



# **Moving Greater University Circle Phase 3: Transportation Management Implementation Plan**

**February 2016**





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# 1 INTRODUCTION

The Moving Greater University Circle Transportation & Mobility Plan is University Circle's forward-thinking strategy to harness the energy of its ongoing growth and engender a multimodal transportation network that serves all users. The first two phases of the plan focused on parking and mobility, respectively. Recommendations from those phases included improvements to the area's shuttle system, on-street parking, and bike share offerings, as well as conceptual designs that would make 11 intersections safer for travelers using all modes.

University Circle stakeholders have voiced clear support for implementation of these recommendations to help University Circle develop as a place where people can safely and conveniently travel by the mode of their choice. Now is the time to ensure these recommendations are advanced; Phase 3 – the Transportation Management Implementation Plan – establishes the framework for doing so.

Beyond the parking and mobility recommendations from the first two phases, the need for a more effectively coordinated transportation system – including shared access services, demand management programs, and information resources – is readily apparent. This report begins by detailing a variety of transportation programs and services already provided by local stakeholders throughout University Circle and identifying best practices for coordinating these and other efforts from peer organizations across the country. It then outlines the potential for enhanced district-wide coordination and recommends how these practices can be translated into an implementation program or organization for University Circle. The report closes with a summary of next steps, which incorporates the key action steps from the Parking and Mobility phases Plans that fit within this framework. (Appendix A presents the priority recommendations from these first two phases.)

## **2 EXISTING SERVICES AND NEW OPPORTUNITIES**

### **EXISTING PROGRAMS THROUGHOUT THE AREA**

University Circle is the second largest employment center in the region, contains a diverse residential population, and boasts some of the most prominent cultural institutions in the state. For years, University Circle’s stakeholders have recognized the critical function of the transportation network and realized that stress on that network could limit continued growth.

To support the long-term sustainability of the transportation network, several institutions created in-house transportation programs focused on transportation demand management (TDM) – strategies and programs that influence travel behavior by mode, frequency, time, route, or trip length. Figure 1 presents a sample of the TDM programs provided by major University Circle employers. It demonstrates that multiple institutions currently provide a variety of TDM programs and services; however, the programs vary by employer, so what is available to a member of the University Circle workforce varies depending on the workplace and worker’s employment status. The effectiveness of these programs to support transportation options to and within University Circle, and to reduce impacts on the overall transportation system, is therefore limited.

Figure 1 Current TDM Programs Provided by Major University Circle Employers

Organization	Charge for Parking	Parking Cash-out	Live Near Your Work Assistance <sup>1</sup>	Indoor Bike Parking, Showers, and Lockers	Employee/ Departmental Bike Share	Shuttles <sup>2</sup>	Mass Transit Subsidies
Cleveland Museum of Natural History		X			X		X
Cleveland Clinic	X		X	X		X	
Case Western Reserve University	X		X	X		X	X
University Hospitals Case Medical Center	X		X	X			X
VA Medical Center				X		X	X
Cleveland Museum of Art			X		X		

Some of these programs and benefits are more clearly defined below:

## Parking Cash-out

Parking Cash-out programs are those that “require certain employers who offer subsidized parking to their employees to offer cash allowance in lieu of a parking space”.<sup>3</sup> Sometimes the allowance is available in the form of a commuter rail, bus, or subway pass if these options exist in the community.

## Live Near Your Work Assistance

Live Near Your Work benefits provide direct financial assistance to eligible employees to purchase a home within a specified boundary.

This program incentivizes living close to jobs (less travel, less money spent on travel), promotes development within the community, increases employee retention and morale, and reduces employee turnover costs.<sup>4</sup>

## Employee Bike Share

University Circle Inc. and the Cleveland Museum of Natural History provide small bike fleets for employee use. These bikes tend to be used for short trips within the district, reducing the time and cost of using a car for these trips. Some employees report that having a bike available at work makes a car-free home-to-work commute more feasible.

<sup>1</sup> Beyond the base Greater Circle Living program incentives, which are available to all district non-profit employees

<sup>2</sup> These include shuttles to neighborhoods or communities outside University Circle (Cleveland Clinic and Case Western Reserve University) and remote-parking shuttles (VA Medical Center).

<sup>3</sup> <http://www.arb.ca.gov/planning/tsaq/cashout/cashout.htm>

<sup>4</sup> <http://www.policymattersohio.org/live-work-nov2012>

## Commuter Shuttles

- The Cleveland Clinic provides free shuttle service around campus with three different lines, an ADA-accessible line, and a patient courtesy shuttle.<sup>5</sup>
- Case Western Reserve University and University Hospitals provide multiple shuttles to locations both on and off-campus, including commuter, student, and evening shuttles. This network includes 8 lines that run throughout the area, including the Circle Link, which is paid for by 15 partner organizations along the route.<sup>6</sup>
- The VA Medical Center provides a shuttle between the Wade Park main campus and the Parma Multi-Specialty Outpatient Clinic (about 45 minutes away). It also makes stops at the Therapeutic Residence in the morning and evening. The buses are free, run every thirty minutes from 7 a.m. to 5 p.m. and are intended for employees and patients only.
- In addition to the commuter shuttles, the Greater Cleveland Regional Transit Authority (RTA) provides a regional network of rail and bus transit with 10 routes that serve University Circle.

## Mass Transit Subsidies

The Internal Revenue Code Section 132(f) states that qualified employers can offer commuter benefits to employees. Generally, this means that employees can receive mass transit passes through a pre-tax program,<sup>7</sup> such as the RTA Commuter Advantage Program<sup>8</sup>. At least 12 University Circle employers participate in the program.

- The VA Medical Center offers a Transit Benefit Program to their employees as a part of a national initiative to improve air quality and to reduce noise and traffic congestion in metropolitan areas. The VA will provide a non-taxable subsidy for the cost of daily commuting by methods other than single occupancy vehicles. The amount of subsidy offered to qualified VA employees is based on an employee's monthly transit commuting costs from their residence to work.<sup>9</sup> For 2016, the maximum pre-tax commuter benefit an employee can receive is \$255 per month.<sup>10</sup>

## BEST PRACTICES FROM PEERS

Transportation to, from, and within anchor districts like University Circle involves a series of conditions and circumstances that are often best managed on a broader scale than any individual property owner or employer can address. Recognizing the effectiveness of coordinating transportation efforts, many districts and neighborhoods establish an association to work on behalf of local members. These associations can take different forms, including: transportation management associations (TMAs), transportation benefit districts, transportation authorities, and more. They are generally non-profit, member-controlled organizations that provide transportation services in a particular area, such as a commercial district, medical center, or

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<sup>5</sup> <http://my.clevelandclinic.org/ccf/media/files/Corporate/shuttle-bus-schedule-brochure.pdf>, p. 2

<sup>6</sup> <http://www.case.edu/access-services/shuttles/>

<sup>7</sup> <http://www.bestworkplaces.org/wp-content/uploads/2013/05/2013-BWC-Commuter-Benefits.pdf>, p. 9

<sup>8</sup> <http://www.riderta.com/programs/commuteradvantage>

<sup>9</sup> [http://www1.va.gov/vapubs/viewPublication.asp?Pub\\_ID=579&FTtype=2](http://www1.va.gov/vapubs/viewPublication.asp?Pub_ID=579&FTtype=2)

<sup>10</sup> <https://www.irs.gov/pub/irs-pdf/p15b.pdf>



industrial park.<sup>11</sup> They are often public-private partnerships, consisting primarily of area businesses and institutions, with local government support. The growth of these organizations in the last 25 years stems from the knowledge that businesses, developers, building owners, and government entities can be more effective when working together to address local transportation problems and developing solutions and strategies collaboratively.

An increase in federal and state funding for TDM programs in the 1980s and several alternative transportation mandates established in the 1990s encouraged growth of these organizations. These mandates incorporated TDM programs (Clean Air Act Amendments of 1990), required certain employers with over 100 employees to integrate trip reductions into their agendas (Employee Commute Options of 1991), and required that all possible alternatives be considered before new roads could be constructed (Intermodal Surface Transportation Efficiency Act of 1991).

As of August 2015, there are more than 125 TMAs (or similar organizations) in the U.S., which range in size, scope, and structure.<sup>12</sup> While they differ in services offered, funding mechanisms, and memberships and partnerships, the primary mission of most is to increase mobility, reduce the share of trips made by single-occupancy auto, and enhance access to major activity centers for those who work, reside, shop, and commute into and within the district's boundaries. These organizations are considered a beneficial and attractive investment to both the public and private sectors and are generally effective at:

- Reducing vehicle congestion;
- Leveraging infrastructure through coordinated/shared programs (e.g., parking and alternative modes);
- Supporting increases in job and residential growth more efficiently;
- Managing higher than necessary parking development costs (i.e., “right sizing parking”);
- Minimizing displacement of land (by parking facilities) that could support commercial and residential development;
- Improving the marketability of a district, its destinations, and its character as a place to locate, live, work, and visit;
- Collaborating with local government to advance major capital improvement projects;
- Increasing access for participating partner institutions and employees receiving transportation benefits from the effort; and
- Lowering transportation costs for employers and employees.

Whether the challenge is traffic congestion, parking constraints, air pollution, poor access to business or commercial centers, lack of effective public transit service, or bicycle facilities that limit mobility, collaborative organizations can implement programs and services to address challenges more effectively than any individual stakeholder.

Transportation organizations provide a range of TDM programs and services to help maximize the effectiveness of neighborhood's transportation network and reduce the impacts of that network to all stakeholders. Some of the most common district-based TDM programs and services include:

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<sup>11</sup> Victoria Transport Policy Institute, October 2014.

<sup>12</sup> *Making the Shift: How TMAs in Massachusetts Leverage Private Sector Resources to Achieve State Goals and Public Benefits*, Prepared by Eastern Research Group, Inc. For MassCommute, August 2015.

- Shuttle services (local circulators and from park & rides);
- Rideshare matching;
- Vanpool programs;
- Guaranteed ride home programs;
- Sales of and discounts on transit tickets/passes;
- Bike parking, showers, and lockers;
- Parking pricing, cash-out, and management;
- Marketing for alternative commute modes; and
- Employee transportation coordinator training.

A survey of the TDM programming offered by seven peer organizations, as well as TDM programming available from University Circle stakeholders, is presented in Figure 2; a full review of these peer organizations can be found in Appendix B. While each of these organizations offers unique packages of TDM programming, the one consistent lesson learned is that the effectiveness of a district's TDM programming is improved by offering consistent programming (or the same comprehensive set of TDM programs) to all stakeholders.

Figure 2 Peer TDM Programs and Strategies

Programs/ Strategies	A Better City TMA (ABCTMA) Boston, MA	Clifton Corridor TMA (CCTMA) Atlanta, GA	CommuterWorks TMA (MASCO) Boston, MA	Boston University Transportation Solutions for Commuters (TransComm) Boston, MA	Oakland TMA Pittsburgh, PA	Charlotte Center City Partners Charlotte, NC	Buffalo-Niagara Medical Campus TMA Buffalo, NY	University Circle (all local stakeholders) Cleveland OH
<b>Major Programs</b>	<ul style="list-style-type: none"> <li>▪ Participation in Transportation Awareness Events including: Car-Free Week, MassCommute Bicycle Challenge, Lunchtime Walking Series</li> <li>▪ On-site Transportation Fairs and commuter related events</li> <li>▪ Administration/analysis of commuter surveys</li> <li>▪ Personalized commuter mobility work plan and transportation resource guide based on survey and zip code data</li> <li>▪ Construction and traffic advisories</li> <li>▪ Employee car and home insurance discounts through Environmental Insurance Agency</li> <li>▪ Signage for carpool, vanpool, and bike parking</li> <li>▪ Assistance with installation and implementation of electric vehicle stations and infrastructure</li> <li>▪ Transportation information and materials sent to employers for employee distribution</li> <li>▪ Disseminate information related to available and future TDM programs/initiatives and emergency traffic and transit service directives</li> <li>▪ Information on new and future transportation programs and services</li> <li>▪ Access to city, state, federal agencies and officials engaged in transportation policy, funding, programs, services</li> </ul>	<ul style="list-style-type: none"> <li>▪ 10 percent discount on transit (MARTA) monthly passes</li> <li>▪ Ride matching (in partnership with Georgia Commute Options, a regional organization that administers state CMAQ funding)</li> <li>▪ Administration and analysis of commuter surveys</li> <li>▪ Construction and traffic advisories</li> <li>▪ Development of plans and studies for programming future capital projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Area planning and development, parking and transportation services (including employee shuttles, parking operations, park-and-ride lots), collaborative purchasing, a call center, and child care center.</li> <li>▪ Conventional TDM measures include: <ul style="list-style-type: none"> <li>▪ Walk/bike incentives</li> <li>▪ Personalized commute assistance</li> <li>▪ Carpool/vanpool incentives</li> <li>▪ Transit (T-pass) subsidies (through member institutions)</li> <li>▪ Employee benefits fairs and other informational events</li> <li>▪ Emergency ride home</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Personalized Commuter Assistance</li> <li>▪ MBTA pass program</li> <li>▪ Carpooling/vanpooling</li> <li>▪ Emergency ride home</li> <li>▪ Bicycling and walking planning/support</li> <li>▪ Pedestrian safety projects</li> <li>▪ Transportation orientation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Transit pass subsidy</li> <li>▪ Rideshare management/matching (through partnership with a regional clearinghouse that also includes other Pittsburgh-area TMAs and large employers)</li> <li>▪ Car share membership discounts</li> <li>▪ Guaranteed ride home</li> <li>▪ Employee surveys</li> <li>▪ Parking reservations</li> <li>▪ Employee benefit fairs</li> <li>▪ Community event planning and participation</li> <li>▪ Transportation fairs and meeting facilitation</li> <li>▪ Development of outreach materials and website</li> </ul>	<ul style="list-style-type: none"> <li>▪ Gold Rush shuttle</li> <li>▪ Implements parking information systems in parking garages</li> <li>▪ Distributes commute alternative information</li> <li>▪ Advocacy for major capital projects and citywide initiatives that offer potential benefit or transportation alternatives to downtown Charlotte, such as helping to organize outreach efforts for light rail expansion project, streetcar starter line, or downtown multimodal transfer center relocation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Car share sponsorship and promotion</li> <li>▪ Rideshare and ride matching</li> <li>▪ Bike share</li> <li>▪ Guaranteed ride home</li> <li>▪ Parking cash-out facilitation</li> <li>▪ Program education, employer outreach, and information distribution</li> </ul>	<ul style="list-style-type: none"> <li>▪ Charge for parking</li> <li>▪ Parking cash-out</li> <li>▪ Live Near Your Work assistance</li> <li>▪ Indoor bike parking, showers, and locker</li> <li>▪ Employee/departmental bike share</li> <li>▪ Commuter shuttles</li> <li>▪ Mass transit subsidies</li> </ul>

## 3 POTENTIAL FOR DISTRICTWIDE TRANSPORTATION COORDINATION

Four key factors indicate significant potential in forming an association or organization that can improve effectiveness of the transportation system districtwide.<sup>13</sup> These include:

- Identification of a unifying transportation challenge or challenges
- Vision
- Leadership
- Goal setting

When there is a high level of consensus, participation, and buy-in to these factors, organizations tend to form quickly and successfully deliver programs and services that have a measurable impact on commute trip behavior within impacted business districts. This section outlines each of these factors in detail and assesses existing conditions in University Circle, based on input received during the Plan's earlier phases.

### IDENTIFYING THE TRANSPORTATION CHALLENGE

Successful districtwide transportation organizations typically form around a shared transportation issue or challenge. More importantly, these challenges must be recognized as shared challenges that impede the success of economic development or other shared quality of life goals. For example, strong motivation for collective action could come in the form of a recognition that vehicle congestion or lack of affordable transportation options limit the attraction of new businesses or make it difficult for existing businesses to retain employees. Among the most common transportation challenges addressed are:

- Traffic congestion creating long commutes or access challenges;
- Limited local mobility due to traffic or poor street/pedestrian facilities;
- Difficulty recruiting or retaining employees due to a lack of affordable and reliable transportation options; or
- Growing parking demands or a need to manage parking resources more efficiently.

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<sup>13</sup> Rick Williams Consulting, 2011

## Local Assessment

- *Clearly identified issues related to employee retention.* Stakeholder interviews revealed that attracting and retaining the highest quality employees to the medical/research sector is an on-going challenge. Long commute times are seen as a competitive disadvantage, especially in comparison to those peer medical centers elsewhere in the region and country with shorter commute times. Any disadvantage (including long commute times) reduces the attractiveness of University Circle.
- *Large and growing employment base will require increased access.* University Circle's major stakeholders draw employees from a radius of approximately 90 miles to fill its need for skilled workforce, creating unique commuter transportation challenges, especially since University Circle was not designed as the focal point for the region's road and transit networks.
- *Access to University Circle is limited to a few major arterials.* Located at the base of the Cleveland Heights, and with no direct Interstate access, University Circle's portal roads already accommodate significant traffic volumes, much of which is destined for locations that are not in the district, and which will only increase as the area develops further. The need to reduce some of that vehicle demand, coupled with the need to enhance the walking environment, creates a challenge shared by all University Circle stakeholders.
- *University Circle is a geographically distinct district* with clear physical boundaries defined by topography and land use. Because member institutions share a well-defined and commonly accepted identity, University Circle has a higher chance of success of unifying around transportation services.
- *Growth trends are strong* with significant projected growth in the medical/research sector (University Hospitals, Cleveland Clinic, VA Medical Center, and supporting businesses), higher education (Case Western Reserve University, Cleveland Institute of Art, and Cleveland Institute of Music), and supportive retail.
- *Shared investment in transit* by the public sector and the district's anchor employers has helped to facilitate reconstruction of major transit hubs and upgrades to service throughout the district. Included are two new RTA Red Line rail stations, the Health Line bus rapid transit line, and the privately funded Circle Link neighborhood shuttle. Collaboration between employers and RTA has helped guide commuters toward transit ridership, but the opportunity for greater mode shift is clear. There is also demand for more direct regional service (Park & Ride facilities) to University Circle.
- *Diversity of transportation demands.* In addition to traditional commute peaks, there is significant demand for circulation between medical facilities, education centers, cultural institutions, and shopping and dining destinations. There is also an increasing demand for multimodal options from a new generation of workforce and residents and from those with limited economic means. This behavioral shift creates an opportunity to prioritize safety, particularly for walkers and bikers, while also easing vehicle congestion.
- *Identified need for more aggressive employee parking management.* Existing off-street parking facilities are heavily utilized and there is concern that increased long-term vehicle parking for employees will have negative impacts on short-term patient and visitor access as well as the street-level pedestrian environment.

## VISION

Successful organizations have formed and grown in areas where there is a clear vision for growth that has strong buy-in from stakeholders and a sense that existing programs and services (both public and private) will not be sufficient to address issues that would limit or hinder the vision. It has proven difficult to initiate organizations in areas where there is not broad support for job and housing growth, denser urban form, or multimodal access. Key success factors include:

- High consensus on vision for the area (jobs, housing, land use).
- Public and private sector agreement that the “status quo” will not generate changes necessary to attain the vision for economic growth and development.
- Clear recognition of specific transportation challenges that would limit achievement of the vision (e.g., congestion, cost, or lack of services).

### 10 Mobility Strategies to Support the District’s Mobility Vision:

- **Walking First** - pedestrian safety with universal design principles
- **Connectivity** - fill gaps to improve access and ease congestion
- **Bicycle Friendly** - connect with local & regional bicycle networks
- **Transit Accessible** - enhance connections to, from & within the district
- **Safe & Reliable Auto Access** - balanced with other modes
- **Legible District** - improved understanding & navigation
- **Dynamic Streets** - travel + placemaking, complete & green
- **Smart Parking** - balance demand & supply and “park once”
- **Transportation Demand Management** - facilitate mode shift
- **Real Estate Development** - efficient, dense & mixed-use

## Local Assessment

- *Strong economic growth supports vision and need for action on transportation challenges.* Transportation management programs are most successful in areas where significant economic development is occurring now or in a built-out area with significant business activity. University Circle has a well-organized group of businesses and employers that have made significant investments in creating an exciting and aggressive vision for economic development and growth over the next 20 years.
- *Moving Greater University Circle, along with other area plans, set a strong vision for a walkable, mixed-use district.* Phase 2 of the Plan identifies 10 strategies for how the individual components of the multimodal transportation network can support University Circle as a great place to work, visit, and enjoy and focuses on a series of 11 place-based interventions for improvement.
- *Citywide and regional support.* The City of Cleveland, Cuyahoga County, GCRTA, and NOACA have each established strong priorities for improving active transportation options and addressing environmental challenges, such as greenhouse gas emission from building and transportation sectors.

## LEADERSHIP

Forming an association or organization that will assume the responsibility of spearheading transportation initiatives for a district requires the direct participation of key leadership representatives, particularly at the initiation phase. “Leaders” here are defined as those individuals within an organization (public and private sector) who can make decisions and commit their organizations or influence culture change within their organization. Many organizational formation processes have failed due to lack of participants’ ability to truly represent decisions or commitments, rather than a lack of motivation. To this end, it is essential that:

- The community of employers is represented by *key stakeholders who maintain a significant vested interest* in the long-term health and vitality of the district. These stakeholders should be decision-makers who can make commitments on behalf of their organizations.
- A willingness and capacity by each “leader” to *challenge the status quo*, which includes existing:
  - Transportation infrastructure
  - Service programs
  - Development policies
  - Service arrangements
- There is a strong sense that transportation access is a critical factor underlying the economic development vision for growth in the district.
- Consensus is gained on desired outcomes and targets.
- Leaders are motivated to invest public and private funds in a collaborative effort to achieve desired targets and outcomes.

## Local Assessment

- *There is a strong core group of stakeholders in place.* Within University Circle lies a broad coalition of very active stakeholders who collaborate on many services that benefit the greater district, including local employers, residents, anchor institutions, and the public sector.
- *Major employers already invest heavily in TDM and commuter transportation alternatives.* Several of the district’s anchor institutions and businesses offer transportation and parking programs that include mass transit subsidies, operating local circulator shuttles, and more, though many have seen limited use of their programs.
- *Identification of a key champion.* University Circle, Inc. serves as the coordinating body for districtwide efforts, with a focus on development, service, and advocacy. When asked who could serve as the logical organization to coordinate transportation efforts, a working group of the MGUC Plan unanimously agreed that University Circle Inc. was the most logical candidate.
- *Varying levels of motivation.* Key organizations have varying levels of motivation to support a transportation coordinator. As described above, many stakeholders (especially the largest employers), have adopted their own TDM programs. Any shift of these responsibilities will require the coordinating organization to demonstrate clear direction and offer improved programming, benefits, and cost efficiencies over current options.

## GOAL SETTING AND TARGETS

Consensus agreement on specific targets and goals assures that all programs and strategies developed through a partnership can be correlated back to (and measured against) progress made toward meeting objectives. Quantifying targets (as described below) allows tracking and measuring of programs against goals and provides a sense of return on investment to the organization's partners.

### Local Assessment

- *Community goals affirm the value of significant transportation enhancements to a variety of audiences.* One of the first efforts of the Implementation Plan process was to request mission statements and measures from University Circle stakeholders (see Appendix C). These existing objectives will contribute to the identification of districtwide measures. Likewise, the inputs from the Parking and Mobility phases of the MGUC Plan will form the basis for many of the Implementation Plan goals.
- *Timing is right for implementing new measurement systems.* Though much time and money has been dedicated to transportation infrastructure, planning, and services in University Circle, there is a limited history of measuring progress in the district. A high priority going forward should be the identification of goals and performance measures to track progress and return on investment going forward. It will take a dedicated effort to establish a set of transportation metrics that resonate with business, community, and institutional leaders and can be tracked on a regular basis.
- *Strong recognition of cost and transportation challenges associated with continued focus on private automobile trips and parking development.* As University Circle continues to develop, land for expanded roadways and parking facilities becomes scarcer. The cost for parking increases and roadway operations become more difficult. The TDM programming already in place by many area stakeholders is an effort to reduce these impacts. A coordinator that can increase the effectiveness of these programs and expand upon the collaboration between public and private sector owners of transportation infrastructure will further reduce these impacts.

Many of the success factors that contribute to successful coordination of transportation efforts are present in University Circle. (



Figure 3 presents a summary of the assessment of local conditions against these success factors.) Each of these factors are rated medium to high, suggesting that enhanced transportation coordination could serve a very important role in helping University Circle, its businesses and institutions meet aggressive development goals while simultaneously becoming a more livable, healthy, and environmentally sustainable place to live, visit, and do business.

**MOVING GREATER UNIVERSITY CIRCLE – TRANSPORTATION MANAGEMENT IMPLEMENTATION PLAN**  
University Circle, Inc.

Figure 3 Transportation Coordination Success Factors

Factor	High	Criteria for Success	Low	Local Assessment (H=high; M=medium; L=low)
<b>Transportation Challenge</b>				
Traffic Congestion	existing and growing congestion		No congestion	M: Vehicle congestion exists today along specific routes at peak times. Challenge growing with development and as regional projects are implemented.
Access & Mobility	Major Difficulties/Lack of Alternatives		Easy Access/Multiple Alternatives	M: Access available by multiple modes, though varying options and quality of conditions per mode.
Employee Recruitment & Retention	Recurring Recruitment and Retention Problems		Limited Recruitment and Retention Problems	M: Vehicle congestion, travel costs and lack of consistent walking and bicycle networks viewed as current challenge for major employers.
Growth Dynamics	Rapid Growth/Strong Economy		Little Growth/Weak Economy	H: Strong economic generators in place; high rate of planned growth in all sectors.
Parking Supply & Management	High parking demand relative to supply, challenging customer access		Excess Parking Supply, Easy Access for Customers	M - H: Current parking demands are high; some imbalance of supply/demand at peak times or for specific target markets; concern about fiscal and traffic impacts of significant future parking development.
Pedestrian Environment	Safety and Quality Improvements Needed		High Quality Experience for Pedestrians	H: Strong desire to improve areawide pedestrian environment.
<b>Vision</b>				
Shared Vision of Place	High consensus on vision for the area (jobs, housing, land use)		Little consensus on vision for the area	H: MGUC and other area plans set a clear and aggressive vision; buy-in from key stakeholders based on collaborative process
Public – Private Partnership Opportunity	Strong agreement that cooperative action is needed to ensure continued economic development		No agreement on economic development agenda	H-M: Strong public-private partnerships in place; history of collaboration, including local stakeholders and regional operators such as RTA.
Recognition of	Consensus on		No consensus/	M: Conflicting priorities at times between vehicular and non-vehicular

**MOVING GREATER UNIVERSITY CIRCLE – TRANSPORTATION MANAGEMENT IMPLEMENTATION PLAN**

University Circle, Inc.

Factor	Criteria for Success		Local Assessment (H=high; M=medium; L=low)
	High	Low	
Challenges	transportation challenges that limit achievement of vision	varying priorities	access; varying levels of effectiveness of different TDM programs and priorities.
<b>Leadership</b>			
Core Group/ Champion	Existing and identified	None	H: Longtime and active stakeholders working on transportation issues; UCI identified as logical champion.
Institutional/ Business Sector Representation	Institutional/business sector represented by decision makers	Little business sector representation	H: Strong participation from major employers, plus stakeholders of all sizes.
Public Sector Support	Public agencies and elected representatives participate in local process	Limited involvement in local process by public agencies and elected representatives	M: Strong support from City, NOACA, and RTA.
Motivation	Consistent support for a coordinating organization	No support for a coordinating organization	M: Key organizations have different and varying levels of motivation to support a coordinating body.
<b>Goal Setting and Targets</b>			
Clear Outcomes	Strong consensus about transportation goals	No consensus, planning	M: Stakeholders generally support establishing goals and quantifiable performance measures; less of this has been accomplished in the past.
Organizational Capacity	Existing or potential organizational capacity/existing organization to support	Low capacity to support successful organization	H: UCI is a strong and successful coordinating organization; its organizational structure and resources could be leveraged to support districtwide transportation efforts.

**Recommendation: Establish a dedicated transportation coordination and management initiative in University Circle to address the transportation challenges identified by local stakeholders.**

Coordinating transportation management across the district requires assigning those responsibilities to a group or organization that has sufficient capacity to accept those responsibilities. Three potential approaches have been identified to provide these services:

1. Create capacity within an existing organization by adding staff. This staff would report to an existing organization for day-to-day operations, but still be responsible for outcomes to the greater University Circle stakeholders. An advisory committee of these stakeholders could oversee the strategic objectives of the position and assist with advocacy and implementation in key areas. Project stakeholders agreed that, if this option was selected, a new position located within University Circle Inc. would be the most logical location.
2. Create an independent organization. This would be a standalone operation with its own staff, equipment, and an independent reporting structure. It would also require dedicated funding to support its mission. Further evaluation of alternatives would determine whether this should be a 501(c)(3) non-profit or another similar organization structure. Early feedback from project stakeholders demonstrated that this alternative would not be recommended.
3. Contract with an independent provider through new or existing organizational partnerships. This option could be an extension of existing collaborations, such as those between Case Western Reserve University, University Hospitals, and University Circle, Inc., or it could be a wholly new contracting relationship. The aforementioned collaboration consists of a jointly held contract for parking and shuttle bus operations and staff from each organization committing time to manage the contractor. Building on this model by adding new and expanded TDM programs and services would also require broader participation from district businesses, institutions, and residential properties. An independent contractor will require a clear reporting structure, so this option would benefit from identification of a centralized coordinating position with available capacity to manage the contract and oversee the day-to-day objectives and performance.

In all three scenarios, an operations advisory committee (or committees) could be established to oversee programs and services, assist with implementation and advocacy, and take a leadership role in performance monitoring and reporting. Membership on this committee would be voluntary and could be based on organizational interest in a specific program or service. Depending on the number of new and expanded TDM programs, it may be desirable to establish more than one oversight committee to enable its members to devote necessary resources to successfully develop and monitor programs and performance.

**Figure 4 Comparison of Transportation Coordination Approaches**

Approach	Advantages	Disadvantages
<b>Add Staff Within an Existing Organization</b>	<ul style="list-style-type: none"> <li>▪ Dedicated staff person responsible for transportation programs and services on behalf of the district and participating organizations</li> <li>▪ Established relationships &amp; reporting structures</li> <li>▪ Takes on previous history of successful coordinating efforts</li> <li>▪ Lower cost for staff and startup than new organization or external contract relationship</li> </ul>	<ul style="list-style-type: none"> <li>▪ Places additional demands on existing organization that are limited by ability to add staff, programs and financial resources</li> <li>▪ Existing relationships may hinder support of growth at a single organization</li> <li>▪ Incremental approach may be slower to facilitate change and net results</li> </ul>
<b>Create an Independent Organization</b>	<ul style="list-style-type: none"> <li>▪ Clean slate to approach issues and members</li> <li>▪ Opportunity to craft mission with clear focus on transportation management</li> <li>▪ No conflict with other responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Requires development of new relationships</li> <li>▪ Requires creation of new board and reporting structures</li> <li>▪ No existing revenue sources</li> <li>▪ Higher startup cost for staff, programs, and services</li> <li>▪ Capacity limited by ability to add staff, programs and financial resources</li> </ul>
<b>Contract with an Independent Provider</b>	<ul style="list-style-type: none"> <li>▪ Existing contracting model generally works well for select programs and enables stakeholders/clients to contract for specific programs &amp; services</li> <li>▪ Control and oversight rests with each participating organization</li> <li>▪ Familiar structure may be comfortable and desirable for some UCI members</li> </ul>	<ul style="list-style-type: none"> <li>▪ Requires time commitment from multiple coordinating stakeholders</li> <li>▪ Limits individuals not involved in coordination from participation and decision making</li> <li>▪ Requires development of new relationships</li> <li>▪ Assumes there is a provider available at a reasonable cost</li> <li>▪ May require contracting with several different contractors for select programs &amp; services</li> </ul>

Stakeholders specifically commented that expanded coordination of transportation efforts would be of value to University Circle, but cautioned that there are some cases where “we should not necessarily reinvent the wheel” if something is working well today. Based on that feedback and the higher anticipated startup costs, creating an independent organization is not recommended.

Hiring a contractor to provide specific services could prove feasible, as has already been demonstrated in the case of the parking and busing contract between Case Western Reserve University, University Hospitals and UCI. However, the coordination of an expanding array of services on behalf of the broad group of University Circle stakeholders who desire access to them will still require coordination from a central location. In addition, unlike the existing parking and shuttle contract (which are common services with specific costs), TDM coordination requires a wide and less common range of skills. It is anticipated that a contractor who could provide everything needed would require multiple staff positions with different backgrounds, ultimately at a higher price than if this staff were hired internally at an existing organization.

Therefore, adding a dedicated staff person to an existing organization that already coordinates programs for the district is recommended as the best option for the near term execution of the district's transportation priorities. University Circle Inc.'s existing role in coordinating many services with the support and respect of the local community leads to the conclusion that UCI is the appropriate home for such an effort.

**Recommendation: Establish a transportation coordinating position within University Circle, Inc.**

Based on this recommendation, the following chapter outlines a potential organizational structure to support a transportation coordinating position at University Circle Inc., along with an initial work plan, staffing requirements, and recommended goals and performance measures.

## 4 ORGANIZATIONAL STRUCTURE

### MISSION

Setting up a position to “own” the mission of coordinated transportation programming will require agreement on a set of principles, beginning with a mission statement. Below is a sample of mission statements and goals from existing organizations that give an idea of the unifying principles. The two overarching themes focus on 1) **providing transportation options for member employees** and 2) **reducing environmental impacts** associated with traffic congestion. Organizations with heavier medical membership have added impetus to reduce employee parking demand since it frees up parking for patients and visitors who often have no choice but to travel by private automobile.

MassCommute, the umbrella organization for 12 Boston area-based TMAs, provides some guidance on what defines such an organization:

*“a membership based, public-private partnership of businesses, institutions & municipalities that are joined together under a legal agreement for the purpose of providing and promoting transportation options for commuters that reduce traffic congestion and improve air quality.”*

Comparably, the Victoria Transport Policy Institute (VTPI) defines TMAs as:

*“non-profit, member-controlled organizations that provide transportation services in a particular area, such as a commercial district, mall, medical center or industrial park. They are generally public-private partnerships, consisting primarily of area businesses with local government support.”<sup>14</sup>*

New Jersey’s North Jersey Transportation Planning Authority (NJTPA) provides a similar definition of a TMA, but additionally goes further to explain that,

*“they also frequently work in support of smart growth initiatives aimed at promoting efficient land-use patterns...TMA activities that serve to reduce traffic congestion include promoting and supporting commuter vanpools and carpools; working with employers to employ flex-time, telecommuting and compressed work initiatives; managing shuttle services; and promoting walking and bicycling. The TMAs provide information on available public transit and other local transportation services. They also assist with the development of Emergency Ride Home programs and play an important role in construction mitigation and emergencies, providing timely*

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<sup>14</sup> <http://www.vtppi.org/tdm/tdm44.htm>

*information about road and transit conditions and providing alternative modes.”<sup>15</sup>*

Figure 5 presents several sample missions and goals from existing organizations.

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<sup>15</sup> <http://www.njtpa.org/project-programs/tmas.aspx>



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Figure 5 Sample Mission and Goals Statements

Organization	Mission/Goals	Serving	Legal Structure/Part of Host Organization
Mass Commute	<b>Mission:</b> ... a membership based, public-private partnership of businesses, institutions & municipalities that are joined together under a legal agreement for the purpose of providing and promoting transportation options for commuters that reduce traffic congestion and improve air quality.	Coalition of 12 TMAs based in the Boston Metropolitan Area	MassCommute acts as a liaison between Massachusetts Department of Transportation and 12 TMAs within the state and the. The organization is part of Northeast Transit Planning and Management Corporation, which is a transportation consulting firm <sup>16</sup> .
MASCO/ CommuteWorks	<b>Mission:</b> pursue programs that promote a sense of community among its members and to deliver services that are more efficiently developed collaboratively. MASCO and its family of organizations offer a wide range of services including area planning and development, parking and transportation, collaborative purchasing, a call center and child care <b>Goals (CommuteWorks):</b> Stress free, cost effective commuting helps employees and students better plan their commutes with information about MBTA, ridesharing, shuttle, and walking/biking options	Harvard Medical School, three teaching hospitals, Dana Farber Cancer Institute and other educational and cultural institutions	TMA (CommuteWorks) is a part of MASCO, a planning and administrative organization for the overall Longwood Medical and Academic Area. MASCO is organized as a 501(c)(3).
Route 128 Business Council (suburban)	<b>Mission:</b> The Route 128 corridor is fast growing... created to provide alternative transportation options and sustainable growth solutions that help our members: <ul style="list-style-type: none"> <li>▪ reduce congestion along Route 128 and related roadways and access points,</li> <li>▪ reduce transportation expenditures,</li> <li>▪ gain access to more effective commuting and environmentally-positive solutions,</li> <li>▪ improve air quality and carbon output,</li> <li>▪ increase the efficiency of buildings with LEED Certification and USGBC programs,</li> <li>▪ learn ways to create a more sustainable community through education and outreach,</li> <li>▪ contribute to the overall greening of the Commonwealth</li> </ul> <b>Goals:</b> Supports the transit needs of ...employees, students and neighbors as well as improving overall traffic flow	Harvard Vanguard, pharmaceutical companies, local towns	The council is a private organization <sup>17</sup> funded by private business memberships and state and federal agency transportation project grants <sup>18</sup> .

<sup>16</sup> <http://www.masscommute.com/mission/>

<sup>17</sup> <https://cbrenewenglandblog.wordpress.com/2015/04/28/route-128-business-council-redefining-your-suburban-commute/>

<sup>18</sup> <http://128bc.org/about-128bc/>

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Organization	Mission/Goals	Serving	Legal Structure/Part of Host Organization
<p><b>A Better City TMA</b></p>	<p><b>Mission:</b> To maintain the economic viability of downtown Boston and the Back Bay by reducing traffic congestion and improving air quality through the creation and provision of services and materials that promote transportation options and alternative to the single occupancy vehicle.</p> <p><b>Goals:</b></p> <ul style="list-style-type: none"> <li>▪ To stimulate the development and implementation of Transportation Demand Management (TDM) programs by businesses, institutions, property managers and neighborhood residents.</li> <li>▪ To develop, promote, and implement transportation services that reduce traffic congestion and improve air quality by increasing the use of sustainable transportation options.</li> <li>▪ To provide members with the means to comply with state and local regulations concerning transportation and the environment; including the Massachusetts Department of Environmental Protection Rideshare Regulation and the City of Boston’s Transportation Access Plan Agreements.</li> <li>▪ To share resources and expertise in advocating, developing, coordinating and promoting sound TDM measures.</li> <li>▪ To disseminate information related to available and future TDM programs and initiatives, as well as, emergency traffic and transit service directives</li> </ul>	<p>Downtown Boston businesses and others including Mass General Hospital, Tufts Health Sciences Center</p>	<p>ABCTMA is organized as a 501(c)(6), part of the A Better City umbrella organization.</p>
<p><b>TranSComm</b></p>	<p><b>Mission:</b> ...coordinates the transportation needs of the Medical Center community in the Albany Street neighborhood of Boston’s lower South End. TranSComm develops employee programs that promote alternatives to driving alone and enhances accessibility to the lower South End.</p> <p><b>Goals:</b></p> <ul style="list-style-type: none"> <li>▪ Improve accessibility to the neighborhood businesses</li> <li>▪ Advocate for environmentally-sound alternatives to driving alone</li> <li>▪ Promote and market transportation options</li> <li>▪ Encourage public transit and ridesharing</li> <li>▪ Develop a comprehensive parking management plan to complement transit and ridesharing alternatives.</li> </ul>	<p>Boston University Medical Campus, Boston Medical Center and Boston Healthcare for the Homeless Program</p>	<p>Independent organization with an independent board.</p>
<p><b>Charlotte Center City Partners, Charlotte, NC</b></p>	<p><b>Mission:</b> ...to promote a vibrant and successful downtown</p>	<p>Over 100 member businesses and organizations.</p>	<p>CCCP is an independent 501(c)(3).</p>

**MOVING GREATER UNIVERSITY CIRCLE – TRANSPORTATION MANAGEMENT IMPLEMENTATION PLAN**

University Circle, Inc.

Organization	Mission/Goals	Serving	Legal Structure/Part of Host Organization
Buffalo-Niagara Medical Campus TMA	<b>Mission:</b> To develop strategies, policies and programs designed to reduce single-occupant vehicle travel and promote alternative transportation use.	Nine major institutional tenants, with numerous Campus tenants and independent organizations.	Part of the BMNC, which is not a consortium of major institutional employers.

## STRUCTURE: ADMINISTRATION AND GOVERNANCE

### Transportation Coordinator: staff requirements and job responsibilities

University Circle Inc. either directly administers or participates in coordination of a robust and varied program of shared services including the Circle Link visitor and employee shuttle, the Zipcar car share and Zagster bike share programs, the University Circle Police Department, a districtwide ambassador (clean and safe) program, a mounted courtesy patrol, and more. There is currently no dedicated staff person responsible for transportation planning, programming, or services. A Transportation Coordinator position with the primary responsibilities described below will require the addition of a newly created full-time equivalent staff position. The way in which the Transportation Coordinator’s function integrates with the organizational structure will be dictated by job description and responsibilities and how the position and its responsibilities evolve and expand over time. Figure 6 presents sample reporting structures from peer organizations.

Figure 6 Sample Reporting Structures

Organization	Reporting Structure
MASCO/CommuteWorks	Reports to Senior Transportation Planner within Area Planning Department, Commuter Services Member Committee
Route 128 Business Council (suburban)	Reports to Director of Operations, Business Council Board
A Better City TMA	Reports to TMA Executive Director, TMA Board
TransComm	Reports to TMA Board
Charlotte Center City Partners	Reports to President and CEO, Board of Directors
Buffalo-Niagara Medical Campus TMA	Reports to TDM Working Group, President and CEO, Board of Directors

Below is a basic approach to setting up the position.

**Short-term (1-3 years):** In the immediate term, up to one potential full-time equivalent (FTE) Transportation Coordinator position could be established. Depending on market comparables, this position might cost approximately \$80,000 - \$100,000 annually in salary and benefits.

Initially, Coordinator responsibilities would focus on establishing and promoting TDM programs and implementing priority items from the Moving Greater University Circle Parking and Mobility plans. The Coordinator would work with UCI and its partners to solicit additional support for implementation items that require external resources, such as development of a dedicated transportation web page and infrastructure planning and construction. The Coordinator will also work closely with leadership at participating organizations to ensure that each receives support with implementation throughout their organizations and that programs and services are made available to the broader community.

## Transportation Coordinator Job Responsibilities

### Immediate

- Advocacy for and implementation of all three phases of the MGUC plan's priority items
- Distribution of information via transportation web site, direct e-mail, social media, outreach events, and attendance at participating member meetings
- Day-to-day management of TDM programs such as ride matching, vanpools, and commuter incentives
- Day-to-day management of transportation services such as Circle Link, car share, and bike share
- Organizing and participating in promotional events such as bike breakfasts, competitions, and monthly raffles
- Coordination with RTA and other operators to leverage transit resources and meet the needs of riders
- Travel and construction advisories
- Personalized commuter assistance
- On-call responses via e-mail, phone calls, and other channels of communication
- Presenting at member institutions' new employee on-boarding/orientations
- Developing, documenting, and reporting program metrics
- Managing various transportation related data sources, including parking supply and usage, multimodal traffic counts, and transit ridership
- Participation, on behalf of member organizations, in planning of relevant transportation projects and services
- Development of new TDM programs in coordination with the transportation advisory committee
- Monitoring local and industry-wide best practices

### Mid- to Long-term

Over time, additional functions, potentially requiring different skills sets or the addition of new FTEs, may include the following:

- Management of technical studies requiring an annual budget
- Coordination of districtwide shuttle and parking operations
- Transportation planning/studies and advocacy with the City of Cleveland, RTA, ODOT, and others, including the following activities:
  - Day-to-day: City functions such as lighting, catch basin cleaning, sign replacement, pothole filling, sidewalk repair, and snow removal
  - Annual Projects: Work with the City on traffic signal timing improvements, signage, and crosswalks
  - Long-Range Planning: Planning for long-term growth needs, additional transportation capacity, and long-range funding needs

Sample job descriptions are outlined below. One is a straightforward Transportation Coordinator position; the other is a role that combines shuttle operations with TDM responsibilities. (More detailed examples of similar job descriptions are provided in Appendix D.)

- CommuteWorks Program Coordinator – This job posting is from the Longwood Medical and Academic Area in Boston which has hospitals and educational institutions as TMA members, similar to organizations within University Circle. Shuttle operations are handled by a separate division within MASCO. This position is focused on the marketing and maintenance of programs. It is less operational in nature.
- Public Safety Services Program Manager – Fleet, Parking and Transportation – This is a recent posting by Tufts University and reflects a broader range of responsibilities including fleet management in addition to TDM. Different aspects and responsibilities of the position are assigned overall percentages.

### **Advisory/Oversight Committee**

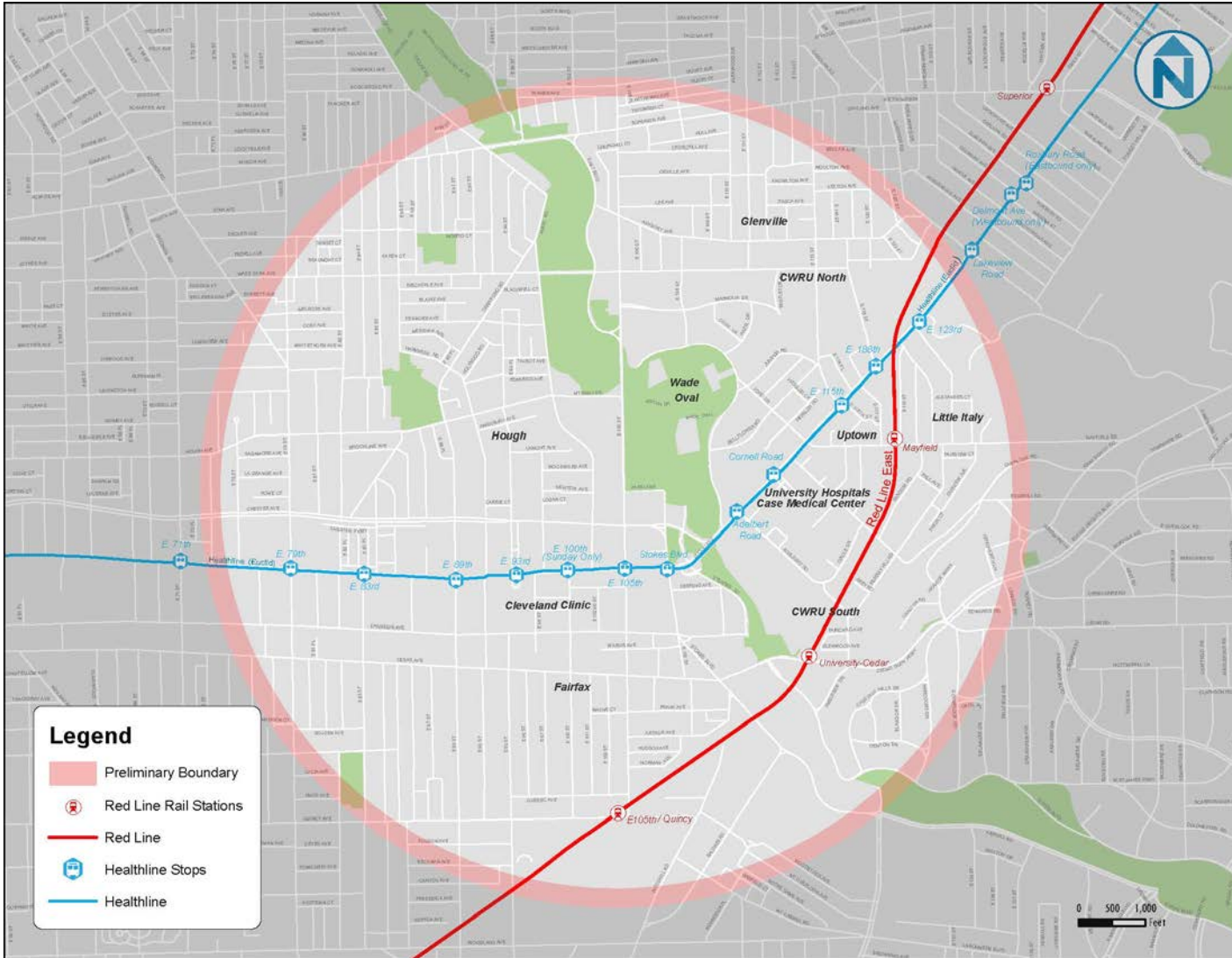
An Advisory/Oversight Committee will be needed to direct the Transportation Coordinator and to ensure stakeholders are kept informed about activities and progress. The committee can also serve in an advocacy role on behalf of their peers, both internally to University Circle and in calls for support beyond the district. Daily reporting should be directed within either UCI's Planning or Services departments and periodic updates should also be provided to UCI's Transportation & Infrastructure Task Force. A nimble, committee, capable of frequent communication, can provide the most effective direction and feedback. Therefore, a committee of sustainable transportation champions representing the stakeholders interested in implementing districtwide programming should be established at startup.

### **Geography/Boundaries**

Geographic boundaries for transportation coordinating organizations are clearly defined and tend to be based on shared transportation challenges. Actual geographic size can vary considerably. The sharing of a neighborhood identity and shared transportation challenges make it easier to speak with one voice, justify splitting costs and share services. University Circle can solidify transportation services through its strong local and regional identity. The proposed initial boundary for University Circle's transportation coordination efforts is illustrated in Figure 7, but should be vetted further as the mission and participating organizations and communities are further established.

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Figure 7 Proposed Transportation Coordination Program Area - Preliminary



## Funding

Funding sources and mechanisms vary significantly and often include a combination based on local conditions such as the availability of public and private funding sources, member demand for transportation programs, and local government policy.

Traditionally, transportation coordinating organizations are funded by different sources including annual membership dues and some level of public sector grant funding, such as Congestion Mitigation and Air Quality (CMAQ) funds.

Depending on the operational nature of the umbrella organization, in some instances, TDM programs are also funded by parking and transportation revenues. This is typically the case at institutions that operate parking facilities such as large university campuses or employment centers with private or leased parking facilities.

Annual membership dues are often based on the size of a facility or total number of employees. Visitor numbers may also be a variable used in these calculations, but this is less common. These funds may flow through state departments of transportation or metropolitan planning organizations (MPO). Sometimes, host municipalities may have an interest in supporting formation of a transportation coordinating organization. This is increasingly the case in communities that have introduced or are planning to introduce Trip Reduction Ordinances designed to mitigate local congestion and parking problems. Such ordinances typically require property owners to implement TDM programs for new buildings or renovations exceeding predetermined thresholds.

Figure 8 summarizes funding sources for a range of established organizations across the country.

**Sample Annual TMA Membership Dues Schedule based on number of employees:**

- Over 1,000 employees \$6,250
- 500 – 999 employees \$5,750
- 250 – 499 employees \$3,250
- 100 – 249 employees \$2,000
- 50 – 99 employees \$1,000
- Less than 50 employees \$700

Source: A Better City TMA



**Figure 8 Funding Sources of Existing Transportation Coordinating Organizations**

Organizations	Funding Sources
<b>A Better City, Downtown</b> Boston, MA	<ul style="list-style-type: none"> <li>▪ In 1996, the TMA was given a \$50,000 grant for formation through Congestion Mitigation and Air Quality Improvement Program (CMAQ) funds flowing through the local MPO.</li> <li>▪ \$50,000 has been provided through the state on an annual basis for select TMAs for the past 5 years. This funding is up for negotiation in 2017.</li> <li>▪ Additional operating funds are paid for with membership dues.</li> </ul>
<b>A Better City, Allston/Brighton</b> Boston, MA	<ul style="list-style-type: none"> <li>▪ In 2012, the TMA received a \$120,000 grant from the Barr Foundation for expansion of the TMA.</li> <li>▪ No State funding as of 2015.</li> <li>▪ Additional operating funds are paid for with membership dues.</li> </ul>
<b>TransComm, BU Medical Center</b> Boston, MA	<ul style="list-style-type: none"> <li>▪ \$50,000 has been provided through the state on an annual basis for select TMAs for the past 5 years. This funding is up for negotiation in 2017.</li> <li>▪ Enough to cover a typical transportation coordinator salary but not benefits.</li> </ul>
<b>MASCO, Longwood Medical and Academic Area</b> Boston, MA	<ul style="list-style-type: none"> <li>▪ The TMA was initiated with a federal Urban Mass Transit Administration (UMTA) grant of \$100,000 in 1989.</li> <li>▪ Massachusetts TMAs have historically received \$50,000 annually from the State through the Congestion Mitigation and Air Quality program (CMAQ). This is enough to cover a typical TMA coordinator salary but not benefits.</li> </ul>
<b>Oakland TMA,</b> Pittsburgh, PA <sup>19</sup>	<ul style="list-style-type: none"> <li>▪ \$160,000 PennDOT Core Operations Grant</li> <li>▪ \$36,000 institutional local matching funds</li> <li>▪ \$33,000 other grant income (CMAQ)</li> <li>▪ \$31,000 walkpittsburgh.org</li> <li>▪ \$26,000 –in-kind/other</li> <li>▪ \$7,900 program revenue</li> </ul>
<b>Clifton Corridor TMA (CCTMA)</b> Atlanta, GA	<ul style="list-style-type: none"> <li>▪ The CCTMA is funded through grants from the Atlanta Regional Commission (approximately 80 percent) and membership dues (approximately 20 percent). Membership dues are based on the number of employees working with a given company (base member rate multiplied by the number of total employees).</li> <li>▪ CCTMA’s contracts with the Atlanta Regional Commission allows the association to accomplish more outreach and public education, but the contracts with the ARC are not guaranteed and are dependent on FHWA funds distributed annually through the Georgia Department of Transportation.</li> </ul>
<b>Buffalo-Niagara Medical Campus TMA</b> Buffalo, NY	<ul style="list-style-type: none"> <li>▪ In 2013 the campus secured grants to establish a TMA as follows:                         <ul style="list-style-type: none"> <li>– \$121,000 for TMA set up and TDM toolkit from New York State Energy Research and Development Authority (NYSERDA) and New York State DOT</li> <li>– \$36,000 for Guaranteed Ride home, FTA JARC</li> <li>– \$236,180 FTA, JARC and local donations</li> </ul> </li> <li>▪ Current funding sources:                         <ul style="list-style-type: none"> <li>– The majority of funding for the TMA’s initiatives and staff time is through campus parking revenue</li> <li>– Since the TMA was established by the BNMC’s nine member institutions there are no member dues</li> </ul> </li> </ul>

<sup>19</sup> <http://greenfieldbridge.otmapgh.org/docs/FINAL.pdf>

## Measures of Effectiveness

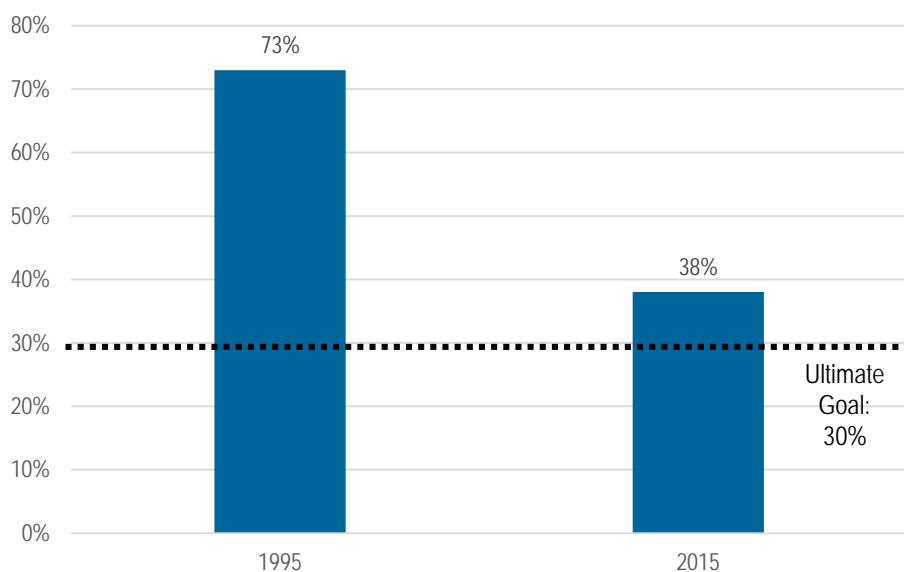
Reporting is a necessity for organizations who wish to demonstrate effectiveness to members, partners and, increasingly, to qualify for public funding sources. Internally, reporting requires measurement of TDM programs through a range of metrics that typically include cost effectiveness, program participation, mode shift, and calculations of greenhouse gas reductions. If there are funding sources that require reporting, such as federal funds channeled through the metropolitan planning organization (NOACA), it is strongly recommended that reporting methodology follows these requirements, even in anticipation of receiving funding.

Sample metrics for consideration are proposed in Figure 10. The measurement categories include the following:

- Participation
- Transportation Access
- Financial Commitment
- Health and Wellness
- Environmental Sustainability
- Advocacy/Communications
- Economic Development
- Placemaking

As an example of how these metrics are utilized, Seattle Children’s Hospital established a goal in 1995 of reducing their daytime drive alone rate from 73%. As of 2015, that rate has been reduced significantly to 38% (Figure 9) with additional progress anticipated to their ultimate objective of to 30% or lower.

Figure 9 Metrics in Use: Seattle Children’s Hospital Daytime Drive Alone Rate



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Figure 10 Sample Metrics

Categories	Metrics/Measurement				
<b>Participation</b> Overall participation in Transportation Programs	<b>Members</b>	<b>Employees Served</b>	<b>Member Participation in Programs</b>	<b>Expanding Enrollment</b>	<b>Residents Served</b>
Sample Measurements	Number of employers/buildings	Number of people employed by members	Annual audit of program enrollment by member	Number of new enrollees/annum or quarter	Number of participating residents or residential properties and eligible residents
<b>Transportation Access</b> Increase mobility options for employees, residents, and visitors	<b>Non-SOV Commute</b>	<b>Shuttle Passenger Trips</b>	<b>Number of different Shuttle Services</b>	<b>Number of TDM Programs offered</b>	<b>Quality/Ease of Access</b>
Sample Measurements	Aggregate number and change over time of non-SOV commuters	Quarterly audits of shuttle ridership	Number of different park-and-ride shuttles, fixed-route private services offered	Count of programs	Qualitative annual survey of employee, resident, and visitor markets
<b>Financial Commitment</b> Demonstrating investment in transportation programs, services and infrastructure	<b>Total Dollar Value of TDM Programs</b>	<b>Private Shuttle Investments</b>	<b>Transportation Improvements</b>	<b>Stakeholder Commitment</b>	
Sample Measurements	Annual cost to provide programs and funds invested by partners	Annual or quarterly report	Dollars invested in University Circle transportation improvements - crosswalks, street markings	Number of employers/businesses/etc. making financial contributions/commitments	

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Categories	Metrics/Measurement				
<b>Health and Wellness</b> Promote health, safety, and welfare	<b>Operational Safety</b>	<b>Active Modes Accessibility</b>	<b>Density of Modal Options</b>	<b>Miles walked/biked to school/work</b>	
Sample Measurements	Number of crashes/injuries districtwide or at key intersections	Multi-purpose network connections – local, regional mileage; number of bike share stations	Sidewalk, bike lane, transit access density	Sample survey of non-vehicular commuters	
<b>Environmental Sustainability</b> Reduce resource consumption, improve air quality, and promote sustainable and renewable transportation options	<b>Trips by mode share: pedestrian, bike, transit, carpool/vanpool</b>	<b>Improve Air Quality</b>	<b>Per Capita Vehicle Miles Traveled (VMT)</b>	<b>Mobile source emissions/ Greenhouse Gas (GHG) reduction</b>	<b>Green Streets</b>
Sample Measurements	Mode share by trip type (requires member reporting)	VMT reductions; CO <sub>2</sub> reductions; gallons of gas saved	Estimate of reduction in per capita VMT (adjusted based on assumptions for % of new transit trips shifted from vehicle trips)	Reduction in per capita vehicle miles travelled and related greenhouse gas and particulate reduction benefits; progress toward climate commitment targets (if any)	Number of street trees/coverage across district; square feet of pervious surface; volume of stormwater diverted
<b>Advocacy/ Communications</b>	<b>Coordination with Transportation Partners</b>	<b>Member Employers attending Roundtables, Workshops, and Informational Meetings</b>	<b>Participants in Sustainable Commuting Events</b>	<b>Overall Communications Sent/Viewed</b>	<b>Direct Employee/ Resident/Visitor Communication</b>
Sample Measurements	Number of roundtables, forums, seminars, workshops, committee, and informational meetings	Number of member employers attending the above	Counts of registrations by member affiliation	Promotional emails, newsletters, social media, blogs, tweets, Facebook posts, Instagram posts, web site visits	Number engaged with at promotional/informational events and via phone, email.

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Categories	Metrics/Measurement				
<b>Economic Development</b> Leverage transportation system to attract and retain jobs, development, and investment	<b>Jobs and Housing Balance</b>	<b>Improve Economic Opportunity</b>	<b>Walkable Destinations by Neighborhood</b>	<b>New Business Generation</b>	
Sample Measurements	Employment density and or number of jobs within a specified walking distance of households with commensurate pay	Change in jobs, sales receipts, property taxes	Number of walkable destinations, street life (i.e., cafes), pedestrian volumes by time of day	Square footage of new business/institutional space built/occupied	
<b>Placemaking</b> Transportation as a driving force for community development and place making	<b>Make Streets Functional, Beautiful, and Walkable</b>	<b>Number or Total Acreage of Surface Parking Lots</b>	<b>User Experience</b>	<b>Transport Reinforcing Place</b>	
Sample Measurements	Placemaking in public space; degree to which transportation activates public spaces (likely qualitative)	Count of surface parking lots and total area (reduction over time)	Qualitative measure of user experience based on annual survey responses	Number of comments, tweets, reports citing unique and positive transportation experiences in the district	

## NEXT STEPS

### 1. Create a new staff position within UCI

The new Transportation Coordinator position housed at UCI should be placed within either Development or Services clusters, reporting to the relevant department Vice President for day-to-day activities.

During the start-up phase, it is recommended that at least one staff person (or contracted staff member) be established who can offer a broad set of skills, work experience, and educational background, including transportation, marketing, public relations, planning, sales, management, finance and others. In some cases, where the appropriate individual cannot be found, a contractor may be hired to fill the role on an interim or extended basis. (Sample job descriptions are presented in Appendix D.)

### 2. Establish Mission and Goals

An important first task for the Transportation Coordinator will be to work with the proposed sustainable transportation committee to establish a clear mission and corresponding goals and objectives for the transportation management initiative. Once the mission and goals have been agreed upon, the next step will be to begin identifying strategies to address them and measurement protocols to track progress. These discussions will lead to development of a work plan that defines the most critical transportation programs and services to be implemented in the near-term.

The following presents a recommended draft mission and goals to initiate the conversation:

#### Mission

To support the economic viability, visitor experience, and quality of life of University Circle by maintaining safe, comfortable, reliable access and circulation by all modes.

#### Goals

- To support and coordinate Transportation Demand Management (TDM) programs available for everyone who lives, works, and visits University Circle.
- To develop, promote, and implement transportation services that reduce traffic congestion by increasing the use of sustainable transportation options, as well as offering a park-once environment.
- To maximize the efficiency and effectiveness of human and financial resources dedicated to advocating, developing, coordinating, and promoting a sustainable transportation system.
- To clearly and accurately communicate transportation related information to district residents, students, visitors, businesses, employers, and their employees.
- To advance the recommendations of each phase of the Moving Greater University Circle Plan – the Parking Management Plan, the Transportation & Mobility Plan, and the Transportation Management Implementation Plan, on behalf of the project partners and the broader community.

### 3. Confirm Startup Costs for Two-Year Budget

Another essential early task is to develop a budget of one-time start-up costs and ongoing operating costs for the first two years of programming. Establishing the position within the UCI organizational structure will minimize capital and operating startup costs as there may be in-kind services available, such as reduced office space rent, administrative cost sharing, and other cost savings advantages. When estimating costs, it will be important to be mindful of existing and potential funding opportunities that will be applicable to the first two years of operations versus those that might be available in the future.

Based on the estimate of up to one FTE (or contracted support) of \$80,000 to \$100,000, plus funds for programming (\$50,000 – \$100,000), an annual budget of \$175,000 to \$245,000 for each of the first two years is recommended. This assumes space and office materials will be provided as an additional in-kind contribution by UCI (estimated value of \$10,000).

Figure 11 Proposed Transportation Coordinator Year-One Budget

Revenue		
Revenue Type	Source	Budgeted Amount
Operating Grant	UCI Action Plan	\$75,000
Operating Grant	TBD	\$5,000 – \$25,000
Programming Support	TBD	\$50,000 – \$100,000
Web Page Development Grant	UCI Action Plan	\$35,000
In Kind Contribution (office space, supplies, technology/equipment)	UCI	\$10,000
	<b>TOTAL REVENUE</b>	<b>\$175,000 – \$245,000</b>

Expenses		
Expense Type	Description	Budgeted Amount
Staff Position	One FTE (includes benefits)	\$80,000 – \$100,000
Programming	See work program (below)	\$50,000 – \$100,000
Web Page Development	Web Design & Hosting	\$35,000
Operating costs	Office space, supplies, IT	\$10,000
	<b>TOTAL EXPENSES</b>	<b>\$175,000 – \$245,000</b>

## 4. Confirm first year work program

### Establish Baseline Conditions

Transportation conditions will need to be measured over time to determine the effectiveness of the transportation coordinating efforts. Existing conditions will need to be established at the onset using a tool that can be replicated on a regular basis to provide consistent feedback and can help shape and track quantifiable goals. Appendix E provides a draft survey instrument that can be customized by project partners and distributed to all University Circle stakeholders.

### Be the Go-To Person for University Circle Transportation Information

- Provide employers, employees, residents, students, and visitors with a single, dependable place to find transportation information is key to increasing the usefulness of that information. The Transportation Coordinator will be in position to gather and provide information via web, phone, email, and social media.
- Develop a University Circle transportation website that includes directions by all modes, parking options for vehicles and bicycles, travel and construction advisories, and information on the district's transportation amenities, programs, and services. The site will be linkable from individual websites throughout the district and will free partners from needing to update their individual pages when changes occur within the transportation network.
- Provide personalized commuter assistance, identifying the different travel choices and the costs related to each. Transportation decisions are fun for some people, but overwhelming for others. The Transportation Coordinator can help by providing personalized commuter assistance, identifying the different travel choices and the costs related to each.
- Work with partners to develop transportation-focused marketing materials for web, mobile, and print media, including maps, brochures, rack cards, mailers, etc. This effort will also include the development of a University Circle mobility brand that will serve as the banner under which the transportation management efforts are implemented.

### Initiate Districtwide TDM Programming

While the results of the initial survey will provide more insight into first-year programming priorities, it is anticipated that the first set of districtwide TDM programs will include a ride matching program and coordination with RTA on a startup vanpool program. The citywide bike sharing system will also launch in spring 2016 and should be a focus of year-one TDM efforts. Expanding access to existing TDM programs—including parking cash-out, flexible parking permits, and transit pass subsidies—should also be explored for early implementation at participating organizations in the district. Once consistent data is available from the survey, these items can be further refined. For stakeholders who offer such programs, this offers a way to increase the potential pool of TDM programming (or pool of matches), while reducing staff workload. For stakeholders new to these efforts, it will initially offer their members travel options without adding cost.



### **Advance MGUC Priority Recommendations**

The first two phases of the Moving Greater University Circle Plan – the Parking Management Plan and the Transportation & Mobility Plan – outlined a series of priority recommendations for immediate implementation. The year one objectives of the Transportation Coordinator should include implementation of these recommendations, which are outlined in Appendix A.

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# Appendix A MGUC Phases 1 & 2

## Priority Recommendations

The Parking Management Plan focused on the parking needs of three key markets:

1. Shoppers/Diners
2. Tourists/Daytrippers
3. Residents/Commuters

The Plan's recommendations highlighted the transformational opportunities available to the University Circle neighborhood that could be made possible by reducing overall demand for parking and maximizing use of existing supply.

### Phase 1 – Parking Management Plan

#### Develop Consistency of Experience for Visitors

- Identify targeted geographic areas and work with off-street facility owners to develop a path toward standardized payment media, hourly rates, and wayfinding/signage.
- Update wayfinding and branding to inform visitors of parking facilities that suit their needs, and direct them to these facilities.
- Develop web and mobile upgrades and train staff to better inform visitors of the parking and access options available to them, both before they depart and once they have arrived.

#### Establish University Circle as a “Park Once” District

- Identify facilities where the public is welcome to park for an extended period of time and work with owners and visitor destinations to ensure that web pages, apps and print materials clearly indicate availability of these facilities.
- Improve circulation options within the district by improving the walking, cycling and visitor shuttle networks; support these options with web, print, verbal, and on-the-ground directional information.
- Improve collaboration between destinations to cross-promote the proximity and ease of visiting multiple venues on a single trip.

#### Expand District-Wide Transportation Demand Management (TDM) Programs & Services

- Facilitate sharing of existing area TDM programs among employers and residential property managers and pilot new programs and services where gaps exist.
- Work with public agencies, employers and residential properties to expand bike-share and car-share options.
- Improve/expand transit service and access to both public and privately operated systems to increase transit mode share.
- Improve/expand bicycle networks and parking to increase bicycle mode share.

## Phase 2 – Transportation & Mobility Plan

### Utilize 10 Mobility Strategies to Promote a Multi-modal Transportation Network

- Walking First: prioritize pedestrian safety with universal design principles
- Connectivity: fill network gaps to improve access and ease congestion
- Bicycle Friendly: connect local & regional bicycle networks with various facility types
- Transit Accessible: enhance access and connections to, from & within the district
- Safe & Reliable Auto Access: focus on safety & reliability, balanced with other modes
- Legible District: improved understanding & navigation before and during travel
- Dynamic Streets: utilizing right of way for travel & placemaking; complete & green
- Smart Parking: balance demand & supply with a focus on “park once”
- Transportation Demand Management: facilitate mode shift with expanded TDM
- Real Estate Development: support efficient, dense, mixed-use development

### Improve 11 Key Intersections to Improve Safety and Facilitate Multi-Modal Travel

Of the 11 Mobility Focus Areas identified in the Plan, four (4) were prioritized by stakeholders for immediate implementation to reduce conflicts between drivers, pedestrians, cyclists, and transit riders:

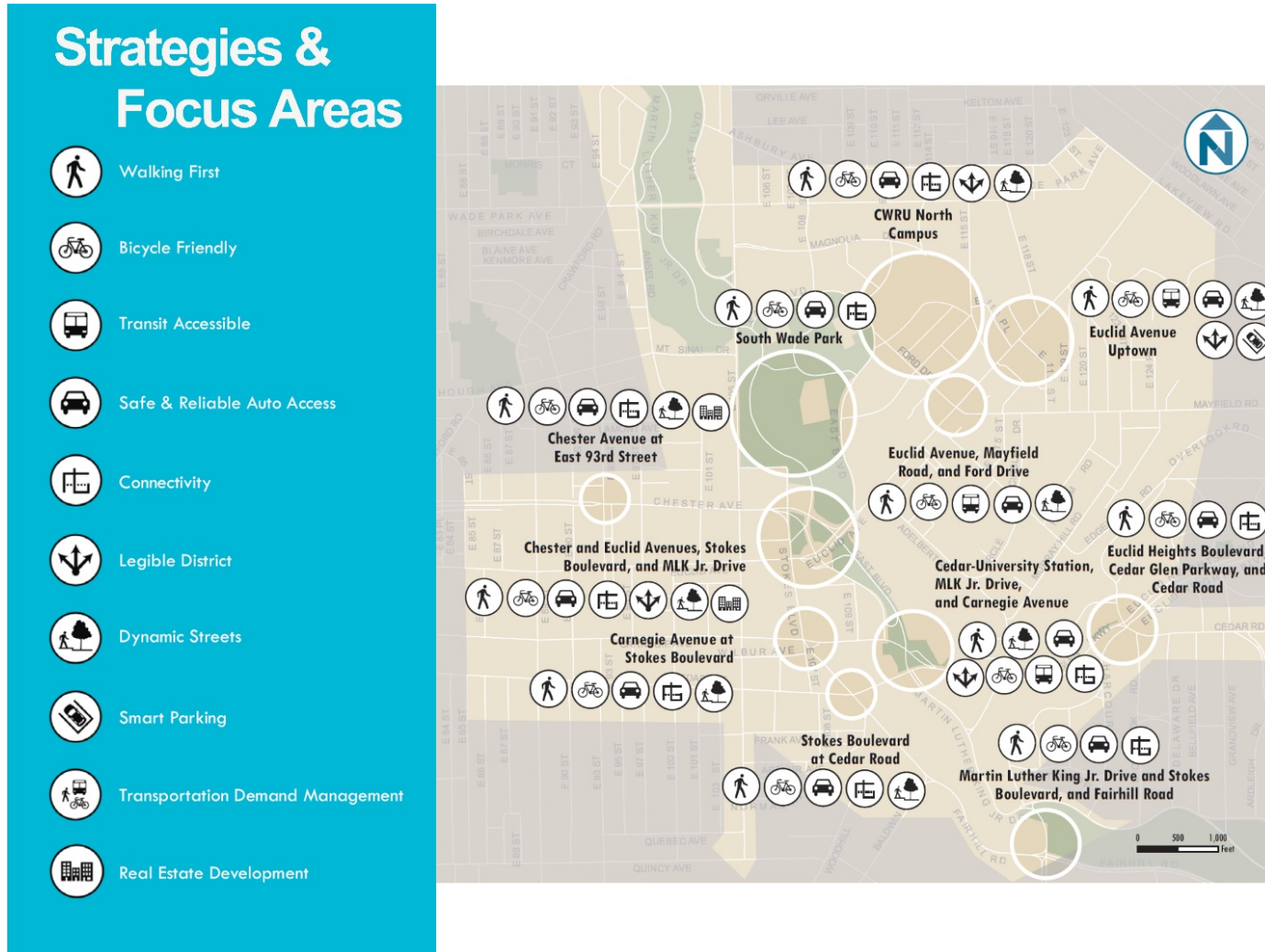
- Martin Luther King, Jr. Drive at Carnegie Avenue
- Euclid Avenue at Ford Drive/Mayfield Road
- Euclid Avenue at E. 115<sup>th</sup> Street
- Euclid Heights Boulevard at Cedar Road

These intersections were selected due to severity of the need for improvement, as well as the opportunities that were perceived to be available in the near-term to implement one or more recommendations in coordination with other projects. Three (3) additional focus areas were identified for additional evaluation alongside other active planning and development projects:

1. The intersections bounded by Chester Avenue, Stokes Boulevard, Martin Luther King, Jr. Drive, East Boulevard, and Euclid Avenue
2. South Wade Park, from E. 105<sup>th</sup> Street to East Boulevard, north of the above intersections
3. The Case Western Reserve University *North Campus* area, between East Boulevard and E. 115<sup>th</sup> Street

A full map of the 11 intersections and relevant strategies is provided on the following page (Figure 12).

Figure 12 Eleven Intersections and Relevant Strategies



## Appendix B Peer Review

### Purpose of the research

University Circle, Inc. has been engaged in efforts to identify approaches to facilitate implementation of consolidated transportation programming districtwide.

Questions such as how best to organize and fund such an organization, whether to form a standalone organization (such as a Transportation Management Association (TMA)) or to associate it with an existing organization, and what types of responsibilities it should have will be considered as University Circle's stakeholders proceed with the decision-making process.

This memorandum presents major findings from a survey of peer organizations conducted in May and June 2015 to learn about organizations focused on education and healthcare campus districts throughout the United States. The organizations selected for the survey are located in Boston and Atlanta, cities that have certain characteristics in common with Cleveland. One of the organizations has a formal connection to a Business Improvement District, another is a constituent organization of a larger transportation services agency for an education and healthcare district, and another is a standalone organization. Although these peer cases are located in only two cities, they reflect a diversity of organizational structures and institutional affiliations that reflect the makeup of the University Circle district, and the history of these organizations' formations and their organizational experience offers lessons University Circle can use to help inform its decision.

The following were selected for this research:

- **A Better City TMA** (Boston, Massachusetts): representing Boston's central business district and the Tufts Medical Center/Massachusetts General Hospital campus complex.
- **Clifton Corridor TMA** (Atlanta, Georgia): representing Emory University and its adjacent hospitals and medical district, as well as the Centers for Disease Control and Prevention (CDC).
- **CommuteWorks** (Boston, Massachusetts): representing the Longwood Medical Center and academic area, a constituent organization of the Medical Academic and Scientific Community Organization (MASCO).

- **TranSComm** (Boston, Massachusetts): representing the Boston University Medical Campus and Boston Medical Center in Boston’s South End.
- **Buffalo-Niagara Medical Campus TMA** (Buffalo, New York): representing the Buffalo-Niagara Medical Campus.
- **Charlotte Center City Partners** (Charlotte, North Carolina): representing Charlotte’s central business district and adjacent neighborhoods.
- **Oakland TMA** (Pittsburgh, Pennsylvania): representing the Oakland district of Pittsburgh, which includes the University of Pittsburgh main campus and Medical Center and Carnegie Mellon University.

These organizations were selected based on the following criteria:

- Major hospital and educational employment centers;
- Diversity in the degree to which regional transit service is available as a transportation option;
- Examples of organizations created with and without BIDs; and
- Major employment centers representing public (both local/state and federal) and private employers.

Although most of these organizations are formally established TMAs, not all are (Charlotte Center City Partners, for instance, is a downtown business improvement organization with no legal function or classification as a TMA).

Figure 13 provides a summary of background information about each of the surveyed cities.

**MOVING GREATER UNIVERSITY CIRCLE – TRANSPORTATION MANAGEMENT IMPLEMENTATION PLAN**  
University Circle, Inc.

Figure 13 Summary of Peer Organizations

Organization	A Better City TMA (ABCTMA) Boston, MA	Clifton Corridor TMA (CCTMA) Atlanta, GA	Commute Works/Medical Academic and Scientific Community Organization (MASCO) Boston, MA	Boston University Transportation Solutions for Commuters (TranSComm) Boston, MA	Oakland TMA Pittsburgh, PA	Charlotte Center City Partners Charlotte, NC	Buffalo-Niagara Medical Campus TMA Buffalo, NY
<b>Contact and Website</b>	Allison Simmons, Transportation Planner <a href="http://www.abctma.com">www.abctma.com</a>	Adele Clements, Executive Director <a href="http://www.cctma.org">www.cctma.org</a>	Sarah Hamilton Vice President, Area Planning and Development for MASCO <a href="http://www.masco.org">www.masco.org</a>	Michelle Tse, TranSComm Operations Manager	Mavis Rainey, Executive Director <a href="http://www.otma-pgh.org">www.otma-pgh.org</a>	Allison Billings, Vice President for Neighborhood Development, Transportation and Sustainability <a href="http://www.charlottecentercity.org">www.charlottecentercity.org</a>	Jamie Hamann-Burney, Program Manager <a href="http://www.gobnmc.org">www.gobnmc.org</a>
<b>Population</b>	Daytime population of 120,000	Three-mile radius from main Emory campus (TMA jurisdiction): approximately 75,000	110,000 each day	10,000 employees and students	100,000 employees and students; an additional 30,000 – 40,000 residents in the immediate area.	20,000 residents; over 100,000 employees and students	25,000 daytime population in and around the district.
<b>Land Use and Community Environment</b>	Major city central business district: Downtown Boston and adjacent medical district.	Suburban university campus district; surrounding community is mostly single-family residential neighborhoods	Urban university/healthcare/cultural district.	Urban medical district.	Urban mixed-use district including university/educational campuses (Carnegie Mellon University, University of Pittsburgh), hospitals, and cultural institutions	City central business district	Urban medical district immediately adjacent to Buffalo central business district.
<b>Number of Employers/Employees</b>	Over 100 employer organizations; 100,000 employees.	35,000 employees. CCTMA does not provide transportation services for Emory University student population, although University faculty and staff benefit from TMA services due to multiple affiliations.	22 institutions; 47,000 employees, 21,000 students, 16,700 vendors, volunteers, construction workers plus visitors and patients	Two major employers: Boston University Medical Campus and Boston Medical Center; 13,000 employees	100,000 employees and students	73,000 employees	Nine major institutional tenants, with numerous Campus tenants and independent organizations. 17,000 employees and students projected once Children's Hospital of Buffalo and University at Buffalo School of Medicine have relocated to BNMC in 2016.
<b>Parking Constraints?</b>	Significant.	Significant. Emory and its adjacent hospitals are landlocked institutions. All parking is permit-controlled and at some institutions (especially main university campus) demand exceeds supply.	Yes.	Yes.	Yes.	Yes	Yes.
<b>City or Employer TDM Requirements</b>	City of Boston requires developers to provide Transportation Access Plan Agreements (TAPAs) for new development that meets a particular threshold. Massachusetts Department of Environmental Protection (DEP) requires rideshare reporting for employers with more than 250 employees.	None.	City of Boston requires developers to provide Transportation Access Plan Agreements (TAPAs) for new development that meets a particular threshold. Massachusetts Department of Environmental Protection (DEP) requires rideshare reporting for employers with more than 250 employees.	City of Boston requires developers to provide Transportation Access Plan Agreements (TAPAs) for new development that meets a particular threshold. Massachusetts Department of Environmental Protection (DEP) requires rideshare reporting for employers with more than 250 employees.	None.	None.	Recently adopted Buffalo Green Code (zoning ordinance) requires any development with 100,000 square feet or more of new floor space to submit a TDM plan and the designation of a TMA overseeing plan implementation.



**MOVING GREATER UNIVERSITY CIRCLE – TRANSPORTATION MANAGEMENT IMPLEMENTATION PLAN**  
University Circle, Inc.

<b>Existing TDM Programs/Services</b>	Traditional commuter benefit services such as Guaranteed Ride Home, walk/bike incentives, ride matching program, cash incentives to try public transit and a carpool subsidy program. Additional services include assistance with compliance with State and local regulations.	Traditional commuter benefit services such as district shuttle operations, Guaranteed Ride Home, walk/bike incentives, ride matching program (through the Georgia Commute Options regional organization), and discounted transit passes for member employees.	Comprehensive TDM programs: walk/bike incentives, personalized commute assistance, carpool/vanpool incentives, T-pass subsidies (through member institutions), employee benefits fairs and other informational events, emergency ride home. The parent organization (MASCO) also provides parking and shuttle services, transportation planning and improvements and advocacy for new services.	Traditional TDM programs including ride matching, subsidized or pretax transit pass, student taxi vouchers and Zipcar. Shuttle buses are funded by Boston University and Boston Medical Center and are not directly a TMA service.	Traditional TDM programs including transit pass subsidy, ride matching (through partnership with a regional clearinghouse that also includes other Pittsburgh-area TMAs and large employers), car share membership discounts, guaranteed ride home. Other services include conducting employee surveys, parking reservations, employee benefit fairs, community event planning and participation, transportation fairs and meeting facilitation.	In partnership with Charlotte Department of Transportation, funds and operates Gold Rush shuttle; implements parking information systems in parking garages, distributes commute alternative information.	Car share sponsorship and promotion, rideshare and ride matching, bike share, guaranteed ride home, parking cash-out facilitation, program education, employer outreach and information distribution.
<b>Level of Transit Service</b>	High. ABC TMA serves Downtown Boston, the hub of the region's transportation network.	Low to medium: only three fixed-route bus services from local public transit provider (MARTA), additional shuttle services (Emory University shuttle and CCTMA's own Cliff shuttle) also available; these greatly expand transit/non-driving mobility for the campus.	Medium to high: two light rail lines at periphery (locally this is considered low for such a large, regional employment center), commuter rail is a mile away and the medical area is 4.5 miles away from the MBTA hub, in downtown Boston.	Medium: frequent fixed-route bus service, with MBTA subway (T) a half mile from campus.	Medium to high. Served by multiple Port Authority bus lines.	Medium to high: served by light rail transit with extension of line to north side of the city currently underway; terminus of 50 fixed bus routes	Medium to high. Served by Buffalo's light rail transit line as well as multiple bus routes.
<b>Concentration of Educational and Medical Institutions</b>	A mix of traditional Central Business District companies and institutions that includes Mass General Hospital, Tufts Medical Center and some colleges such as Boston University. For a list see: <a href="http://www.abctma.com/about/members">http://www.abctma.com/about/members</a>	Emory University and cultural institutions (Carlos Museum, Schwartz Center), Fernbank Natural History Museum, Emory, Children's and VA Hospitals	Serves the most significant concentration of medical, educational and cultural institutions in New England – Harvard Medical School, Dental School and the TC Chan School of Public Health; three major teaching hospitals (Brigham and Women's, Beth Israel Deaconess, and Boston Children's Hospital); research and treatment centers including Dana-Farber Cancer Institute, Joslin Diabetes Center; six colleges of the Fenway Museum; Isabella Stewart Gardner Museum; and others.	Boston University Medical Campus, Boston Medical Center. Surrounding community is Boston's South End, with both residential and commercial land uses.	University of Pittsburgh, University of Pittsburgh Medical Center, Carnegie Mellon University, Carnow University, as well as numerous retail and office-based businesses in the district.	Central Piedmont Community College is only major educational institution in the immediate central city.	Buffalo Hearing & Speech Center, Buffalo Medical Group, Hauptman-Woodward Medical Research Institute, Center for Hospice and Palliative Care, Kaleida Health, Roswell Park Cancer Institute, Olmsted Center for Sight, University at Buffalo, Upstate New York Transplant Services, as well as a number of other campus tenants, entrepreneurs and researchers.
<b>Retail Activity: major retail industry members</b>	Downtown Crossing shopping/retail district	No significant retail centers in the area. Emory Village retail and dining district adjacent to Emory campus contains 10 to 15 small businesses.	Near Boston's Back Bay neighborhood, although retail organizations are not part of the organization.	Limited (neighborhood-scale) retail activity near campus, though retail organizations are not part of the organization.	Neighborhood/community retail in the Oakland district.	Small-scale retail serving downtown, although South End is an emerging neighborhood-scale retail district	Retailers are not major components of the TMA.

## **Methodology**

Organizational data about the peers were identified through printed and web-based publications. Not all types of information—especially the number of employers or total square feet of commercial space—were readily available; where these were obtainable, current data was compiled into the summary matrix on the preceding pages. Demographic and economic development characteristics were identified using information available on-line from sites such as the US Census website.

In addition, a questionnaire was developed to elicit consistent detailed information about the history and organizational structure of the organizations. These questionnaires accompanied telephone interviews with a representative of each organization, covering as much information as possible and focusing on insight into current mission, challenges, and opportunities from members of the organization. Not every staff member was able to answer all of the questions completely; for example, some had been on the job for a few years at most, so they were not able to comment about the formation of their organization. In addition, one of the surveyed peer organizations (CCTMA) does not disclose financial or budget information, so these figures are estimated based on other information the organization did provide.

The survey findings are organized into the following four categories:

- Organization/Administration
- Regulatory Requirements
- Financial Information
- Programs and Strategies

A series of tables containing a detailed description of each of these categories is presented at the end of this memorandum.

## **Organization/Administration**

### **Mission**

The primary mission of most of the organizations in this review is to enhance access and mobility within and in the vicinity of their geographic boundaries, especially to offer mobility options other than driving alone to work. Related goals that stem from this primary mission include environmental benefits and promoting and enhancing economic vitality, and in the case of organizations located in jurisdictions that require demand management through local or state legislation, helping local jurisdictions and businesses comply with these regulatory requirements, such as air quality standards and trip reduction goals.

### **History**

The organizations in this survey formed for a variety of different reasons, although all four emerged around established employment and activity centers anchored by major medical or higher education campuses.

A Better City TMA was established in 1996 by the Artery Business Committee in partnership with the Central Artery/Tunnel (Big Dig) project and the City of Boston. The primary purpose of ABCTMA's creation was to address employer concerns about employee, client, and visitor access into Boston during construction of the Big Dig. Education and healthcare access were a major component of this due to the location of Massachusetts General Hospital and its neighboring institutions adjacent to the Boston central business and government district. After the Big Dig's completion, the organization (then called the Artery Business Committee) was renamed A Better City and assumed ongoing business improvement district responsibilities.

The Clifton Corridor TMA was first formed in 1998 in response to growing challenges at providing parking for growing employers in the North Druid Hills area of DeKalb County, which includes Emory University, the Emory University Hospital, and the Centers for Disease Control and Prevention (CDC). Its formation grew from earlier efforts at forming a business improvement district (called Community Improvement Districts, or CIDs, in Georgia, established in state legislation as quasi-governmental self-taxing districts). In the Atlanta metropolitan area, most TMAs are affiliated and share staff with a business improvement district, but the Emory area has relatively few private businesses and a small employment base not directly affiliated with the university or hospitals. As a result, there were no businesses to tax, and for this reason it relied on seed funding and member contributions.

The Medical Academic and Scientific Community Organization (MASCO) was founded in the early 1970s to address transportation, land use, and service provision needs for the Longwood Medical and Academic area in Boston, and its TMA (CommuteWorks) was formed in 1988 with a more focused mission of promoting alternative commuting options for employees and visitors. As such it is the oldest of the member organizations studied, and its formation generally precedes state and local requirements for transportation demand management and commute trip reduction. However, it was formed for many of the same reasons, notably to address challenges of parking demand and traffic congestion on access to the Longwood area.

TranSComm (originally called the Inter-institutional Transportation Management Association) was incorporated in 1991 to coordinate the transportation needs of people that receive care from, are employed by, or study at the Boston University Medical Campus and Boston Medical Center.

TransComm is a proactive organization committed to working collaboratively with local, state, and federal agencies to propose and implement environmentally-sound transportation options that decrease traffic congestion and increase air quality for its employees, students, patients, visitors and community members.

Current members of the TransComm Transportation Management Association (TMA) include: Boston Medical Center, Boston University Medical Campus which is comprised of Boston University Schools of Medicine, Dental Medicine, Graduate Medical Sciences, and Public Health, the Boston Public Health Commission, and the Boston Healthcare for the Homeless Program.

## **Legal Structure**

The legal structure of the organizations also varies, with most organized as private non-profit organizations under larger umbrella organizations. The four organizations studied (or their overseeing organizations) represent the different organizational structures of nonprofit business associations, 501(c)(3), 501(c)(4), or 501(c)(6). MASCO CommuteWorks is a 501(c)(3), a category that includes a variety of educational and charitable organizations; Clifton Corridor TMA is a 501(c)(4) association, a category for political education organizations and civic leagues. Business leagues, chambers of commerce, and real estate boards fall under the 501(c)(6) classification, and this includes A Better City, the umbrella organization under which A Better City TMA is organized.

## **Relationship with Improvement Districts**

Each of the organizations has a different relationship with a local Improvement District (akin to University Circle, Inc.). Of the four, only A Better City TMA is officially affiliated with one (A Better City). Clifton Corridor TMA has no improvement district because of the relatively limited number of private businesses and Georgia's enabling legislation on how improvement districts may be formed. The following points provide more detail on these organizations.

- A Better City TMA is a member of the A Better City Business Improvement District (BID), a nonprofit membership with a broader mission of economic development, infrastructure improvements, and enhancement of the public realm. It formed in the 1990s as the Central Artery/Tunnel (Big Dig) project was under planning and construction, and transitioned into a more general downtown improvement district after the Big Dig's completion. Transportation was always a core mission of A Better City, and the TMA was organized as a separate entity to manage transportation demand management programs and administer public funding from the Commonwealth of Massachusetts.
- Clifton Corridor TMA is one of the few TMAs in metropolitan Atlanta with no attendant BID, largely because the Emory/CDC district has a negligible amount of taxable land uses.<sup>20</sup> This has allowed the TMA to keep a focused mission, although it limits some of the programs it undertakes and the degree to which it may access public funding sources. For example, small-area planning funds provided by the Atlanta Regional Commission, the Atlanta-area MPO, are not eligible to TMAs, although BIDs may apply and lead

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<sup>20</sup> Georgia's enabling legislation for Community Improvement Districts (CIDs) excludes residential properties from being taxed by or receiving improvement funds from CIDs. The CCTMA district's unique configuration—a major university campus, medical district, and federal agency campus surrounded immediately by single-family land uses and neighborhood-serving commercial uses—has limited the degree to which business and retail land uses have grown around the district. Early efforts to establish a CID based on campus-adjacent business districts were not successful due to the district's small scale and the relative difficulty in generating sufficient CID revenue to fund improvements.

planning studies. BIDs may also apply for project funding as long as an eligible government agency leads the project development.

As part of the survey, each organization was asked about its benefits and limitations. All agreed that one major benefit is that they provide an easier way to pool resources and make more efficient use of funds than if businesses addressed transportation issues on their own. Also, being able to control local funds. On the other hand, limitations cited include the fact that decision-making can be time consuming and constraints on funding, including capital funding, can be a problem. In Clifton Corridor TMA’s case, the organization is largely dependent on member fees and these may fluctuate with employment numbers (although these have tended to be stable due to the heavy focus on hospitals and Emory University). Because the organization is not part of a BID, there is no tax base on which it can rely for revenue, and restrictions on federal funding assistance (provided through the Atlanta Regional Commission) limit it from drawing from student fees and revenue sources related to the Emory student population.

The table below offers a comparison of benefits and limitations for a free-standing model and a BID-integrated model (Figure 14).

Figure 14 Benefits and Limitations of Two Models

Organization	Benefits	Limitations
Clifton Corridor TMA (free-standing organization)	<ul style="list-style-type: none"> <li>▪ Free-standing organization – autonomous</li> <li>▪ Very clear mission</li> <li>▪ Clear standards/guidelines for operations, policy development, and program delivery</li> <li>▪ Safe forum for participation</li> <li>▪ Legal standing</li> <li>▪ Clear lines of “authority” between board and program delivery services</li> </ul>	<ul style="list-style-type: none"> <li>▪ May rely on staff support from other organizations; in CCTMA’s case it is Emory University</li> <li>▪ Cannot access the same funds, especially for capital projects, that a BID might be able to</li> <li>▪ Potentially less to offer in terms of comprehensive services or populations reached, sometimes due to limitations on specific funding sources</li> </ul>
A Better City TMA (part of a BID)	<ul style="list-style-type: none"> <li>▪ Dedicated staff, although shared office space (thereby reducing costs)</li> <li>▪ Can be a format for transition from initial establishment to formal free-standing organization</li> <li>▪ Quick means to get programs and services up and running</li> <li>▪ Regular forum for private and public sectors to convene, with a broader range of stakeholder issues than just transportation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Large (and growing) board points to a need to reorganize or diversify Board functions.</li> <li>▪ May limit fundraising capabilities because of competing needs of parent organization</li> </ul>

## Membership

Organization members are generally major employers, and in the case of the peers studied include both public and private organizations. Boston’s organizations are each organized around medical districts that include teaching hospitals, medical schools and other educational facilities. The Clifton Corridor TMA includes Emory University and a collection of adjacent hospitals, clinics, and medical offices (these are generally organized under the Emory University Hospital, Childrens Healthcare of Atlanta, or Veterans Affairs Hospital systems) as well as the Centers for Disease Control and Prevention (CDC). While three of the organizations (all but TranSComm )

welcome non-medical or non-educational businesses as members, the degree to which these potential members have joined the organization varies, generally according to geographic location and surrounding community context. The Clifton Corridor TMA, for example, has very few businesses outside of its core university and hospital member base, and the primary residential areas are not direct recipients of TMA funds (though residents employed in Clifton Corridor businesses may certainly participate).

Some focus on providing transportation options to employees of member businesses and organizations to enhance and improve commute options; others provide services to the business members’ customers and to local resident. A summary of the organizations and their membership structure follows (Figure 15).

Figure 15 Membership Structure of Organizations

Organization	Membership
A Better City TMA	Over 100 member organizations, including private businesses in downtown Boston as well as Massachusetts General Hospital and nearby medical facilities
Clifton Corridor TMA	10 member organizations
CommuteWorks/Mass Commute Options	22 member organizations
Boston University TransComm	2 primary member organizations with board representation, one additional non-paying member that enjoys select TMA benefits.
Oakland TMA, Pittsburgh, PA	TMA membership represents major institutional employers (universities and hospitals), as well as public agencies (especially PennDOT, Port Authority and Southwestern Pennsylvania Planning Commission).
Charlotte Center City Partners, Charlotte, NC	Over 100 member businesses and organization.
Buffalo-Niagara Medical Campus TMA	Nine major institutional tenants, with numerous Campus tenants and independent organizations.

### **Board Structure and Function**

Most organizations have a Board of Directors, including the four studied in this memorandum, and these varying in size depending on membership base. Smaller organizations give each member organization direct representation on the board, although growth in membership may create challenges as boards also grow and convening, managing, and finding consensus among board members is increasingly difficult. At different points in the growth of each organization, different governance models have been developed to allow board members to focus on their key areas of knowledge and expertise, and to facilitate decision-making and action.

## Staff

Most organizations have an Executive Director, either part-time or full-time. Most also have some additional support staff. The number and type of staff employed by each organization is listed below (Figure 16).

Figure 16 Staff Employed at Each Organization

Organization	Staffing
A Better City TMA	2 full time staff (TMA Manager, Member Services Coordinator); 1 half-time staff (Commuter Services Representative)
Clifton Corridor TMA	No full-time staff directly employed by the TMA; staff are Emory University employees in the University's Parking and Transportation Department.
CommuteWorks/Mass Commute Options	One full-time employee, a designated CommuteWorks Coordinator. Support is provided by 5 other staff in the Longwood Medical Area Planning Department.
Boston University TransComm	Full-time operations manager and a communication coordinator. In addition, the organization occasionally employs one or two work-study students (interns).
Oakland TMA, Pittsburgh, PA	Three full-time employees (executive director, program manager, financial administrator) and two part-time staff.
Charlotte Center City Partners, Charlotte, NC	No standalone transportation staff; CCCP has approximately 20 full-time staff managing various programs and initiatives.
Buffalo-Niagara Medical Campus TMA	Two full-time staff.

## Committees

Smaller organizations tend to begin with a simple board of directors format, though as they have grown have adopted a more complex structure that may include committees. Clifton Corridor TMA, with only nine voting members, has no committees, while A Better City has developed a sector-based model of board leadership where each of six major industry sectors represented in the organization meets only once per year (as opposed to quarterly or bi-monthly meetings of the overall board).

## Public Sector Involvement

Most of the organizations have some type of public sector involvement, either in the form of funding, board representation, or more informal support, though the quality and amount of this involvement varies. As the four organizations studied are closely affiliated with many private organizations and derive a substantial portion of revenues from member fees, public sector funding typically constitutes a relatively limited share of overall budgets.

Even though public sector funds typically represent a small portion of the operating budgets, almost all of the organizations receive public funds in some form, often in the form of federal, state, or regional grants. These may come from external sources charged with air quality management, such as the Atlanta-area metropolitan planning organization or the Massachusetts Department of Transportation. Funds may also be provided through direct local government assistance, although none of the four studied in this memorandum receive this.

Providing in-kind services, such as rent subsidies, local government staff assistance, or use of capital resources, is not common, although in many organizations more closely associated with business districts or a diverse range of employers and member organizations, start-up assistance may be provided by local government or partner agency staff. More common are agreements with partner agencies for reduced-price options on services that are generally available to the public, such as transit passes. The Clifton Corridor TMA offers members a 10 percent discount on monthly passes from the local transit provider, the Metropolitan Atlanta Rapid Transit Authority (MARTA).

Not every organization includes public sector representation on its board, but may have some representation if member organizations include public entities. The Clifton Corridor TMA includes the CDC among its members, a Federal government organization, and also includes a non-voting, non-board representation from the DeKalb County Transportation Department, representing the local government jurisdiction in which the TMA generally operates. In CCTMA's case, the CDC is an ex officio board member due to Federal government restrictions on how Federal agencies may participate in private funding and policy decisions. Nonetheless, board membership gives the CDC (and other such ex-officio directors) all rights of discussion, persuasion, and fiduciary responsibility for the organization. A Better City's board does not include formal public sector representation, although the organization notes that it regularly partners with the City of Boston on communicating and implementing its program initiatives.

In the experience of these two TMAs, having this connection to a local government agency is useful and productive, both for the organizations and the local governments. Both TMAs noted the value of their relationships with local government agencies, both for themselves and for the officials. Clifton Corridor has recently begun to take a stronger lead in the development of planning studies and capital projects, typically the domain of the local government. Regular representation of and communication with its local government transportation agency has allowed both to understand when the organization might be better equipped to pursue public funds for studies, even if a government agency acts as an official project sponsor. Maintaining these kinds of partnerships can also give these organizations a key role as liaison between government and business. In that capacity, the organization can act as a sounding board, establish and maintain relationships, and advocate for both sides of an issue to bring about a compromise—a function that both of the Boston organizations emphasize in their core mission and goals statements.

## **Regulatory Requirements**

### **Voluntary vs. Required Membership**

The organizations generally have no requirement for local businesses to participate. The Boston area organizations operate in a regulatory environment that requires large employers, land development projects, or other major activity centers to submit trip reduction plans. Local requirements in Boston for large developments to present transportation access and mitigation plans usually require employers to join a TMA, but do not charge the TMA with fulfilling the agreed-upon employer requirements of these plans. There are no such requirements in Georgia, although a collection of legal requirements for regional- and state-level development review for large projects and availability of multiple environmental programs generally point to major employers and employment districts engaging to some degree in TDM programs.



**Figure 17 Membership Requirements of Organizations**

Organization	Membership Requirements
A Better City TMA	Voluntary. Open to building owners, employers, and developers as well as public agencies.
Clifton Corridor TMA	Voluntary. Open to property managers, employers, hospitals, universities, and developers, as well as public agencies. Residential properties generally do not join, although because the TMA is not part of a CID there is no restriction on their joining.
CommuteWorks/Mass Commute Options	Voluntary. Members include member organizations of MASCO, which are generally educational, medical or cultural, and research-based organizations.
Boston University TransComm	Not voluntary, but membership has not expanded significantly since formation: the two main members fund the bulk of services and have not expanded these to private, non-campus organizations or businesses.
Oakland TMA, Pittsburgh, PA	Voluntary.
Charlotte Center City Partners, Charlotte, NC	Voluntary.
Buffalo-Niagara Medical Campus TMA	Members of BNMC joined TMA by default when it was created.

### **Travel Reduction Goals, Monitoring, and Penalties**

Some organizations have quantified travel reduction targets, although this tends to be driven by legislative requirements. There are no such requirements in Georgia and many of its organizations, including Clifton Corridor, have not adopted specific targets.

In Boston, employers and major development projects are subject to regulations from both the Massachusetts Department of Environmental Protection (MassDEP) and the City of Boston. MassDEP requires employers with 250 or more employees to monitor and report ridesharing activity<sup>21</sup>, and the City of Boston’s Transportation Access Plan Agreement (TAPA) program is a formal part of the development review process in which applicants must submit a plan for travel reduction. Boston’s organizations are not conveyed this responsibility, nor are they allowed to manage it on behalf of employers, but they have focused their efforts on advocacy, outreach, and information to ensure that employers and developers know about the programs and can take advantage of them in meeting regulatory requirements.

The Clifton Corridor TMA has a stated goal of balancing its transportation network and providing travel options, though it has no quantitative targets.

In Boston, each of the organizations has focused its performance goals on levels of employee participation and may derive generalized mode shift targets from these, although they do not constitute quantitative or formalized requirements. While MassDEP has not historically required

<sup>21</sup> For information on the MassDEP Rideshare Reporting requirements, see <http://www.mass.gov/eea/agencies/massdep/air/programs/the-massachusetts-rideshare-program.html>.

the organizations to engage in any reporting, instead focusing this requirement on specific employers, the organizations are beginning to prepare a quarterly report to DEP that constitutes a more formalized way of sharing overall performance (though this is not required by legislation). Each organization tracks member participation and relies on specific employee DEP rideshare reports, employee surveys, and partner agency information (such as a number of transit passes sold to employees in the district) to estimate mode shares and performance of their policies.

## **Financial Information**

### **Funding**

Each organization has its own mix of grant funding, other revenues, and dues, as presented below. The Clifton Corridor TMA is a private organization affiliated with non-governmental organizations, and by nature of not belonging to a Georgia-chartered community improvement district, does not disclose details of its budget.

- A Better City TMA has an annual operating budget of approximately \$250,000, and derives its funding from the following sources:
  - Business Improvement District (private sector contribution of approximately \$200,000 or 80%)
  - Massachusetts state grant (\$50,000 or 20%)
- The Clifton Corridor TMA does not disclose budget information, but collects \$500 per year per member organization as well as \$5 per employee from the organizations. This leads to an annual revenue source of approximately \$150,000 to \$175,000, and this is supplemented by public assistance through the Atlanta Regional Commission.
- CommuteWorks, like its parent MASCO, primarily derives funding from member fees. It is also eligible for the state grants that other Boston TMAs may receive.
- TranSComm is funded primarily by BUMC and BMC directly, and receives state assistance on occasion, though not consistently in every year.

## **Programs/Strategies**

### **Major Programs and Services**

Advocacy and outreach are two major services the organizations offer and this is a core component of their organizational missions. The organizations researched in this memorandum largely see their role as liaison between government departments, transit agencies, and employers as their major contribution. Two of the organizations fund and operate direct transit services in the form of shuttles. Other TDM strategies, such as ride-share matching, transit subsidies, and transit information, including sales of passes, are common.

The most successful programs, according to the organizations, are their advocacy efforts, including employer outreach, and their transit programs (subsidized passes and shuttle service). A Better City pointed out that its programs are successful because it doesn't focus on one single program, but recognizes that all of its programs are interconnected and dependent on each other. The major programs and services provided by each organization are summarized below (Figure 18).

Figure 18 Major Programs

Organization	Major Programs
<b>A Better City TMA</b>	<ul style="list-style-type: none"> <li>▪ Participation in Transportation Awareness Events including: Car-Free Week, MassCommute Bicycle Challenge, Lunchtime Walking Series</li> <li>▪ On-site Transportation Fairs and commuter related events</li> <li>▪ Administration and analysis of commuter surveys</li> <li>▪ Personalized commuter mobility work plan and transportation resource guide based on survey and zip code data</li> <li>▪ Construction and traffic advisories</li> <li>▪ Employee car and home insurance discounts through the Environmental Insurance Agency</li> <li>▪ Signage for carpool, vanpool and bike parking</li> <li>▪ Assistance with installation and implementation of electric vehicle stations and infrastructure</li> <li>▪ Transportation information and materials sent to employers for employee distribution</li> <li>▪ Disseminate information related to available and future TDM programs/initiatives as well as emergency traffic and transit service directives</li> <li>▪ Information on new and future transportation programs and services</li> <li>▪ Access to city, state, and federal agencies and officials engaged in transportation policy, funding, programs, and services</li> </ul>
<b>Clifton Corridor TMA</b>	<ul style="list-style-type: none"> <li>▪ 10 percent discount on transit (MARTA) monthly passes</li> <li>▪ Ride matching (in partnership with Georgia Commute Options, a regional organization that administers state CMAQ funding)</li> <li>▪ Administration and analysis of commuter surveys</li> <li>▪ Construction and traffic advisories</li> <li>▪ Development of plans and studies for programming future capital projects</li> </ul>
<b>CommuteWorks/ Mass Commute Options</b>	<p>The TMA offers comprehensive TDM programs:</p> <ul style="list-style-type: none"> <li>▪ Walk/bike incentives</li> <li>▪ Personalized commute assistance</li> <li>▪ Carpool/vanpool incentives</li> <li>▪ Transit (T-pass) subsidies (through member institutions),</li> <li>▪ Employee benefits fairs and other informational events</li> <li>▪ Emergency ride home</li> </ul> <p>The parent organization (MASCO) also provides parking and shuttle services, transportation planning and improvements and advocacy for new services.</p>
<b>Boston University TransComm</b>	<ul style="list-style-type: none"> <li>▪ Shuttle bus service</li> <li>▪ Information and referral services</li> <li>▪ Coordination between local governments and regional planning and transit agencies</li> <li>▪ Guaranteed Ride Home program citywide</li> <li>▪ Car-sharing membership facilitation</li> </ul>
<b>Oakland TMA, Pittsburgh, PA</b>	<ul style="list-style-type: none"> <li>▪ Transit pass subsidy</li> <li>▪ Rideshare management/matching (through partnership with a regional clearinghouse that also includes other Pittsburgh-area TMAs and large employers)</li> <li>▪ Car share membership discounts</li> <li>▪ Guaranteed ride home.</li> <li>▪ Employee surveys</li> <li>▪ Parking reservations</li> </ul>

Organization	Major Programs
	<ul style="list-style-type: none"> <li>▪ Employee benefit fairs</li> <li>▪ Community event planning and participation</li> <li>▪ Transportation fairs and meeting facilitation.</li> <li>▪ Development of outreach materials and website</li> </ul>
Charlotte Center City Partners, Charlotte, NC	<ul style="list-style-type: none"> <li>▪ Gold Rush shuttle</li> <li>▪ Implements parking information systems in parking garages</li> <li>▪ Distributes commute alternative information</li> <li>▪ More broadly, serves in an advocacy role for major capital projects and citywide initiatives that offer potential benefit or transportation alternatives to downtown Charlotte, such as helping to organize outreach efforts for light rail expansion project , streetcar starter line, or downtown multimodal transfer center relocation.</li> </ul>
Buffalo-Niagara Medical Campus TMA	<ul style="list-style-type: none"> <li>▪ Car share sponsorship and promotion</li> <li>▪ Rideshare and ride matching</li> <li>▪ Bike share</li> <li>▪ Guaranteed ride home</li> <li>▪ Parking cash-out facilitation</li> <li>▪ Program education, employer outreach and information distribution.</li> </ul>

## Summary

This memo presents a variety of possible approaches to providing consolidated transportation support, based on the experiences of comparable education and healthcare-oriented organizations. Lessons can be learned from the experiences of other organizations.

- Programs vary widely, depending on geography, transportation challenges, and availability of transit services. Boston’s organizations are both in urban districts with a relatively high degree of transit service, although one (ABCTMA) is at the core of a major metropolitan transit system and has access to the entire region, while another (MASCO) has fewer direct options. Organizations in less transit-served areas, such as the Clifton Corridor, tend to focus on augmenting public transit with their own services. Outreach to employers, especially large ones, is important, both to garner support as well as take advantage of communication channels to provide information to employees about alternatives to auto use. All four organizations emphasized the value of providing a range of services and programs, as they tend to be more effective if offered together.
- Business Improvement Districts can be excellent sources of funding, but it is also possible to create a completely separate organization, with its own goals and its own board of directors. Such organizations can still take advantage of the funding capacity of the BID or of other public sources, as well as contribute to the BID’s goals. In places where no BID exists, organizations can still operate successfully if they have an institutional ‘home’ of some sort; in CCTMA’s case this is Emory University or the MASCO organization in Boston (which is similar to a BID and UCI in its role, even if organized and funded differently).
- Public sector representation on the board, or at least communication with the public sector in a formalized context (such as attendance at board meetings and a recognized role in board discussions) is useful. Developing relationships with local decision makers

makes it easier to communicate the benefits of programs to local leaders, and raises the likelihood of garnering financial, in-kind, and moral support.

- Startup costs vary, though for these organizations have tended to be between \$50,000 and \$100,000. Although this may include such expenses as a full-time staff member, office space, marketing, and communications materials, startup funds tend to focus on early research and outreach support to advise new and potential members of options and strategies for auto commute reduction. In-kind contributions of staff time or office space and volunteer time from local businesses can help keep startup costs low if these can be arranged or negotiated.
- Most of the organizations in this survey were formed with the purpose of creating a coalition of education and healthcare organizations and businesses concerned with improving access to and within their areas, usually explicitly recognizing improved transportation as an important economic driver. This may have been driven by parking, traffic congestion, or a combination of these two. Access, connectivity, parking, pedestrian and bicycle safety and access, and transit are frequent approaches; reduced congestion, improved air quality, and public safety are named as important goals as well as economic development.

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Figure 19 Organization/Administration

Organization/ Administration	A Better City TMA (ABCTMA) Boston, MA	Clifton Corridor TMA (CCTMA) Atlanta, GA	MassCommute Options (MASCO) Boston, MA	Boston University Transportation Solutions for Commuters (TransComm ) Boston, MA	Oakland TMA Pittsburgh, PA	Charlotte Center City Partners Charlotte, NC	Buffalo-Niagara Medical Campus TMA Buffalo, NY
<b>Reason for Formation</b>	Organized over local business/employer concerns over access to central Boston during construction of the Central Artery/Tunnel project (the Big Dig).	To provide employers with technical expertise in transportation demand management strategies. At its inception, the purpose of the organization was through collective efforts to reduce traffic congestion and improve air quality.	To deliver transportation services more efficiently and effectively jointly than could be provided individually. Issues have intensified: more development, greater density, more traffic and congestion. MASCO founded in 1972 with a mission of solving problems related to land use, parking traffic and duplication of services in the Longwood Medical Area. Its TMA, CommuteWorks, was formed in 1988.	The primary reason was parking limitations, although ongoing interest in promoting access to work through non-motorized travel modes has emerged as a major focus area of the organization.	Initial reason was to manage parking shortages and traffic congestion challenges for major medical and educational employment center.	Transportation services focus of CCCP emerged with growth in central city employment and planning for high-capacity transit serving downtown Charlotte.	A large one-time expansion of leasable space in the BNMC led to a nearly 40 percent increase in employment (8,500 to 12,000) in one year. BNMC constructed a new parking facility to meet this demand, but agreed with City, neighborhoods, and state agencies on a comprehensive solution to help accommodate future growth. State agencies provided funding for developing and starting up TMA.
<b>Mission</b>		To provide outreach and education services to employees of its member organizations. The organization educates the area on the regional programs and incentives for employee participation in commute alternative programs. Lately, focus has been on pursuing <b>capital projects</b> to reduce congestion and improve air quality; examples include a traffic signal timing project and a Clifton Corridor Bicycle/Pedestrian Safety Study.	To enhance Boston's Longwood Medical and Academic area (LMA) for the benefit of those who live, work, study or receive care in the area.	To coordinate the transportation needs of the Medical Center community in the Albany Street neighborhood of Boston's lower South End, develop employee programs that promote alternatives to driving alone, and enhance accessibility to the lower South End.		Larger CCCP mission is to promote a vibrant and successful downtown.	To develop strategies, policies and programs designed to reduce single-occupant vehicle travel and promote alternative transportation use.
<b>Legal Structure? Part of BID or host organization? If separate, are fees separate?</b>	ABCTMA is organized as a 501(c)(6), part of the A Better City umbrella organization.	501(c)(4), not part of a Community Improvement District (the legal name for BIDs in Georgia).	TMA (CommuteWorks) is a part of MASCO, a planning and administrative organization for the overall Longwood Medical and Academic Area. MASCO is organized as a 501(c)(3).	Separate TMA with an independent board, not a part of any BID.	Separate TMA with an independent board, not a part of any BID (although it works closely with the Oakland BID).	CCCP is a 501(c)(3).	Part of the BMNC, which is not a BID but a consortium of major institutional employers (similar to Boston's MASCO).
<b>Membership</b>	Over 100 member businesses and organizations representing 100,000 employees in downtown Boston.	10 members, primarily educational and healthcare institutions (Emory University, Emory University Hospital and adjacent medical offices, Childrens Healthcare of Atlanta Egleston Campus, Atlanta VA Hospital, and others).	General membership includes 22 institutions, with a list of specific members available on MASCO's website: <a href="http://www.masco.org/masco/member-organizations">http://www.masco.org/masco/member-organizations</a> . All members and associate members are provided with CommuteWorks' services. Members are largely non-profit institutions.	Three members: Boston University Medical Campus, Boston Medical Center, Boston Healthcare for the Homeless.	TMA membership represents major institutional employers (universities and hospitals), as well as public agencies (especially PennDOT, Port Authority and Southwestern Pennsylvania Planning Commission).	Over 100 member businesses and organizations.	Nine major institutional tenants, with numerous Campus tenants and independent organizations.
<b>Board Structure</b>	Each member of the TMA has a seat on the board. In 2015, ABCTMA added an executive committee and are trying sector meetings in lieu of quarterly board meetings. Under this format, the board meets once a year in a series of 'sector' subgroups organized by business type; one of the six sectors is hospitals.	Each member has a Board representative – 9 voting Board members plus 1 non-voting member (CDC). CDC's ex officio status is required due to restrictions on how Federal funds are used and how Federal government agencies may participate in local and district-specific funding and policy decisions.	Board consists of senior executives/leadership from member institutions; all members are represented.	Board consists of members from the two dues-paying organizations (BUMC and BMC).	Board consists of member organizations but not all members participating in the TMA. Oakland BID's board has full representation (one member, one board seat).	General board representation from member organizations.	Board consists of members from each of the nine major institutions as well as representatives from surrounding neighborhoods and the City of Buffalo.
<b>Staff</b>	2 full time staff (TMA Manager, Member Services Coordinator); 1 half-time staff (Commuter Services Representative).	CCTMA has no full-time staff of its own. Staffing for the TMA is provided through the Emory University Transportation & Parking Services staff.	One full-time employee, a designated CommuteWorks Coordinator. Support is provided by 5 other staff in the Longwood Medical Area Planning Department.	Two full-time employees: an operations manager and a communication coordinator. In addition, the organization occasionally employs one	Three full-time employees (executive director, program manager, financial administrator) and two part-time staff	No standalone transportation staff; CCCP has approximately 20 full-time staff managing various programs and initiatives.	Two full-time staff.

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Organization/ Administration	A Better City TMA (ABCTMA) Boston, MA	Clifton Corridor TMA (CCTMA) Atlanta, GA	MassCommute Options (MASCO) Boston, MA	Boston University Transportation Solutions for Commuters (TransComm ) Boston, MA	Oakland TMA Pittsburgh, PA	Charlotte Center City Partners Charlotte, NC	Buffalo-Niagara Medical Campus TMA Buffalo, NY
				or two work-study students (interns).			
<b>Can organizations NOT members of host organization participate/ join?</b>	Yes, TMA membership is separate from and in addition to ABC membership. An employer can join the TMA and not be an ABC member.	As there is no host organization, technically no, although CCTMA provides benefits outside of dues-paying member organizations. Only member organizations can benefit from the MARTA discount program. For other services, such as education and information resources, CCTMA would assist other employers within its area.	Yes, a fee-based TMA only membership is available to other for-profit building owners and developers in the area.	No, at least not without consent of major member organizations (BUMC and BMC).	TMA is independent from the Oakland BID; members may join it without BID membership.	CCCP has no formal TMA. Transportation services are generally intended for member organizations, but partnership with Charlotte Department of Transportation leads to widely available programs that are essentially enhancements to existing services available to the general public.	No.
<b>Public sector representation on TMA board?</b>	No formal representation; however, ABCTMA partners and works with the City of Boston on many initiatives.	No voting representation on the board, although two public agencies participate. CDC (Federal government) is an ex officio member, and this is due to restrictions on how funding may be used. DeKalb County's transportation engineer participates but does not have a voting position.	No formal representation, however, MASCO partners and works with the City of Boston.	None; board composition drawn from member organizations (half BUMC and half BMC).	Yes: both Port Authority (transit operator) and PennDOT are on the board.	No dedicated transportation board, but public sector is represented on downtown BID (CCCP) board.	Yes: City of Buffalo and NFTA (transit operator) have seats on the board.
<b>Has organizational structure changed since organization was established?</b>	In terms of ABCTMA's legal organization, it has not: each member is represented with a seat on the board and the board has a chair. However, over the past two years, the organization has achieved tremendous growth which has resulted in adding the executive committee to provide direct feedback to staff and to help steer the organization.	Although membership categories originally consisted only of education, healthcare, or for-profit business, CCTMA has added a property management member category based on a new development within the boundaries.	Yes: executive committee of the governing board has been formed.	No.	The organization has grown and its structure has added an executive committee, but overall structure has remained consistent.	No.	Yes; what was originally a series of working groups reporting to BNMC board has now evolved into a separate BNMC TMA board.
<b>Committees</b>	ABCTMA has revised its governing board's decision-making approach into industry sectors, though these do not function as committees that convene in addition to regular board meetings.	Because of the organization's small size, it has not had a need for committees. Other Atlanta-area TMAs with larger membership bases and more diverse missions do rely on committees for decision-making.	Reports to Board level committees including Operating Services and Strategic Planning Committee, Commuter Services Committee (principally hospitals participating in park and ride and shuttle program), and Employee Transportation Advisors.		The Board has an executive committee with officers and several at-large members, although the TMA works with multiple task force-style committees that are not direct board members.		Board itself does not have committees.

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Figure 20 Regulatory Requirements

Regulatory Requirements	A Better City TMA (ABCTMA) Boston, MA	Clifton Corridor TMA (CCTMA) Atlanta, GA	MassCommute Options (MASCO) Boston, MA	Boston University Transportation Solutions for Commuters (TransComm) Boston, MA	Oakland TMA Pittsburgh, PA	Charlotte Center City Partners Charlotte, NC	Buffalo-Niagara Medical Campus TMA Buffalo, NY
<b>Voluntary or Required Membership</b>	Voluntary.	Voluntary.	Voluntary.	Members required to join per City of Boston TAPA, although membership only consists of three organizations.	Voluntary.	Voluntary.	Members of BNMC joined TMA by default when it was created.
<b>Is There a Target Trip Reduction Goal?</b>	There is no target trip reduction goal, although ABCTMA has defined mode shift targets based on how many new program participants entered in a given year.  In addition, ABCTMA has targets for member engagement, new members, and general outreach to commuters	There are no target goals, although the general intent is to reduce further impact on regional roadway network and offset travel demand associated with further growth of employment.	Annual goals setting for each MASCO Department. Area Planning Department sets goals each fiscal year based on planned projects and measurable outcomes. For example, increase participation in shared ride programs by a designated percentage, installing x new traffic signs, improving traffic flows, adding crosswalks or launching a new shuttle service. These goals tend to vary from year to year.	There is not quantitative goal. Overall mission is an increase in non-motorized trips.	Quantitative goals have not been defined.	Quantitative goals have not been defined.	The early work plan for the organization used a general reduction in target mode share (using VMT and carbon emissions as a baseline) as well as decrease in parking demand (and associated costs of constructing new parking; this used parking utilization as a baseline). Specific goals were not defined beyond an overall reduction in the first two years of operations.
<b>How is Progress Monitored?</b>	Each ABCTMA program has an annual growth target for new participants. These individual program goals are then combined to create a total mode shift goal for the year.  Program participation levels are tracked monthly and reported. In addition, the organization tracks outreach through events via commuter engagement (how many people we talked to at an event) and social media reach (likes, retweets). Membership engagement is tracked via meeting participation and ABCTMA website usage. ABCTMA also analyzes mode split data provided in response to State Department of Environmental Protection (MassDEP) rideshare reporting which is required of larger member organizations.	The CCTMA receives funding from the Atlanta Regional Commission to provide outreach and education services. There are performance metrics within the contract: number of events scheduled/provided; participation in regional events; tracking of employer/employee participation rates; facilitating participation in the regional annual transportation survey that ARC sponsors.	Bi-annual, detailed member institution survey including full parking and transportation data, via direct survey e-mail with member institution VPs responsible for supporting effort; DEP Rideshare reports for mode split changes.	Number of participants, monthly reports, quarterly metrics, and DEP report. The organization also conducts a districtwide survey every other year to gauge employee commute patterns and level of effectiveness of (and satisfaction with) TMA programs.		Member surveys, ridership statistics for transit routes and rail stations, transportation master plan updates.	Employee surveys, parking study measuring utilization of BNMC facilities.
<b>Penalties if not Achieved?</b>		No explicit penalties, although contract with ARC specifies performance metrics on how ARC funds are to be used and not meeting these targets may jeopardize future funding.	None	None	None	None	None



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Figure 21 Financial Information

Financial Information	A Better City TMA (ABCTMA) Boston, MA	Clifton Corridor TMA (CCTMA) Atlanta, GA	MassCommute Options (MASCO) Boston, MA	Boston University Transportation Solutions for Commuters (TranSComm ) Boston, MA	Oakland TMA Pittsburgh, PA	Charlotte Center City Partners Charlotte, NC	Buffalo-Niagara Medical Campus TMA Buffalo, NY
<b>Start-up Costs</b>	A \$50,000 grant for formation (1996).	In the beginning, the members funded the organization until funding was available from the ARC to support activities. Exact costs are not known to current staff.	\$100,000.	Exact startup costs are not known to current staff.	Not known.	Not known for CCCP.	Evolved out of a comprehensive transportation report studying added employment from 2012 expansion; BNMC board created committees and worked with separate organizations (Buffalo Carshare, GObike Buffalo) to begin implementing report recommendations before organization was formed. As a result startup costs have not been clearly delineated, although initial NYSERDA/NYS DOT grant was for \$121,000.
<b>Fee Structure/Basis; how much of TMA budget covered by a BID?</b>	For employers, fees are pro-rated based on number of employees. For developers and building managers it is based on size and number of buildings. Details can be found on page 10 of the membership packet: <a href="http://www.abctma.com/sites/default/files/Membership-Packet.pdf">http://www.abctma.com/sites/default/files/Membership-Packet.pdf</a>	Member fees plus ARC grant provide the funding for the TMA activities. CCTMA fees based on \$5 per employee plus base \$500. The CCTMA shuttles are funded on a per employee basis fee as well. The CDC does not fund the shuttle given federal funding restrictions.		Budget is primarily covered by two main member organizations, both of which are private entities and not part of a BID.	Operates in partnership with Oakland Business Improvement District, but not a part of that organization.	TDM services are a part of CCCP's overall service offerings; transportation accounts for approximately 5 percent of overall CCCP budget.	Not part of a BID; no BID funds cover budget.
<b>Other Funding Sources? Relative shares of budget?</b>	Similar funding to the startup amount (\$50,000) has been provided annually through the Commonwealth of Massachusetts (MassDOT) on an annual basis for all TMAs statewide for the past 5 years. In 2012 the organization received a \$120,000 grant from the Barr Foundation for expansion into the Allston, Brighton, Fenway, and Kenmore neighborhoods.	Grant from Atlanta Regional Commission is on a year to year basis and is not guaranteed. Currently, ARC funds are only available for staff and overhead costs. In the beginning, ARC funds were used for marketing and advertising materials.	MassDOT funding available to TMAs	MassDOT funding available to TMAs	Several non-profit and for-profit organizations that are not TMA members have contributed grants to fund specific activities overseen by the TMA, although these vary from year to year. Typically they represent between 5% and 10% of budget.	Partnership with City of Charlotte departments, especially Department of Transportation, helps to offset costs.	Initial creation, including assessment study of transportation needs, TDM toolkit work plan and staffing were covered by a New York State Energy Research and Development Authority/New York State Department of Transportation grant. Other early efforts (such as establishment of Guaranteed Ride Home) were funded through the Federal Jobs Access and Reverse Commute (JARC) transit grant assistance program.
<b>In-Kind Services?</b>	None provided.	Emory University provides staffing.	None provided.	None provided.	The organization shares office space with the BID, although staff are independent.	None provided.	Multiple partnerships in implementing early steps of TMA work plan relied on non-TMA agency funds and actions, such as creation of new bus routes to serve rail transit stations and installation of bike racks in stations. These have not been an ongoing contribution.
<b>Annual Operating Budget</b>	Approximately \$250,000. Approximately \$200,000 of that is staff and overhead; the remainder is spent on programming and services.	CCTMA does not disclose budget information, although its fee structure and associated revenue suggests that annual budgets are approximately \$150,000 – \$175,000.	Direct costs include full-time coordinator, a percentage of Senior Transportation Planner's and Vice President's salary and benefits. Indirect costs relate to rent and other overhead costs. A program incentive and marketing budget of \$30,000 is typical annually.	Approximately \$220,000: \$140,000 for staff and work-study students; \$80,000 for program costs.	Approximately \$300,000	Transportation portion of CCCP budget is approximately \$170,000.	Because of diversity of functions and the overlap between compatible efforts of different agencies, TMA budget has not been clearly defined.
<b>Public sector support initially? Continuing? What kind/how much?</b>	No public sector support initially apart from MassDOT grant, although state support over the past five years has provided approximately 20 percent of	No public sector support initially. Ongoing support has been through ARC grants.	The TMA was supported by a federal Urban Mass Transit Administration (UMTA) grant of \$100,000 in 1989. Massachusetts TMAs have historically received \$50,000 annually	No consistent public sector support: the organization has received grant support from the public sector but not for all years of its existence.	Yes, PennDOT Core Grant funding on an annual basis; this accounts for approximately one-third to one-half of organization budget.		Yes: New York state agencies co-funded startup work plan and implementation efforts (approximately \$120,000); federal JARC grants used to fund early transit

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	annual budget.		from the State through the Congestion Mitigation and Air Quality program (CMAQ).				service and transit access improvements.
<b>Collection rate? (% fees actually collected). What consequences if not paid?</b>	To collect private sector revenue (i.e. revenue derived from member fees), the cost of collecting fees rate is minimal: less than a tenth of a percent. On the public sector side, the rate for collecting the \$50,000 is 12%. If you combine the two it is about 5%.	The TMA collects all fees and collection costs are negligible. If a member does not pay, they are dismissed from the TMA.			Not known.	Not known.	Not known.

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University Circle, Inc.

Figure 22 Programs and Strategies

Programs/Strategies	A Better City TMA (ABCTMA) Boston, MA	Clifton Corridor TMA (CCTMA) Atlanta, GA	MassCommute Options (MASCO) Boston, MA	Boston University Transportation Solutions for Commuters (TransComm ) Boston, MA	Oakland TMA Pittsburgh, PA	Charlotte Center City Partners Charlotte, NC	Buffalo-Niagara Medical Campus TMA Buffalo, NY
<b>Major Programs</b>	<ul style="list-style-type: none"> <li>▪ Participation in Transportation Awareness Events including: Car-Free Week, MassCommute Bicycle Challenge, Lunchtime Walking Series</li> <li>▪ On-site Transportation Fairs and commuter related events</li> <li>▪ Administration and analysis of commuter surveys</li> <li>▪ Personalized commuter mobility work plan and transportation resource guide based on survey and zip code data</li> <li>▪ Construction and traffic advisories</li> <li>▪ Employee car and home insurance discounts through the Environmental Insurance Agency</li> <li>▪ Signage for carpool, vanpool and bike parking.</li> <li>▪ Assistance with installation and implementation of electric vehicle stations and infrastructure</li> <li>▪ Transportation information and materials sent to employers for employee distribution</li> <li>▪ Disseminate information related to available and future TDM programs/initiatives as well as emergency traffic and transit service directives</li> <li>▪ Information on new and future transportation programs and services</li> <li>▪ Access to city, state, federal agencies &amp; officials engaged in transportation policy, funding, programs, and services</li> </ul>	<ul style="list-style-type: none"> <li>▪ 10 percent discount on transit (MARTA) monthly passes</li> <li>▪ Ride matching (in partnership with Georgia Commute Options, a regional organization that administers state CMAQ funding)</li> <li>▪ Administration and analysis of commuter surveys</li> <li>▪ Construction and traffic advisories</li> <li>▪ Development of plans and studies for programming future capital projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Area planning and development, parking and transportation services (including employee shuttles, parking operations, park and ride lots), collaborative purchasing, a call center and child care center. Conventional TDM measures include:</li> <li>▪ Walk/bike incentives</li> <li>▪ Personalized commute assistance</li> <li>▪ Carpool/vanpool incentives</li> <li>▪ Transit (T-pass) subsidies (through member institutions),</li> <li>▪ Employee benefits fairs and other informational events</li> <li>▪ Emergency ride home</li> </ul>	<ul style="list-style-type: none"> <li>▪ Personalized Commuter Assistance</li> <li>▪ Public Transit Accessibility</li> <li>▪ MBTA pass program</li> <li>▪ Carpooling/vanpooling</li> <li>▪ Emergency Ride Home</li> <li>▪ Bicycling</li> <li>▪ Walking</li> <li>▪ Pedestrian Safety</li> <li>▪ Transportation Orientation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Transit pass subsidy</li> <li>▪ Rideshare management/matching (through partnership with a regional clearinghouse that also includes other Pittsburgh-area TMAs and large employers)</li> <li>▪ Car share membership discounts</li> <li>▪ Guaranteed ride home.</li> <li>▪ Employee surveys</li> <li>▪ Parking reservations</li> <li>▪ Employee benefit fairs</li> <li>▪ Community event planning and participation</li> <li>▪ Transportation fairs and meeting facilitation.</li> <li>▪ Development of outreach materials and website</li> </ul>	<ul style="list-style-type: none"> <li>▪ Gold Rush shuttle</li> <li>▪ Implements parking information systems in parking garages</li> <li>▪ Distributes commute alternative information</li> <li>▪ More broadly, serves in an advocacy role for major capital projects and citywide initiatives that offer potential benefit or transportation alternatives to downtown Charlotte, such as helping to organize outreach efforts for light rail expansion project, streetcar starter line, or downtown multimodal transfer center relocation.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Car share sponsorship and promotion</li> <li>▪ Rideshare and ride matching</li> <li>▪ Bike share</li> <li>▪ Guaranteed ride home</li> <li>▪ Parking cash-out facilitation</li> <li>▪ Program education, employer outreach and information distribution.</li> </ul>

# Appendix C University Circle, Inc. Member Missions



## MEMORANDUM

**To:** Chris Bongorno, UCI  
**From:** Nelson\Nygaard Project Team  
**Date:** September 3, 2015  
**Subject:** Member Missions

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University Circle's anchor institutions have a long history of serving the community. While each has a unique mission and focus, there is a consistent direction for the benefit of the people and communities in Northeast Ohio. While individual missions range from health care to education to arts and more, each recognizes that uniting to achieve their missions makes the district and region stronger than the sum of its parts.

While this overall approach is vital to the district's success, it is also valuable to recognize the individual missions of these institutions and how they specifically relate to common investment in the area's transportation system. The following table presents the missions of several of the stakeholders who participated in this process, as well additional notes from vision statements and direct feedback on how their missions relate to the coordinated transportation effort.

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**Figure 23 Mission and/or Vision of University Circle Anchor Institutions**

Institution	Mission and/or Vision (abridged)	Additional Input
<b>Case Western Reserve University</b>	<p>Mission: Case Western Reserve University improves and enriches people's lives through research that capitalizes on the power of collaboration, and education that dramatically engages our students.</p> <p>Core Values: [among others] Effective Stewardship through strong, ongoing financial planning, emphasis on sustainability, systems that support attainment of our mission.</p>	<p>Emissions tied to commuting are a valuable metric for the University's Climate Action Plan, which has goals for carbon emissions reductions over 30 years (Climate Neutrality Target Date: 2050). Transportation is one focus area of the CAP.</p>
<b>Cleveland Clinic</b>	<p>The mission of Cleveland Clinic is to provide better care of the sick, investigation into their problems, and further education of those who serve.</p> <p>Objectives: To carry out this mission and foster the group practice of medicine, Cleveland Clinic must [abbreviated list]:</p> <ul style="list-style-type: none"> <li>▪ Attract the best qualified medical, scientific and support staff</li> <li>▪ Excel in service</li> <li>▪ Provide efficient access to affordable medical care</li> <li>▪ Ensure that Cleveland Clinic quality underlies every decision</li> </ul>	<p>Collaboration on transportation programs could help CCF address its commitments to energy &amp; demand management; it could drive internal adoption and push advocacy.</p> <p>As a healthcare provider, we have a responsibility to safeguard the health of our communities by addressing the environmental impact of our operations. As a recognized leader in our industry, we are in a position to lead by example in the adoption of environmental best practices in the delivery of exceptional patient care.</p> <p>Cleveland Clinic's Office for a Healthy Environment (OHE) was created in response to a heightened awareness of our environmental impact and in recognition of the link between environmental health and human health.</p>
<b>Cleveland Museum of Art</b>	<p>Mission: "For the benefit of all people, forever," We strive to help the broadest possible audience understand and engage with the world's great art while honoring the highest aesthetic, intellectual, and professional standards.</p>	<p>A core component of CMA's mission is to exist "for the benefit of all people, forever;" so, access is a key factor for multiple audiences</p>
<b>Cleveland Museum of Natural History</b>	<p>Mission: To inspire, through science and education, a passion for nature, the protection of natural diversity, the fostering of health and leadership to a sustainable future.</p>	<p>The Museum's GreenCityBlueLake Institute believes that on rapidly urbanizing planet Earth, the key to sustainability is the development of ecological cities where people can live healthy lives with reduced environmental footprints.</p>
<b>Judson at University Circle</b>	<p>Judson's not-for-profit mission is creating community with older adults for connection, engagement and support. Judson's locations in University Circle have always appealed to those who are and have been engaged civically and culturally. Its residents are comfortable living in a diverse, urban environment.</p>	<p>Transportation/access improvements will help our residents engage with the remainder of University Circle, which is key to our mission; we want to help our residents move around and take full advantage of the district; the urban lifestyle is a big part of what our residents are looking for.</p>

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Institution	Mission and/or Vision (abridged)	Additional Input
<b>Severance Hall</b>	The Orchestra's enhanced goals for the 21st century — to continue the Orchestra's legendary command of musical excellence, to renew its focus on fully serving the communities where it performs through concerts, engagement, and music education, to develop the youngest audience of any orchestra, to build on its tradition of community support and financial strength, and to move forward into the Orchestra's next century with an unshakeable commitment to innovation and a fearless pursuit of success.	
<b>University Hospitals</b>	Mission: To Heal. To Teach. To Discover. Vision: University Hospitals will be the premier integrated health system by providing access to the highest quality healthcare at a competitive price. We will lead our industry in developing and delivering the next generation of consumer-driven health care. We will pursue breakthrough medical advancements and practices to deliver superior clinical outcomes. Our care will focus on our patients as individuals. We will provide every patient an experience customized to their medical, emotional, social, and spiritual needs.	We have a patient-oriented model that influences our approach to collaboration. UH has an Environmental Commitment to Sustainability, with an emphasis on the communities that the hospital serves. There is also a logical connection between transportation initiatives and employee wellness.
<b>VA Medical Center</b>	Vision: The VA will continue to be the benchmark of excellence and value in health care and benefits by providing exemplary services that are both patient and evidence based.	Locations are convenient for Veterans, access points and sites of care are within 30 minutes of every Veteran residing in Northeast Ohio.
<b>University Circle Inc.</b>	Mission: UCI is the development, service, and advocacy organization responsible for the growth of University Circle as a premier urban district and world-class center of innovation in health care, education, and arts & culture.	UCI's mission is achieved through the development of quality residential, commercial and hospitality options; the revival of Cleveland's historic "Main Street" (Euclid Avenue); creating a seamless neighborhood of active and inviting places and spaces for people of all ages; connecting our local business community to our world-class institutions; and keeping the neighborhood clean, safe, and attractive. UCI's 2000 Shaping the Future Vision Plan called out a Transportation Management Initiative as a core goal for the future of the district.

# Appendix D Sample Transportation Coordinator Job Descriptions

## MASCO

### CommuteWorks Program Coordinator

CommuteWorks, a service by MASCO, a private/non-profit, shared services company providing planning and transportation to some of Boston's major health care and educational institutions, provides commuting alternatives for employees and students of the Longwood Medical and Academic Area (LMA). CommuteWorks helps employees and students plan their commute by informing them on mass transit options, ridesharing, bicycling and walking. In addition, CommuteWorks offers assistance in starting carpools and vanpools, and offers innovative incentive programs

CommuteWorks is looking for an energetic, organized individual with marketing and transportation demand management experience. This individual will have excellent teamwork/leadership, interpersonal, and communication skills and able to convey complex instructions/concepts effectively. The ideal candidate will also be resourceful problem solver with experience in internal/external customer relationships.

The individual will coordinate the day to day activities of Commute Works, the Transportation Management Association (TMA) of the LMA including; implementing the TMA goal of reducing single occupancy vehicles in the LMA through employee orientations, administration and creation of various programs including ridesharing, employee incentive programs and vanpool subsidies. Additional activities include provision of support to the planning and operations divisions of MASCO.

Bachelor's Degree or equivalent is required with 2-4 years of experience in communications or marketing.

## Tufts University

### Public Safety Services Program Manager – Fleet, Parking and Transportation

Reporting to the Director of Public and Environmental Safety (DPES), the Public Safety Services Program Manager will provide leadership and management for the DPES Administrative Services unit in the areas of policy development and implementation, transportation, fleet management, parking and risk reduction, as well as provide university wide leadership in the areas of Transportation Demand Management (TDM) and sustainability as it relates to the university's fleet; manage parking resources and the parking management system; administer contracts with third party vendors, including fleet/leasing companies, shuttle bus service providers, etc.; administer the university's shuttle system; work with the university's Risk Management office to assure the proper registration of the university's fleet and the reporting and processing of accident reports and other insurance related matters pertaining to the fleet; reduce risk by assuring and documenting that all operators of university owned or leased vehicles are properly

licensed to do so, and have no significant adverse driver or other history; assure that operators of university owned or leased vehicles are properly trained in the operation of the vehicles that they are authorized to operate, including documented practical and written testing; manage the Administrative Services unit budget; develop strategy to produce and deliver marketing materials and outreach programs for internal and external audiences; oversee city and state annual regulatory reporting requirements; serve as the primary contact for outside agencies; participate in local, regional, and national transportation planning and development efforts; work with others university wide to weave the university's strong commitment to sustainability into the operational model of Administrative Services; in partnership with the university's Sustainability Program Director, and in compliance with the university's environmental policy, greenhouse gas reduction commitments and sustainability efforts. The Public Safety Services Program Manager will be responsible for implementing the future University TDM plan which will include efforts to minimize the use of dedicated university single occupant vehicles; support the use of shared vehicles where practical; respond to cost effective innovations in vehicles and fuels; endeavor to make vehicle use as cost effective as possible for the university; encourage the use of public transportation or other travel modes when they are reasonable alternatives to using fleet vehicles; and identify and respond to other university wide transportation-related challenges and/or opportunities for improvement.

**Minimum Required Experience, Education, Background, and Certifications/Licenses**

*(Consider the education, experience, licenses, and technical or specialized skills required to perform this job.)* Earned Bachelor's degree from an accredited institution of higher education; a minimum of four years of related experience; successful background in fleet/parking/transportation management with knowledge of marketing, communications and business planning; excellent customer service, problem solving, communications, organizational and analytical skills; demonstrated ability to successfully manage multiple projects simultaneously and meet deadlines; excellent technical skills, including experience with database management and advanced knowledge of the Microsoft Office suit of productivity tools, including Microsoft Word, PowerPoint, Excel, etc.; advanced project management skills, including use of collaborative software to administer and manage large scale projects; advanced critical thinking and reasoning skills; adaptability and a commitment to continuous learning; strong critical judgment and reasoning; a commitment to participatory leadership and management, teamwork and diversity; position requirement includes working some nights and weekends in response to emergencies or in support of major university events; a professional, positive attitude with a successful track record of working collaboratively with diverse populations; and a commitment to the mission of the institution and to the goals of DPES.

**Additional Preferred Experience, Education, etc.**

*(Consider preferred qualifications including additional education, experience, or other job related skills.)* Preferred qualifications include a Master's degree in a related field and knowledge of the regional and local transit systems in Massachusetts; knowledge of and experience with transportation demand management.



## Appendix E Sample Survey Instrument

Transportation surveys are essential to establish a baseline condition against which the future effectiveness of transportation programs can be measured. If the right data is gathered, the results can support multiple objectives including:

- Supporting collective mobility goals through establishment of measurable targets
- Benchmarking environmental and quality of life goals such as greenhouse gas reduction targets, mode split shift away from single occupancy vehicles to bicycling and walking
- Tracking transportation program enrollment to help justify necessary increases in membership dues or other funding sources
- Advocacy with outside partners—for example, documenting increased walk mode share over time can help support requests for funding for pedestrian infrastructure
- Compliance with local regulations such as mitigation for new development and Trip Reduction Ordinances (TROs)

### What's in a Transportation Survey?

This appendix includes two sample transportation surveys representing different approaches to data gathering and provides a draft commuter survey for University Circle.

#### MASCO's member institution survey

The enclosed MASCO survey represents the transportation element of a much larger bi-annual member institution survey effort and includes questions about 1) Employee Transit Subsidy Programs including the level of funding and program participation; 2) TDM programs offered by the institution independent of MASCO's TMA CommuteWorks and; 3) Bicycle Commuting Programs including number of secure bike parking spaces, showers and lockers. Additional information requested (although not included in the enclosed sample survey) includes member shuttle information and (anonymous) employee home zip codes. This latter information can serve a number of purposes including justification for targeted transit investments based on geographic employee densities and development of commuter programs tailored to specific populations.

#### A Better City (ABC) commuter survey

The ABC TMA survey is geared to be distributed direct to employees to gather basic commute behavior, commuter costs, awareness of TMA transportation programs, and preference for trying out non-single-occupancy vehicle modes of travel. This is more typical of commuter surveys and is implemented in numerous other settings including both college campuses and TMA's with a private sector membership base.

Both surveys incent participation by offering prizes such as a draw for a one hundred dollar Amazon gift certificate. The ability to translate the data into an easily analyzed summary is an important consideration in selecting a format for the survey. MASCO uses excel spreadsheets that make compiling the data much easier. Others may use an electronic survey platform, such as Survey Monkey. Either way the aggregate raw data requires careful summary and analysis.

**Draft University Circle Commuter Survey**

1. What is your HOME zip code?
2. On a typical day:
  - a. what time do you usually arrive at work?
  - b. how long does your commute from home to work take?
  - c. what time do you usually leave work?
  - d. how long does your commute from work to home take?
3. During your most recent full week of work, how did you travel to/from work (check the primary mode you used for each day)?

	Drive Alone	Carpool	Dropped Off/ Picked Up By Someone Else	RTA Rail	RTA Bus (including Health-Line)	Walk	Bike	Tele-work	Didn't Work	Other
Monday										
Tuesday										
Wednesday										
Thursday										
Friday										
Saturday										
Sunday										

4. How satisfied are you with your typical current?
  - a. Very satisfied
  - b. Satisfied
  - c. Dissatisfied
  - d. Very Dissatisfied

Optional: Please explain

5. How much money do you spent each month commuting to and from work? Please include the cost of gas, parking, bus/train fare, etc.
6. Regardless of how you got to work today or typically get to work, what other options do you wish were feasible for your commute? (check all that apply)
  - a. Drive Alone
  - b. Carpool/Vanpool
  - c. Dropped Off/ Picked Up By Someone Else

- d. RTA Rail
- e. RTA/Local Bus
- f. RTA/Other Charter Bus
- g. Walk
- h. Bike
- i. Telework
- j. Other

Optional: Please explain

7. If for some reason you could not drive alone (e.g. your car is in the shop), how would you get to work? (Check all that apply)

- a. Carpool/Vanpool
- b. Dropped Off/ Picked Up By Someone Else
- c. RTA Rail
- d. RTA/Local Bus
- e. RTA/Other Charter Bus
- f. Walk
- g. Bike
- h. Telework
- i. Would no longer work here/come to work
- j. Other

Optional: Please explain