transportation system itself, the economy, and quality of life in the region[26]. A third paper is currently under development and will identify and model new transportation financing options.

Pre-Trip Traveler Information

Comprehensive pre-trip traveler information (for road conditions, transit service, carpool/ vanpool, bicycle, etc.) is being offered through a variety of mediums, including: kiosks, telephone hotlines, internet websites, and e-mail subscription services. The expanded information matchlists in Washington, DC are another example of comprehensive pre-trip traveler information sources (see page 5).

- *Kiosks*
  The Metropolitan Washington Council of Governments in Washington, DC operates *TravInfo*, a traveler information kiosk available at several location in Virginia and DC (the State of Maryland did not participate, but Montgomery County has three kiosks of their own). They are placed at retail and large employment areas, such as the Pentagon. There are also several mobile units, which can be placed where applicants request, depending on the projected demand. MWCOG also hires talent agencies to have people stand near the kiosks and encourage people to use them. Information provided is the same as the Commute Connections website (carpool, vanpool, telecommute, Commuter Choice, bicycle, park and ride lots, etc.) and also includes transit information, mall information, real-time traffic information (Smart Traveler Info), weather information, and maps drawn based on an address. Montgomery County's kiosks also include the Community Resident Information System, in which county business such as paying taxes and purchasing parking stickers can be conducted.

- *Telephone-Based Traveler Information System*
  The Metropolitan Transportation Commission in San Francisco operates the *TravInfo*™ Traveler Information System (510-817-1717) in partnership with Caltrans and the California Highway Patrol. TravInfo is a comprehensive system to gather, organize and disseminate timely information on traffic and road conditions, public transit routes and schedules, carpooling, highway construction and road closures, van and taxi services for disabled travelers, park-and-ride facilities, and bikeways. The information is provided via a single phone number with a series of menu choices. A total of $9.7 million was programmed for the initial pilot phase from 1996 to 1998; the FY 1999-2000 budget for the program is $6 million.

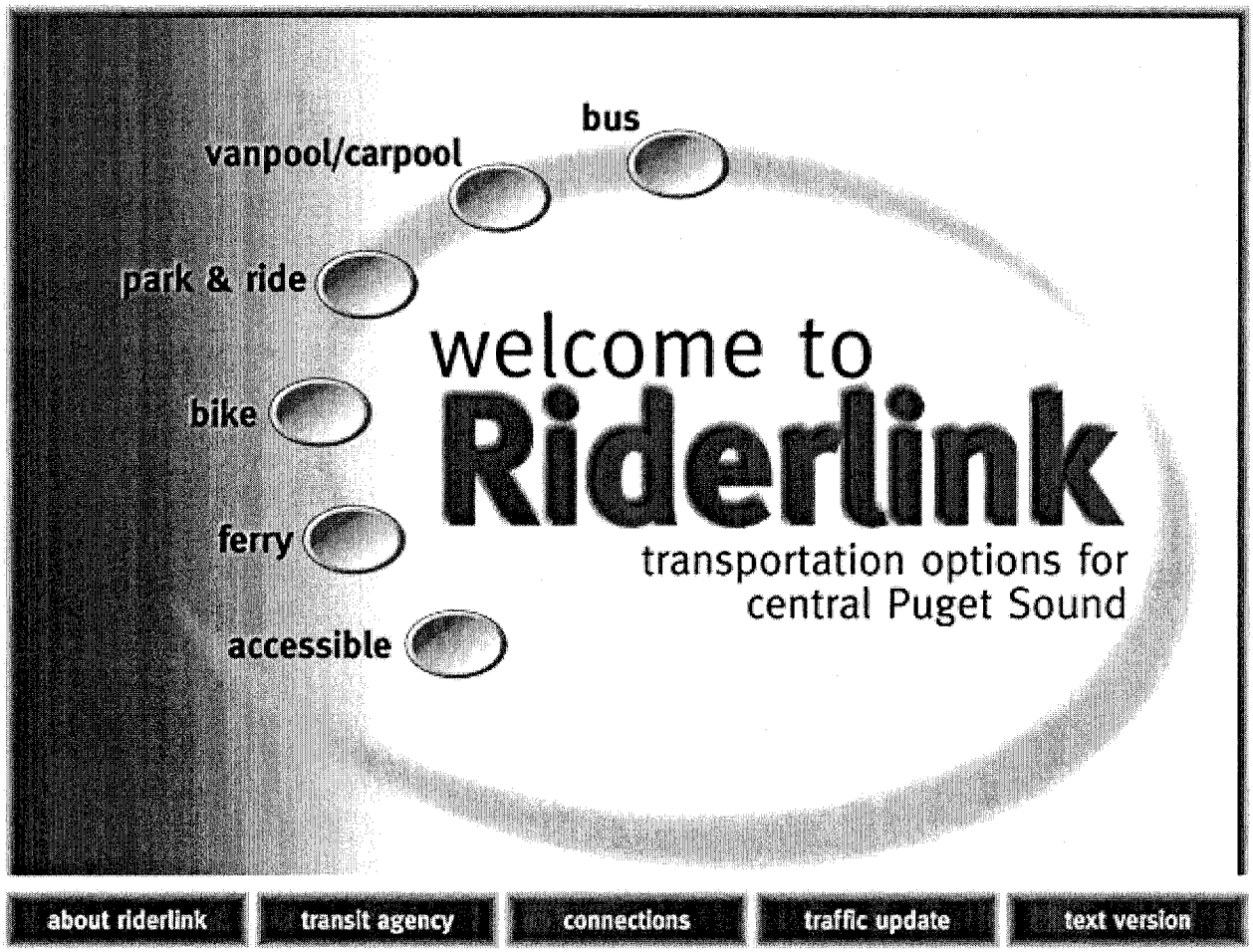
- *Comprehensive Internet Website*
  Comprehensive transportation information is available on websites in San Francisco and Seattle. The Transitinfo site in San Francisco (www.transitinfo.org) provides a single source for links to websites for the region's many transit and ferry agencies, as well as RIDES for Bay Area Commuters (ridesharing), airport information, bicycle information, accessibility

[25] Puget Sound Regional Council, The Costs of Transportation, Seattle, WA, Endorsed 1996.
[26] Puget Sound Regional Council, The Effects of the Current Transportation Finance Structure, Seattle, WA, Endorsed 1999.

services, and a variety of other links. Similarly, the Riderlink website (www.riderlink.gen.wa.us) in the Seattle area provides a single website with links to each county's websites for bus, vanpool/carpool, park and ride, bike, ferry, and accessibility transportation information (please refer to Figure 2).

- *E-mail Subscription Service*
  The King County Department of Transportation in Seattle offers *King County Alert!,* an e-mail subscription service providing information about selected transportation problems affecting road and transit travel.

FIGURE 2: Puget Sound Riderlink Website Homepage



Coordinated Approaches to Transportation Management

Although the survey requested information on individual transportation management strategies, follow-up telephone calls produced information on more comprehensive and coordinated approaches to transportation management currently being developed in some of the regions surveyed. These include: a pilot program to implement combined strategies in a targeted area, a regional TDM strategy, and coordinated employer outreach and marketing programs.

Combined Program of TCMs

The Transportation Emissions Reduction Pilot (TERP) Program is a $1.15 million State of Maryland grant to pilot a package of Transportation Control Measures (TCMs) in North Bethesda, Maryland. The overall goal of the program was to evaluate the effectiveness of a combination of TCMs and to reduce SOV commuting by the 68,000 employees in North Bethesda, three-quarters of whom drive alone to work. TCMs included are pedestrian intersection upgrades, bike lanes, Metro station bike lockers, sidewalks, a rush hour shuttle, parking meters, Main Street Center Concierge Service (public/private), a transit/vanpool incentive program, bus shelters, transit information signs, bus benches, computer kiosks, and electronic transit information signs. An evaluation of the program found no change in mode split during first year (measured by 1996 and 1997 commuter surveys), but Montgomery County expects measurable reduction over the long term.[27]

Regional TDM Strategy

The Puget Sound Regional Council (PSRC) has a Regional TDM Action Strategy[28], which was endorsed by the PSRC's Transportation and Growth Management Policy Boards in November 1998. The strategy is based on the concept that TDM is most effective when mutually supportive techniques are used together. The strategy addresses the following issues: (1) region-wide implementation, coordination, and public awareness of TDM; (2) accelerated development of TDM-supportive infrastructure, including an extensive HOV system; (3) initiation of land use and corridor-based approaches to regional demand management; (4) aggressive expansion of public and private vanpooling; (5) investment in alternative transportation products and services, including those for nonwork trips; (6) development of financial disincentives to driving alone and pricing mechanisms; and (7) increased public investment in TDM research, programs, and techniques. As of November 1999, implementation of the strategy had been delayed due to staffing constraints.

Coordinated Employer Outreach and Marketing Campaigns

Consolidation of multiple efforts to promote alternatives to single occupant vehicle (SOV) travel have been initiated in Atlanta, Washington State, and San Francisco. The Atlanta effort involves both employer outreach and mass media campaigns, while the Washington State and San Francisco efforts are solely marketing mass media campaigns.

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[27] Montgomery County Department of Public Works, Transportation Emissions Reduction Pilot Program Final Report, Montgomery County, MD, October 22, 1998.

[28] Puget Sound Regional Council, Regional TDM Action Strategy for Implementation in the Central Puget Sound Region, Seattle, WA, November 1998.

- *Atlanta, Georgia*
  In March 1999, a coalition of representatives from organizations working on CMAQ-funded initiatives and other stakeholders in the metropolitan Atlanta area came together in a collaborative environment to consolidate their employer outreach and mass media efforts. The impetus for the collaboration included: increasing public and business concern with air quality and traffic congestion in the metropolitan Atlanta area, potential future loss of CMAQ funds resulting from designation of new metropolitan areas in Georgia, requests from the business community for a single message and logo regarding air quality and use of alternatives to SOV travel, and development of a business community recommendation to reduce SOV travel through development of workplace travel reduction initiatives.[29]

  The resulting product,"A Framework for Cooperation to Reduce Traffic Congestion and Improve Air Quality," [30] was signed by the directors of the Georgia Environmental Protection Division, the Georgia Department of Transportation, the Atlanta Regional Commission, the Metropolitan Atlanta Chamber of Commerce, the Georgia Building Authority, several transportation management associations (TMAs) and other air quality and business organizations. The Framework establishes an Employer Services Committee and a Media Planning Committee to consolidate these efforts.

  In January 2000, the Employer Services Committee finalized its three-year operating plan[31], which outlines agency responsibilities, program tasks, service delivery, staffing, and budgets. The goal of the Employer Services Plan is to contact 300 companies of 100 or more employees each year and implement services at 1/3 of those companies each year. As of April 2000, the Media Planning Committee had obtained a contractor to implement a mass media campaign beginning in the summer of 2000. The three year budget includes $14 million for the mass media contract and $3 million for the employer services contract.[32]

- *San Francisco, California*
  The Regional Transportation Marketing Program is a three-year effort to build a positive image of using alternative modes of transportation and to reduce redundancy and confusion among multiple marketing efforts. The program was begun in late 1999 and is currently in the process of developing a brand identity for the regional transportation system as a whole. The program promotes public transit, rideshare and related information/support services, TravInfo™, Transitinfo.org, Regional Transit Guide, Commuter Check®, Regional Transit Connection Clearinghouse, and individual transit systems. It is operated by the Metropolitan Transportation Commission, in partnership with regional transit agencies, Caltrans, the Bay Area Air Quality Management District, and RIDES/Solano Commuter Information. The program includes a strong emphasis on evaluation throughout the three year implementation

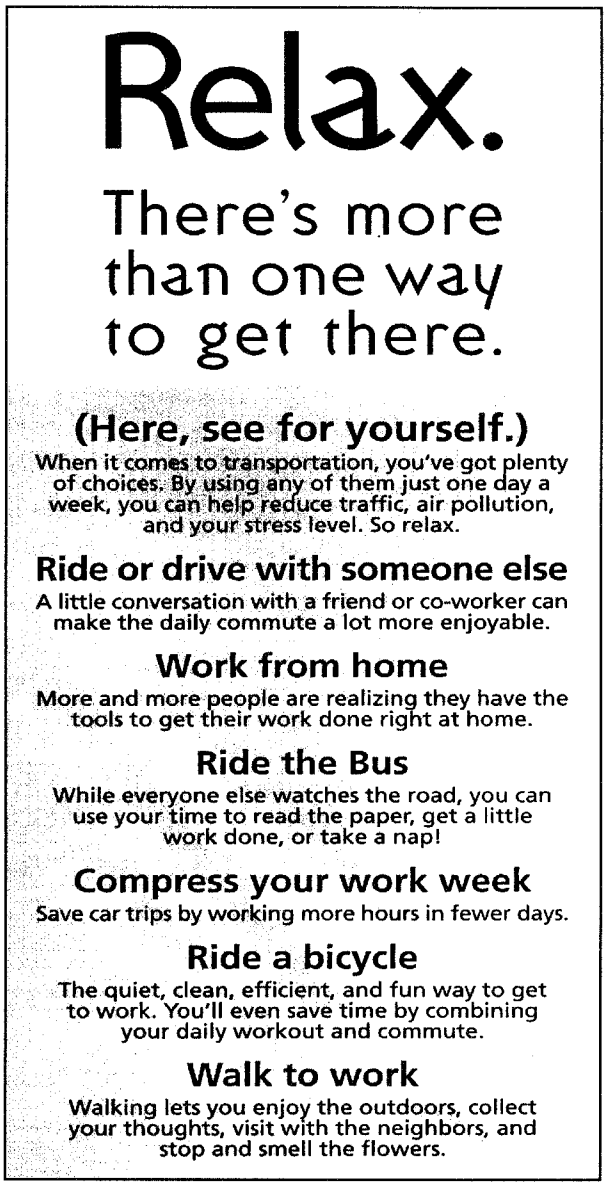
[29] The Atlanta Chamber of Commerce convened a group of CEOs to discuss the congestion and air quality issues in the Atlanta region. The committee came up with a plan to reduce congestion, the *Metropolitan Atlanta Transportation Initiative (MATI)*, which included a recommendation to mobilize employers to help change travel behavior through workplace initiatives. MATI developed a regionwide 2.5% reduction in peak hour SOV trips goal to be achieved when worksites with 100+ employees reach an 8% reduction in SOVs.
[30] Atlanta Regional Commission, et. al., A Framework for Cooperation to Reduce Traffic Congestion and Improve Air Quality, Atlanta, GA.
[31] Operating Plan for Coordinated Employer Service in the Metro Atlanta Region, Version 8.0, January 31, 2000.
[32] Ibid.

period and has a $1.5 million budget for FY 1999-2000.[33]

- *Washington State*
  On January 11, 1999, the Washington State Department of Transportation initiated the Statewide Transportation Choices Marketing Campaign.[34] The campaign uses the slogan, "Relax. There's more than one way to get there." and is commonly known as the "Relax" campaign. (Please refer to Figure 3.) The primary focus of the campaign is to communicate the fact that commuters have choices regarding their method of transportation, including, riding or driving with someone else, riding the bus, working from home, bicycling, walking and/or working compressed weeks. It was developed as a result of employers' requests for a statewide public awareness campaign to encourage the use of commute alternatives and to support the goals of the Commute Trip Reduction (CTR) Program. A total of $1.6 million in public/private funds was raised for the first year ($600,000 appropriate by the legislature, $200,000 in oil overcharge funds, and $800,000 from transit agency partnerships and media matches). The campaign has received a high level of visibility: a Washington State Department of Transportation June 1999 research study showed that 76% of the target market recognized one or more ads.[35] Funding has been approved to extend the campaign through June 2001.

[33] Metropolitan Transportation Commission, Overview of MTC and SAFE Operations Programs (Memorandum from the Executive Director to the Planning and Operations Committee, November 3, 1999. (Memorandum obtained from Lisa Klein at MTC.)
[34] www.wsdot.wa.gov/Relax
[35] Washington State Department of Transportation, 1999 CTR (Commute Trip Reduction) Task Force Report to the Washington State Legislature, December 1999, p. 6.

FIGURE 3: Washington State Transportation Choices Marketing Campaign



Current Practices – Northeastern Illinois

Northeastern Illinois has a broad variety of TM strategies existing and under development or investigation. The following list reviews current TM practices in northeastern Illinois according to the categories reported in the previous section. The strategies marked with asterisks have been reported in more detail in the CATS Working Paper, Status Report of the 11 TM Strategies in the 2020 RTP.[36] In addition to these strategies, northeastern Illinois has a variety of other technology and systems management TM strategies in place or under development, which are documented in the Status Report and the Northeastern Illinois Strategic Early Deployment Plan for ITS.[37]

- *Regional Ridesharing* *
  CATS Rideshare Services operates a small, but growing rideshare program. The program has received funding to enhance their existing ridematching software to be a real-time Internet compatible system.

- *Vanpooling* *
  The Pace Vanpool Incentive Program (VIP) continues to grow and was found to be the second largest vanpooling program outside of the Seattle area reported in the survey.

- *Emergency Ride Home*
  Limited emergency ride home services are available in northeastern Illinois in connection with vanpooling programs and employer-based programs which CATS Rideshare Services helps to establish.

- *Telecommuting*
  Northeastern Illinois has limited experience in developing telecommuting initiatives, but is currently participating a national telecommuting / emissions trading pilot program administered by the National Environmental Policy Institute (please refer to page 7).

- *Alternative Mode Incentives* *
  Transit incentive programs, such as the RTA/CTA Transit Benefit Program (in association with the federal Commuter Choice tax credits) and the CTA U-PASS program (for university and college students), have been developed. CATS Rideshare Services also has limited funding to establish incentives with individual employers to encourage employees to rideshare.

- *Episodic Air Pollution Control Programs*
  Partners for Clean Air publicizes Ozone Action Days.

[36] CATS, Status Report of the 11 TM Strategies in the 2020 RTP, April 2000.
[37] CATS, Northeastern Illinois Strategic Early Deployment Plan for Intelligent Transportation Systems (ITS), June 1999.

- *Land Use-Based Programs*
  Chicago currently is the site of a pilot Location Efficient Mortgage program (please refer to

- *Legislation*
  There is currently no mandatory or incentive-based legislation to encourage use of alternative modes in northeastern Illinois.

- *Parking Management* *
  Northeastern Illinois has a highly developed network of park n ride lots and rail stations serving the Loop. A network of park n ride lots for suburban bus, vanpool, and carpool use is in the early stages of development, as is the development of a regional parking management strategy.

- *Bicycle/Pedestrian Initiatives* *
  Significant development of the bicycle and pedestrian environment is underway in northeastern Illinois. Development of bikes on transit initiatives are also in progress: the CTA has completed a pilot bikes on trains program, which will become permanent in May 2000, and Pace is currently testing installation of bike racks on ten buses operating in Geneva for the summer of 2000.

- *Carsharing*
  The Chicago Department of Transportation, in collaboration with the Center for Neighborhood Technology, is currently developing a pilot carsharing program.

- *Pricing*
  There are no pricing initiatives in northeastern Illinois at this time.

- *Pre-Trip Traveler Information*
  Northeastern Illinois does not have the comprehensive pre-trip travel information systems found in regions like San Francisco, but it does have significant development of the components needed to create such a comprehensive system. These include the Gary Chicago Milwaukee Corridor (GCM) website, which offers real-time traffic information, and the RTA Transit Information Center (TIC) which provides information on transit routes and connects and may be available on the internet in the future.

- *Coordinated Approaches to Transportation Management*
  Examples of coordinated approaches to TM development and implementation in northeastern Illinois include:

  - the Congestion Management System (CMS) requirement to evaluate TM strategies as part of federally-funded arterial add lanes projects through the preparation of a Travel Demand Reduction (TDR) study in project Phase 1 engineering

  - the Priority HOV Metered Ramp Bypass Lanes study, which is evaluating supporting programs such as employer outreach programs, park n ride lot development, and public

information and outreach for each study corridor

- the Partners for Clean Air and CATS Rideshare Services' joint mass media campaign
- the joint employer outreach efforts conducted by CATS Rideshare Services and Pace at employers with identified transit, vanpool and carpool markets

New Initiatives for Consideration

Northeastern Illinois has a comparable variety of TM strategies to other metropolitan areas surveyed. What is needed is more widespread implementation of these existing strategies through development of new incentives and improved coordination. Based on the survey findings, four new initiatives are recommended for further investigation in northeastern Illinois. These include:

- Coordinated Promotion of Alternatives to SOV Travel
- Combined Strategies in a Targeted Area
- Financial Incentives
- Regional Emergency Ride Home Program

Coordinated Promotion of Alternatives to SOV Travel

There is no single promotional message, information resource, or employer outreach team promoting use of alternatives to SOV travel in northeastern Illinois. These alternatives include rail transit, bus transit, vanpool, subscription bus, carpool, bicycle, walking, telecommuting, and alternative work hours. Other regions, such as Atlanta, Seattle, and San Francisco have begun to consolidate these efforts previously conducted by a variety of different agencies. Such an effort in northeastern Illinois would reduce duplicative efforts and provide a clear message to the public and business community that reducing SOV travel is important. This type of effort could include three components: marketing, employer outreach, and information systems.

- *Marketing*
  A strong regional marketing campaign advocating use of a variety of alternative modes. Examples include the Washington State "Relax" campaign, the San Francisco Regional Transportation Marketing Program, and the marketing component of the Atlanta "Framework for Cooperation."

- *Employer Outreach*
  Coordination of employer outreach efforts by various providers of alternative transportation modes. An example is the employer services component of the Atlanta "Framework for Cooperation."

- *Information Systems*
  Development of a comprehensive information system providing real-time traffic and transit conditions, public transit routes and schedules, carpooling and vanpooling programs, telecommuting, park n ride facilities, bicycle facilities, and alternative mode incentive programs. This effort could build upon existing systems in the region, including the Gary Chicago Milwaukee Corridor website, the RTA Transit Information Center, and CATS Rideshare Services Ridematch System 21 (currently being developed). Examples include the San Francisco *TravInfo* telephone-based information service and *TransitInfo* website, the Seattle *Riderlink* website and *King County Alert!* e-mail service, and the Washington, DC *TravInfo* kiosks.

Combined Strategies in a Targeted Area

Targeted development of a combination of TM strategies has been initiated on a limited basis in northeastern Illinois through the development of the Travel Demand Reduction (TDR) reports as part of the Congestion Mitigation System (CMS). Because of the interdependent nature of TM strategies, further development of this concept would benefit development of all TM strategies in northeastern Illinois. An example of this concept is the Montgomery County, Maryland Transportation Emissions Reduction Pilot Program (TERP), which provides funding for multiple transportation management strategies in a single area. Development of a similar program in the Chicago region would provide an opportunity to implement TM strategies at a manageable scale and demonstrate their potential positive effects.

Financial Incentives

Additional financial incentives for alternative mode use is needed to make alternatives to SOV travel more competitive with driving alone. Potential incentives include:

- *State Tax Credits*
  Development of tax credits supports northeastern Illinois' focus on voluntary TDM strategies and the Delta Institute / Regional Dialogue for Clean Air and Redevelopment's interest in tax credits. Other regions, including Maryland and Washington, have developed state tax credits for employer-provided transit subsidies; Minnesota is currently considering similar legislation. Development of similar tax credits in Illinois would support efforts to increase employer participation in encouraging use of alternative modes. The investigation should also consider expansion of such a concept to include other alternative travel options in addition to transit and vanpools, including carpools, bicycle, walking, and telecommuting.

- *Taxable Vouchers*
  King County Metro in Seattle has developed a successful voucher program for carpool, bicycle, walking, and telecommuting, the *Commuter Bonus Plus Vouchers*. These vouchers can be purchased by employers and given to employees to be redeemed at contracted vendors providing relevant carpool, bicycle, walking, and telecommuting services. The vouchers are taxable to employers. Part of the Seattle program's success may be due to the Washington State Commute Trip Reduction (CTR) law, which requires employer participation in promoting employee use of alternative commute options. Investigation of developing a similar program in northeastern Illinois' voluntary environment should be explored.

Regional Emergency Ride Home Program

Emergency Ride Home programs are offered in northeastern Illinois on a limited basis through vanpool programs and by individual employers with the assistance of CATS Rideshare Services, but there is no regionwide emergency ride home program. Programs in other regions vary widely in the type of users who may use the program: some programs are available for users of all alternative modes, including transit, vanpool, carpool, bicycle, or walking; others are available for transit riders only; and others are available for employees of participating companies at a per-employee fee. The investigation should determine the alternative modes, for

which development of an emergency ride home program would increase its use – for instance, whether an emergency ride home program would improve transit ridership, carpool use, and bicycle use.

TABLE 4: Summary of Survey Findings

Transportation Management Strategy	Atlanta	Wash, DC	Chicago	Dallas	Denver	Houston	Los Angeles	Milwau-kee	Minnea-polis	New York	Philadel-phia	San Diego	San Francis-co	Seattle
CARPOOL/VANPOOL MATCHING	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Schoolpool Matching					X							X		
Bikepool Matching					X		X						X	
Internet-Based, Real-Time Matching			(planned)											
Comp. Commute Info. Matchlist		X					X							
VANPOOL PROGRAMS (# of vans)			352		15	233		18				131		1250
EMERGENCY RIDE HOME														
Program Available – no further info	X			X			X			X	n/a		X	
All Alternative Modes		X							X			X		
Transit Riders					X	X		X						X
Participating Employers			X		X	X								X
Vanpool Users			X											
TELECOMMUTING PROGRAMS		X	(planned)			X	(planned)				(planned)			
ALTERNATIVE MODE INCENTIVES														
Commuter Choice Programs	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Local/State Programs														
Transit													X	
Vanpool						X							X	X
Carpool			(funded)			(funded)	X					X		X
Bike/Ped/Telecommute/Other						(planned)								X
EPISODIC AIR POLLUTION CONTROL PROGRAMS														
Voluntary	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Mandatory for State Employees	X													

Transportation Management Strategy	Atlanta	Wash, DC	Chicago	Dallas	Denver	Houston	Los Angeles	Milwau-kee	Minnea-polis	New York	Philadel-phia	San Diego	San Francis-co	Seattle
LAND USE-BASED PROGRAMS														
Live Near Your Work Program		X												
Location-Efficient Mortgage			X				(planned)						(planned)	(planned)
LEGISLATION/ORDINANCES														
State Tax Credit for Alt. Commute		X												X
Mandatory Employer Participation							X							X
PARKING MANAGEMENT														
Park and Ride Lots	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Priority HOV Parking / Discounts			(study)											
Parking Cashout														
BIKE/PEDESTRIAN														
Bike Racks on Vanpools														X
CARSHARING PROGRAM			(funded)										X	X
PRICING														(study)
COMPREHENSIVE PRE-TRIP TRAVELER INFORMATION														
Kiosks		X												
Hotline													X	
Website													X	X
E-mail Subscription Service														X
COORDINATED APPROACHES														
Combined TCMs in a Targeted Area		X												
Regional TDM Strategy														X
Coordinated Employer Outreach	X													
Coordinated Marketing	X												X	X

SURVEY OF TRANSPORTATION MANAGEMENT STRATEGIES

Purpose of Survey:

This survey seeks to gather information on transportation management strategies from around the country as we update our Regional Transportation Plan. In particular, we are looking for:

1. quantifiable measures of the effectiveness of TM strategies (before and after measures)
2. new strategies or new applications of well-known strategies

Definition of Transportation Management Strategies:

Transportation management strategies are approaches that reduce and manage the demand for transportation projects. They also improve the operational characteristics of the transportation system. These strategies are designed to modify travel behavior and increase system efficiency without costly infrastructure improvements.

Transportation management strategies consist of three interrelated components: demand management, systems management, and technology applications.

- Transportation demand management consists of strategies that manage the demand for transportation facilities by increasing transit share, decreasing tripmaking, and lowering the overall growth in vehicle miles of travel, particularly single occupant vehicle trips.
- Transportation systems management consists of lower-cost capital projects and operational and institutional actions that improve the operating efficiency of facilities and services, enhance the quality of service, and promote transit use.
- Intelligent transportation systems (ITS) consist of the deployment and use of technologies to improve, manage and share information; provide for the integration of transportation services; provide for improved incident response systems; and provide other system management and operational improvements that enhance efficiency and safety.

Excerpted from the Chicago Area Transportation Study *2020 Regional Transportation Plan*, 1998.

Instructions:

1. Checklist Form: Please check all strategies in place in your region on the attached checklist forms for demand management, systems management, and ITS strategies.
   THIS IS THE MOST IMPORTANT PART. PLEASE COMPLETE THIS CHECKLIST, IF NOTHING ELSE!!
2. Detailed Information Form: Please complete the attached form for each strategy checked in part 1 and make additional copies as needed.
3. Supporting Documentation: Please include any supporting documentation on the effectiveness of TM strategies. (Please do not send promotional materials.)
4. Return survey to:

   Chicago Area Transportation Study *Fax: (312) 793-3481*
   300 West Adams Street
   Chicago, IL 60606
   ATTENTION: Anna Flintoft

We will be conducting follow-up phone calls to clarify survey information during July and August. If another agency would be more appropriate to answer any part of the survey, please include a contact name and phone number. For questions, please contact Anna Flintoft at CATS, (312) 793-3456. Thank you for your time!

TRANSPORTATION DEMAND MANAGEMENT STRATEGIES

YOUR NAME:
ORGANIZATION:
PHONE:
DATE:

Please check the TDM strategies in use in your region, including the name of each program and agency contact information.

EMPLOYER-BASED INITIATIVES:	PROGRAM NAME / AGENCY / CONTACT / PHONE:
❑ Carpool/Vanpool Programs	
❑ Guaranteed Ride Home Programs	
❑ Transit/Alternative Mode Incentives	
❑ Parking Management	
❑ Parking Cash-out	
❑ Alternative Work Hours/Location	
❑ Bicycle/Walking Support Services	
❑ On-Site Convenience Services	
❑ Shuttle Services	
❑ Live Near Your Work Programs	
❑ Other_____	

PRICING MEASURES:	PROGRAM NAME / AGENCY / CONTACT / PHONE:
❑ Congestion Pricing	
❑ Smog Fee	
❑ Motor Fuel Tax Increase	
❑ Pay-As-You-Drive Auto Insurance	
❑ Metered Premium Insurance	
❑ Regional Employee Parking Tax	
❑ Other_____	

EDUCATIONAL:	PROGRAM NAME / AGENCY / CONTACT / PHONE:
❑ Ozone Action Days	
❑ Other_____	
❑ Other_____	

TRANSPORTATION DEMAND MANAGEMENT STRATEGIES (CONT.)

LAND USE/ GROWTH MANAGEMENT: — **PROGRAM NAME / AGENCY / CONTACT / PHONE:**

- ❑ Compact Development _____
- ❑ Transit-Oriented Development _____
- ❑ Mixed-Use Activity Centers _____
- ❑ Jobs/Housing Balance _____
- ❑ Infill Development _____
- ❑ Other_____ _____

NON-MOTORIZED FACILITIES AND SUPPORT SYSTEMS: — **PROGRAM NAME / AGENCY / CONTACT / PHONE:**

- ❑ Bicycle & Pedestrian Infrastructure _____
- ❑ Transit Bike Carriers _____
- ❑ Sidewalk Snow/Ice Removal _____
- ❑ Bike lockers/racks _____
- ❑ Bicycle & Pedestrian Planning _____
- ❑ Other_____ _____

LEGISLATION/ORDINANCES: — **PROGRAM NAME / AGENCY / CONTACT / PHONE:**

- ❑ State/Local Tax Exemptions for Vanpool or Transit Subsidies _____
- ❑ Trip Reduction Ordinances _____
- ❑ Tax Incentives for Alter. Fuel Vehicles _____
- ❑ Other_____ _____

PARKING MANAGEMENT: — **PROGRAM NAME / AGENCY / CONTACT / PHONE:**

- ❑ Priority HOV Parking _____
- ❑ HOV Parking Discounts _____
- ❑ Parking Pricing _____
- ❑ Park-n-Ride Lots _____
- ❑ Other_____ _____

OTHER: — **PROGRAM NAME / AGENCY / CONTACT / PHONE:**

- ❑ Car Sharing Program _____
- ❑ Vehicle Retirement Program _____
- ❑ Other_____ _____

SYSTEMS MANAGEMENT STRATEGIES

YOUR NAME:
ORGANIZATION:
PHONE:
DATE:

Please check the Systems Management strategies in use in your region, including the names of the programs utilizing the strategy.

HOV MEASURES:	**PROGRAM NAME / AGENCY / CONTACT / PHONE:**
❑ HOV Priority Lane	
❑ HOV Ramps	
❑ HOV Ramp Bypass	
❑ Transit Signal Priority	
❑ HOV Toll Savings	
❑ Park-and-Ride/Casual Carpool Facilities	
❑ Other_____	

CONSTRUCTION MANAGEMENT:	**PROGRAM NAME / AGENCY / CONTACT / PHONE:**
❑ Management Plans	
❑ Detours	
❑ Signing	
❑ Advance Information	
❑ Other_____	

INCIDENT MANAGEMENT:	**PROGRAM NAME / AGENCY / CONTACT / PHONE:**
❑ Emergency Traffic Patrols	
❑ Emergency Monitoring	
❑ Roadway Detectors/Surveillance	
❑ Emergency Vehicle Priority	
❑ Emergency Response Teams	
❑ Highway Advisory Radio	
❑ Alternative Route Planning	
❑ Variable Message Signs	
❑ Communication Systems/Protocol	

SYSTEMS MANAGEMENT STRATEGIES (CONT.)

TRAFFIC SIGNAL IMPROVEMENTS: **PROGRAM NAME / AGENCY / CONTACT / PHONE:**

- ❑ Signal Retiming _____
- ❑ Demand Responsive Systems _____
- ❑ Coordinated Systems _____
- ❑ Other_____ _____

ROADWAY GEOMETRIC IMPROVEMENTS: **PROGRAM NAME / AGENCY / CONTACT / PHONE:**

- ❑ Turn Lanes _____
- ❑ Acceleration/Deceleration Lanes _____
- ❑ Lane Widening _____
- ❑ Grade Separation _____
- ❑ Roadway Channelization _____
- ❑ Bus Turnouts _____
- ❑ One-way Couplets _____
- ❑ Other_____ _____

TIME-OF-DAY RESTRICTIONS: **PROGRAM NAME / AGENCY / CONTACT / PHONE:**

- ❑ Turning Restrictions _____
- ❑ Truck Restrictions _____
- ❑ Parking Restrictions _____
- ❑ Other_____ _____

RAMP METERING: **PROGRAM NAME / AGENCY / CONTACT / PHONE:**

- ❑ Localized Ramp Metering _____
- ❑ Demand Responsive Ramp Metering _____
- ❑ Coordinated Ramp Metering _____
- ❑ HOV Bypass Ramp Metering _____
- ❑ Other_____ _____

COMMERCIAL VEHICLE IMPROVEMENTS: **PROGRAM NAME / AGENCY / CONTACT / PHONE:**

- ❑ Commercial Vehicle Facilities _____
- ❑ Geometric Improvements _____
- ❑ Intermodal Facilities _____
- ❑ Truck Routes _____

INTELLIGENT TRANSPORTATION SYSTEMS STRATEGIES

YOUR NAME:
ORGANIZATION:
PHONE:
DATE:

Please check the ITS strategies in use in your region, including the names of the programs utilizing the strategy.

PLANNING & INTERAGENCY COORDINATION:	**PROGRAM NAME / AGENCY / CONTACT / PHONE:**
❑ ITS Deployment Plan	
❑ Institutional Interagency Coordination	
❑ Operational Interagency Coordination	

ADVANCED TRAFFIC MANAGEMENT SYSTEMS:	**PROGRAM NAME / AGENCY / CONTACT / PHONE:**
❑ Freeway Management Center	
❑ Traffic Signal Systems	
❑ Emergency Management	
❑ Electronic Toll Collection	
❑ Electronic Parking Collection	
❑ Other_____	

ADVANCED TRAVELER INFORMATION SYSTEMS:	**PROGRAM NAME / AGENCY / CONTACT / PHONE:**
❑ Multimodal Regional Traveler Info Ctr	
❑ Pre-Trip Traveler Info (kiosks, internet, etc.)	
❑ En-Route Traveler Info (variable message signs, in-vehicle signing, etc.)	
❑ Other_____	

ADVANCED PUBLIC TRANSPORTATION SYSTEMS:	**PROGRAM NAME / AGENCY / CONTACT / PHONE:**
❑ Vehicle Management Systems	
❑ En-route Transit Information	
❑ Electronic Fare Payment	
❑ Automated Vehicle Location System	

INTELLIGENT TRANSPORTATION SYSTEMS STRATEGIES (CONT.)

COMMERCIAL VEHICLE OPERATIONS — **PROGRAM NAME / AGENCY / CONTACT / PHONE:**

- ❑ Weigh-in-Motion System _____
- ❑ Electronic Credential Checking _____
- ❑ Other_____ _____

ADVANCED VEHICLE CONTROL SYSTEMS: — **PROGRAM NAME / AGENCY / CONTACT / PHONE:**

- ❑ Collision Avoidance System _____
- ❑ Vehicle Guidance System _____
- ❑ Other_____ _____

DETAILED INFORMATION FORM

Please complete for each strategy checked on the previous pages and make copies of this form as needed.

PROGRAM NAME		
OPERATING AGENCY / CONTACT / PHONE		
PROGRAM GOALS, and BRIEF DESCRIPTION		
(for TDM strategies only)	*YR BEGUN*	**FUNDING**
Is the program...? *Voluntary / Mandatory* *Episodic / Year-round*		*Source:* *Amount:*

RESULTS (quantifiable measures of the program's effectiveness)

General Measures (# of carpools formed, miles of bike trails, # of park and ride spaces, etc.)

Air Quality Improvements (VOC, NOx, PM10, CO2 not emitted)

Congestion Improvements (improvements in speed, delay, accidents, etc.):

SOV Travel Decreased (VMT, vehicle trips, etc.):

Cost Savings:

Bibliography of Supplemental Materials Received

Air Quality

California Air Resources Board, Office of Air Quality & Transportation Planning, Motor Vehicle Registration Fee Program Data: Summary Tables for Fiscal Years 1994-95 and 1995-96, October 1997.

California Air Resources Board, ARB 1998 Criteria and Guidelines for the Use of Motor Vehicle Registration Fees, June 25, 1998.

Contains data on the cost effectiveness of various programs (Appendix A).

The Elway Poll, Special Report: Puget Sound Air Pollution Control Agency, Seattle, WA, October 1996.

Results of survey regarding marketing campaign on smog.

Miscellaneous documents sent by the Maryland Department of the Environment:

Metropolitan Washington Council of Governments and The Endzone Partners, 1998 Survey of Attitudes Toward and Awareness of Air Quality in the Washington, D.C. Metropolitan Area: A Survey of Residences, Washington, DC, March 1999.

Luebehusen, Eric D., Maryland Department of the Environment, Ozone Forecasting and the Ozone Map; Innovative Public Education Tools on Ground Level Ozone in Maryland, for presentation at the 89th Annual Meeting and Exhibition of the Air And Waste Management Association, June 23-28, 1996.

Ozone Pollution Map, #1185.

Endzone Partners, Hitting the Airwaves, Doing Our Share to Clean the Air, 1998 Annual Report.

Carsharing

Boulder CARSHARE, Business Plan, Bylaws, Portfolio, and Membership Manual, Boulder, CO.

Combined Program of TCMs

Montgomery County Department of Public Works, Transportation Emissions Reduction Pilot Program Final Report, Montgomery County, MD, October 22, 1998.

Final report for a $1.15 million State of Maryland grant to pilot a series of TCMs in North Bethesda, including pedestrian intersection upgrades, bike lanes, Metro station bike lockers, sidewalks, rush hour shuttle, parking meters, Main Street Center Concierge Service (public/private), transit/vanpool incentive program, bus shelters, transit

information signs, bus benches, computer kiosks, and electronic transit information signs. An evaluation of the program found no change in mode split during first year (measured by 1996 and 1997 commuter surveys), but Montgomery County expects measurable reduction over the long term.

Commute Profile

RIDES for Bay Area Commuters, Commute Profile 1999: A Survey of Bay Area Commute Patterns, 1999.

Results of the Bay Area's seventh annual region-wide telephone survey of commuters.

Coordinated Employer Outreach and Marketing

Atlanta Regional Commission, et. al., A Framework for Cooperation to Reduce Traffic Congestion and Improve Air Quality, Atlanta, GA.

Framework paper to coordinate efforts for employer outreach and mass media campaigns among various TMAs, the MPO, GDOT, and other agencies which receive CMAQ funds.

Operating Plan for Coordinated Employer Service in the Metro Atlanta Region, Version 8.0, January 31, 2000.

The three year operating plan for the employer outreach component of the "Framework." The plan is intended to help reach a regionwide 2.5% reduction in peak hour SOV trips.

Washington State Department of Transportation, Advertising Awareness Study Executive Summary Report, prepared by Robinson Research, Inc., July 1999.

This report summarizes the results of interviews conducted with 1800 people in Washington State to measure awareness and perceptions of the Washington State Transportation Choices Marketing Campaign and to evaluate attitudes toward SOV commuting.

Employer Guides

Washington Area Bicyclist Association and Metropolitan Washington Council of Governments, Biking to Work in the Washington Area: A Guide for Employers and Employees, 1998, Washington, DC.

Employer- and employee-oriented guide to biking to work.

Washington State Department of Transportation, Office of Urban Mobility, TDM Resource Center, Fleetpooling: A Guide to Fleet Ridesharing in Washington State, Seattle, WA, September 1996.

Employer-oriented guide to ridesharing with company-owned vehicles.

Washington State Department of Transportation, Office of Urban Mobility, TDM Resource Center, Employer-Provided Commute Subsidies A Guide for Public & Private Employers in Washington State, Seattle, WA, March 1997.

Employer-oriented guide to providing commute subsidies to employees.

Intelligent Transportation Systems

Integrated Metropolitan Intelligent Transportation Systems Infrastructure Deployment Database, Website: http://itsdeployment.ed.ornl.gov/iti98/default.asp.

Land Use

Maryland Department of Housing and Community Development, Live Near Your Work Program Highlight Sheet and Survey Results.

Summary of the Live Near Your Work Program in Maryland, including changes in home buyer travel habits.

Metropolitan Transportation Commission, Moving Toward More Community-Oriented Transportation Strategies for The San Francisco Bay Area: A Resource Guide, Oakland, CA, December 1996.

Contains list of resources on implementation guides, model codes, checklists for governments and developers, public info/education, case studies, concept papers, research of effectiveness, design guides, etc.

Municipal Research and Services Center of Washington for King County Department of Metropolitan Services and Washington State Department of Transportation Office of Urban Mobility, Creating Transit Supportive Regulations: A Compendium of Codes, Standards & Guidelines, Seattle, WA, August 1995.

Compendium of codes, standards, and guidelines for transit and pedestrian-friendly site design; parking location, supply/demand, and lot design; mixed use development; and densities and incentives.

Puget Sound Regional Council, Creating Transit Station Communities in the Central Puget Sound Region: A Transit-Oriented Development Workbook, Seattle, WA, June 1999.

Addresses principles, market potential, and implementation methods for transit-oriented development.

Puget Sound Regional Council & Energy Outreach Center, Redevelopment for Livable Communities Conference Report, Tacoma, WA, May 27-29, 1997.

Includes discussions of community support, environment and design, mixed use and housing, finance, working sessions, and case studies.

Puget Sound Regional Council, Urban Centers in the Central Puget Sound Region: A Baseline Summary and Comparison, Seattle, WA, Winter 1996-97.

Provides basic information about the Seattle region's 21 urban centers designated under the State's Growth Management Act, including community context, population and employment, land use, urban form, transportation, and planning status.

Puget Sound Regional Council, Developing Your Center: A Step-by-Step Approach, Seattle, WA, May 1996.

Guidebook for developing urban centers.

Legislation

State of Maryland, House Bill 636: Tax Credit for Cost of Providing Commuter Benefits to Employees, http://mlis.state.md.us/1999rs/billfile/HB0636.htm.

State of Washington, RCW 70.94.521 through RCW 70.94.551 (Commute Trip Reduction Regulation excerpt).

Washington State Department of Transportation, 1999 CTR (Commute Trip Reduction) Task Force Report to the Washington State Legislature, December 1999.

MPO Work Programs

Delaware Valley Regional Planning Commission, "Project Descriptions," Work Program, pp. 98-99, 121-125.

Provides information on DVRPC's ITS, Commuter Services, and TransitChek programs.

Houston-Galveston Area Council, "Chapter 5: Special Studies Section," 2000 Unified Planning Work Program, June 18, 1999.

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Metropolitan Transportation Commission, Attachment A-4, Regional Rideshare Program Revised Scope of Work, September 1, 1999 to August 31, 2000, Oakland, CA.

Metropolitan Washington Council of Governments, Commuter Connections Transportation Demand Management Evaluation Project: Final TDM Analysis Report, October 1, through December 31, 1998, Washington, DC, June 24, 1999.

Summary of MWCOG's Commute Connection programs, including ridematching, transit route and schedule information, information on park and ride lot locations and HOV facilities, employer TDM and telework programs, and the regional guaranteed ride home program.

Parking Management

Kodama, Michael R., prepared in association with the Southern California Association for Commuter Transportation (ACT) chapter, Using Demand-Based Parking Strategies to Meet Community Goals, June 1996.

Pricing/Finance

US Department of Transportation Federal Highway Administration and State of Colorado Department of Transportation, Congestion Relief Program Final Report, March 1999.

Final report of the Congestion Relief Program (1995-1998) in Boulder, Colorado. The program investigated the application of market-based strategies to meet Boulder's local transportation and environmental challenges. Report includes evaluations of several congestion pricing strategies, public perceptions of the strategies, innovative public process techniques which were implemented, and general lessons learned from the program.

Puget Sound Regional Council, The Costs of Transportation, Seattle, WA, Endorsed 1996.

Analysis of all costs of transportation in the Seattle region, including direct costs (auto ownership and operation, transit fares and operations, freight costs, roadway and sidewalk improvements, traffic enforcement, and emergency services), as well as indirect costs (wasted fuel and time due to congestion, waste disposal, pollution, noise, and accidents).

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This paper compares revenues and costs for transportation in the Seattle region and concludes that the current transportation financing system is not self-sustaining, does not link transportation use with revenue generation, and does not serve the region well in terms or personal or freight mobility.

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Puget Sound Regional Council, 1995 Metropolitan Transportation Plan, Seattle, WA, May 1995.

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Ridematching

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Software guide for CommuteMATE ridematching software.

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Transit/Alternative Mode Incentive Programs

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Highlights the Commuter Plus and Commuter Bonus Plus voucher programs in the Seattle metropolitan area.

National Association of Regional Councils, "Metro Commuter Pass Program," The Potential of Public Transit as a Transportation Control Measure, July 1998, pp. 21-29.

U.S. Department of Transportation, Federal Transit Administration, Commuter Choice Program Voucher and Pass Program Directory, http://www.fta.dot.gov/library/policy/tbpvpd.htm, (downloaded October 26, 1999).

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Puget Sound Regional Council, Regional TDM Action Strategy for Implementation in the Central Puget Sound Region, Seattle, WA, November 1998.

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Puget Sound Regional Council and Washington State Department of Transportation TDM Resource Center, Central Puget Sound TDM Forums Proceedings, Seattle, WA, Spring 1997.

Forums include: The SOV Squeeze, Reworking the Rush Hour, Those Forgotten Non-Work Trips, and Choosing the Alternatives.

Washington State Department of Transportation, Office of Urban Mobility, TDM Resource Center, Transportation Demand Management: A Guide for Including TDM Strategies in Major Investment Studies and in Planning for other Transportation Projects, Seattle, WA, August, 1996.

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Mission, Goals, and Objectives, 1991-2001.

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Metropolitan Transportation Commission, Memorandum to Planning and Operations Committee Regarding Overview of MTC and SAFE Operations Programs, November 3, 1999, Oakland, CA.

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