

# Performance Review of Transportation Management Districts

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OLO Report 2016-9

July 19, 2016

## Executive Summary

This OLO report responds to the Council’s request to examine the performance of Montgomery County’s transportation management districts (TMDs); in particular by reviewing how the County establishes performance goals for TMDs and how it collects and reports data to measures effectiveness in achieving those goals. The Montgomery County Department of Transportation (MCDOT) implements transportation demand management programs and services through the TMDs.

Based on our review, OLO finds that MCDOT has a commitment to performance monitoring and data collection for the TMDs. In particular, the County’s data collection structure generally aligns with research-based best practices needed for effective performance evaluation. At the same time, OLO’s review illustrates opportunities to build up on the current TMD performance measurement efforts.

### Transportation Management Districts in Montgomery County

TMDs provide concentrated services to encourage the use of transit and other commuting options and reduce single-occupancy vehicle use in Montgomery County’s major business districts. The County currently operates five TMDs authorized under Chapter 42A of the County Code: Silver Spring, Friendship Heights, Bethesda, North Bethesda and Greater Shady Grove. The five active TMDs vary in size, number of employers and employees, management structure, and types of transportation options available. Additionally, some TMDs fall within a single master or sector plan area while others cross multiple planning areas.

**TMD administration.** The Bethesda and North Bethesda TMDs, are administered by transportation management organizations, Bethesda Transportation Solutions and North Bethesda Transportation Center respectively, under sole source contracts with MCDOT. The other TMDs are administered by MCDOT’s Commuter Services Section (CSS) with vendors under task-order contracts to provide some or all programs and services. Each TMD has an appointed advisory committee.

**TMD programs and services.** MCDOT offers the same array of programs and services within each TMD to promote alternative transportation options. Most services are directed towards employers and employees who commute into the TMD, with fewer services aimed at TMD residents. The services emphasized at any point in time can differ based on employer and/or commuter needs or interests.

Services Directed to Employers	Services Directed to Employees/Commuters
<ul style="list-style-type: none"><li>• Create a commuting benefits program (e.g. using transit subsidies or tax credits, developing telework policies, establishing a carpool program, etc.)</li><li>• Conduct marketing/outreach on available services</li><li>• Assist with completing traffic mitigation plans</li><li>• Assist developers with completing required traffic mitigation agreements</li><li>• Conduct an annual commuter survey</li><li>• Provide employer recognition awards</li></ul>	<ul style="list-style-type: none"><li>• Conduct marketing/outreach on available programs and services</li><li>• Maintain a ridesharing database for commuters interested in joining a carpool or vanpool</li><li>• Provide personalized commute planning</li><li>• Host/sponsor major commuting events (e.g. Bike to Work day, Care Free day, etc.)</li><li>• Operate two TRiPS Commuter stores for purchasing transit fare media and providing transit information</li></ul>

## Transportation Management District Revenues and Expenditures

Montgomery County's commuter services program expenditures, both within and outside of TMDs, are largely offset with non-tax supported revenue. Montgomery County is spending \$3.5 million on commuter services programs in FY16. Nearly 70% of that amount (\$2.4 million) is offset by projected revenue from grants and TMD-related fees, reducing the total tax supported spending to \$1.1 million in FY16. From FY12-15, grants and TMD-related fee revenue offset 81-88% of actual annual expenditures.

### MCDOT Commuter Services Section Revenue and Expenditures, FY12-FY16

Commuter Services Section	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Budgeted
Expenditures	\$2,839,485	\$2,995,468	\$2,830,481	\$3,266,925	\$3,496,039
Revenue Offsets	\$2,411,456	\$2,491,488	\$2,488,097	\$2,635,993	\$2,410,536
<b>Revenue as a % of Expenditures</b>	<b>85%</b>	<b>83%</b>	<b>88%</b>	<b>81%</b>	<b>69%</b>
<b>Net Tax-Supported Expenditures</b>	<b>\$428,029</b>	<b>\$503,980</b>	<b>\$342,384</b>	<b>\$630,932</b>	<b>\$1,085,503</b>

The County receives four sources of revenue related to TMDs and commuter services: 1) Transportation Management Fees; 2) developer ridesharing contributions; 3) parking fees from two TMDs (North Bethesda and Greater Shady Grove) that are not within a parking district; and 4) grants from the State of Maryland and the Metropolitan Washington Council of Governments (MWCOG).

**Transportation Management Fees.** The County Code establishes transportation management fees as a dedicated funding source for TMDs, and requires that fee revenue must be used for administrative costs or programs within the district where it was collected. The current transportation management fee rate, established annually via Council Resolution, is \$0.10 per square foot of gross floor area applied to commercial development established after 2006 (or after 2011 for the Greater Shady Grove TMD). The approved fee rate has not changed since first adopted in 2006.

Between FY12 and FY16, total transportation management fee revenue covered 36% of total TMD expenditures on average, ranging from 28% to 41%. In FY16, the County anticipates \$615,000 in fee revenue, of which North Bethesda and Bethesda account for 51%. TMD fee revenue is budgeted to cover about 28% of total TMD expenditures in FY16. Within individual TMDs, the percent of expenditures offset by fee revenue varies from 16% to 48%.

Transportation Management Fees	FY16 Budgeted
<b>North Bethesda</b>	
Fee Revenue	\$155,400
TMD Expenditures	\$603,239
Revenue as a % of Expenditures	26%
<b>Bethesda</b>	
Fee Revenue	\$155,400
TMD Expenditures	\$664,429
Revenue as a % of Expenditures	23%
<b>Friendship Heights</b>	
Fee Revenue	\$125,400
TMD Expenditures	\$294,710
Revenue as a % of Expenditures	43%
<b>Silver Spring</b>	
Fee Revenue	\$58,400
TMD Expenditures	\$357,350
Revenue as a % of Expenditures	16%
<b>Greater Shady Grove</b>	
Fee Revenue	\$120,400
TMD Expenditures	\$251,799
Revenue as a % of Expenditures	48%

## TMD Performance Measures and Outcomes

The performance framework for TMDs is established primarily by specific Non-Auto Driver Mode Share (NADMS) and Transit Use goals contained in master plans, sector plans, and/or the Council’s Subdivision Staging Policy. NADMS refers to the proportion of commuters who get to work by means other than driving, while Transit Use refers to the percentage of commuter who use bus, commuter train, or Metrorail. The specific goals vary among TMDs, and two of the larger TMDs have separate goals for sub-areas in the district.

Both NADMS and Transit Use are measured via an annual commuter survey administered by MCDOT, and the data reflect “peak period” commuting between 7-9 am on weekdays. MCDOT currently collects commuting data only on employees who work in a TMD.

**Non-Auto Drive Mode Share Performance (NADMS).** The current NADMS meets or exceeds performance targets in three of the four TMDs (Bethesda, Friendship Heights, and Silver Spring) and one of the two TMD sub-areas (White Flint) with specified goals. Additionally, while the North Bethesda TMD is below the performance goal its NADMS has increased 15 percentage points since 2006, from 13% to 28%, the largest increase among the TMDs during that time period.

### Non-Auto Driver Mode Share Performance in TMDs

TMD	Goal	Current (2015)	3-Year Average (2012-2015)
Bethesda	37%	<b>38%</b>	<b>38%</b>
North Bethesda	39%	28%	26%
White Flint sub-area (Stage 1)*	34%	<b>41%</b>	<b>35%</b>
Friendship Heights	39%	<b>39%</b>	<b>41%</b>
Silver Spring	46%	<b>53%</b>	<b>49%</b>
Greater Shady Grove	--	15%	16%
Life Sciences sub-area (Stage 1)^	18%	14%	15%

\*Stage 2 goal is 42%, Stage 3 goal is 50%

^Stage 2 goal is 23%, Stage 3 goal is 28%

**Transit Use Performance.** The current transit use percent meets or exceeds performance targets in two of the four TMDs with specified goals (Bethesda and Silver Spring), with a third TMD (North Bethesda) just below the target.

### Transit Use Performance in TMDs

TMD	Goal	Current (2015)	3-Year Average (2012-2015)
Bethesda	26%	<b>28%</b>	<b>38%</b>
North Bethesda	16%	15%	14%
Silver Spring	25%	<b>38%</b>	<b>34%</b>
Greater Shady Grove	12.5%	7%	6%

**Other TMD program and performance data.** For each TMD, the Commuter Services Section tracks and maintains a range of program and activity data, including:

- Developers have completed (or have pending) 89 Traffic Mitigation Agreements since 2000, of which most (74%) are within the Silver Spring, Bethesda, and North Bethesda TMDs;
- There were 407 Traffic Mitigation Plans filed in FY15 covering over 42,000 employees, with Bethesda and North Bethesda TMDs combined to account for 68% of employers who filed mitigation plans and 64% of the employees covered by those plans;
- Nearly 2,800 employers in the County have implemented at least one transportation control measure in FY15, a 10% increase since FY10;
- About 500 employers offer transit benefit programs, a 6% increase since FY10; and
- The County's TMD programs helped contribute to the reduction of regional NOx, VOC, PM 2.5, and CO<sub>2</sub> emissions from July 2011 to June 2014.

## **TMD Data Reporting**

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While MCDOT collects a wide array of data on the performance of the transportation management districts, most of that data is not routinely published or readily accessible externally. The Commuter Services Section provides performance outcome data and summaries to the TMD advisory committees, the County Executive and Executive Branch staff, and Councilmembers and Council staff as requested, and also provides data to the State of Maryland and MWCOG as required by grant agreements.

However, required TMD performance reports have not been completed for the North Bethesda, Friendship Heights, Silver Spring, and Greater Shady Grove TMDs in recent years. The County Code requires a biennial report on the performance and activities within each TMD. Performance reports for the Bethesda TMD – via contractor Bethesda Transportation Solutions – have been published as required. Locally, Arlington County has a robust performance reporting structure for its commuter services programs – albeit with a much larger budget and personnel complement.

## **Report Recommendations**

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OLO has three recommendations for Council action intended to provide the most comprehensive view possible when reviewing TMDs from a programmatic, strategic, and funding perspective. If implemented, some of these recommendations may require additional resources.

### **#1. Request that MCDOT enhance its methods and structures for TMD performance reporting by:**

- Ensuring that biennial reports are completed for each TMD as required by the County Code;
- Creating and publishing a formal list of goals and performance measures; and
- Developing an online performance dashboard that summarizes key measures across all TMDs.

### **#2. Request that MCDOT enhance its data collection efforts by:**

- Exploring the calculation of vehicle use and emissions data specific to Montgomery County;
- Including evaluation components into individual program delivery, particularly for new programs; and
- Reviewing the commuter survey practices, procedures, and timing.

### **#3. Review and discuss with MCDOT and staff from other agencies the implications of working to achieve residential mode share goals on programming, budgets, and data collection.**

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Friendship Heights TMD Resolution 14-325	©9
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Greater Shady Grove TMD Resolution 15-1432	©17
White Oak TMD Resolution 18-26	©25

## **Introduction**

Montgomery County has created transportation management districts (TMDs) to reduce the demand on transportation facilities in certain areas of the County. The overall objectives of the TMDs include:

- Providing sufficient transportation capacity to achieve County land use objectives and permit further economic development;
- Reducing the demand for road capacity, and promote traffic safety and pedestrian access; and
- Helping reduce vehicular emissions, energy consumption, and noise levels.

This Office of Legislative Oversight (OLO) report reviews the governance structure, programs and services offered, and annual revenue and expenditure data for the five active transportation management districts in the County. The report also evaluates current performance measurement efforts in the TMDs; in particular how the County establishes performance goals and how it then collects and reports data to measure effectiveness in achieving those goals.

OLO staff members Craig Howard and Kristen Latham conducted this study, with assistance from Carl Scruggs. OLO gathered information through document reviews and interviewing staff from the Montgomery County Department of Transportation's Commuter Services Section, Bethesda Transportation Solutions, and the Transportation Action Partnership. OLO also contacted Arlington County Commuter Services and the Montgomery County Department of Planning for information.

OLO received a high level of cooperation from everyone involved in this study. OLO appreciates the information shared and the insights provided by all who participated. In particular, OLO thanks: Fariba Kassiri, Assistant Chief Administrative Officer; Director Al Roshdih, Gary Erenrich, Sandra Brecher, James Carlson, Beth Dennard, Michelle Golden, and Mark Sofman from the Department of Transportation; Jeff Burton from Bethesda Urban Partnership and Kristen Blackmon from Bethesda Transportation Solutions; Peggy Schwartz from Transportation Action Partnership; and Ed Axler from the Department of Planning.

## **Chapter 1. Overview and Governance Structure for Transportation Management Districts**

Montgomery County has established five transportation management districts (or TMDs) as a mechanism to manage the demand on transportation facilities in certain areas of the County. This chapter provides an overview of the County's TMDs within the broader context of "transportation demand management" and reviews the legal and governance structures established in County law and through policy actions. The chapter is organized as follows:

- **Part A** provides an overview of transportation demand management in the County; and
- **Part B** summarizes the legal and policy framework for TMDs in Montgomery County.

### **A. Overview of Transportation Demand Management in Montgomery County**

Transportation demand management refers to strategies that increase the efficiency of a region's transportation resources, including roadways, transit lines, bikeways, pedestrian connections, and parking facilities. Specifically, these strategies seek to maximize the number of travelers that a transportation network can accommodate in a cost effective, timely, and convenient fashion. In jurisdictions such as Montgomery County, a central purpose of transportation demand management is to change travel behavior by promoting viable alternatives to commuting by single-occupant automobile. Commuters take into account many factors when deciding how to travel to work, including:

- Land use patterns including the relative locations of housing, jobs, and shops;
- Number, type and cost of transit options;
- Typical traffic patterns and congestion;
- Parking availability and cost;<sup>1</sup>
- Availability of bicycle or pedestrian network;
- Individual preferences including commuting costs, commuting time, commuting convenience, desire for flexibility and personal preferences/limitations; and
- External factors such as fuel costs and employer work schedule policies.

In Montgomery County, responsibility for transportation demand management is decentralized and shared among multiple County and non-County entities. The County Council, County Executive, Department of Transportation (MCDOT), and the Maryland-National Capital Park and Planning Commission (M-NCPPC) each exercise authority that shapes the County's transportation demand strategies. In addition, Montgomery County is located in a metropolitan area where transit services such as bus and rail cross jurisdictional lines. The County must work with the States of Maryland and Virginia, District of Columbia, the Washington Metropolitan Area Transit Authority (WMATA), and the Metropolitan Washington Council of Governments (MWCOC) to affect County and regional transit goals.

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<sup>1</sup> OLO Report 2009-6, *Transportation Demand Management Implementation, Funding, and Governance*, includes a detailed analysis of how the County's parking policies can impact transportation demand management. <http://www.montgomerycountymd.gov/olo/resources/files/2009-6.pdf>

The Montgomery County Code defines transportation demand management as “any method of reducing demand for road capacity during a peak period, including an alternative work hours program, carpools, vanpools, subsidized transit pass, preferential parking, improved bicycle and pedestrian access and safety, or peak period parking charge.”<sup>2</sup> The law outlines three purposes of transportation demand management, in conjunction with adequate transportation facility review, planned capital improvement projects, and parking and traffic control measures:

- Provide sufficient transportation capacity to achieve County land use objectives and permit further economic development;
- Reduce the demand for road capacity, and promote traffic safety and pedestrian access; and
- Help reduce vehicular emissions, energy consumption, and noise levels.<sup>3</sup>

Within this broad framework, the County has developed an alternative transportation infrastructure, programs and services, and requirements as summarized below.

Service/Program	Description
<b>Transit</b>	Ride On, Metrorail, Metrobus, MARC Train, Maryland Transit Administration Commuter Bus transit systems serve commuters.
<b>Bikeways</b>	The County offers 90.1 miles of bike lanes, bike-friendly shoulders, and separated bike lanes countywide (including municipalities).
<b>Pedestrian Facilities</b>	Sidewalks, crosswalks, countdown crosswalk signals, and lighting to assist pedestrians.
<b>Traffic Mitigation</b>	Certain developers and employers must implement traffic mitigation measures (such as limiting parking, providing carpooling or vanpooling incentives, or offering transit subsidies).
<b>Commuter Services</b>	The Department of Transportation: <ul style="list-style-type: none"> <li>• Markets alternative transportation to workers and residents;</li> <li>• Encourages employers to promote alternative transportation;</li> <li>• Implements commuter assistance programs; and</li> <li>• Provides personalized rideshare matching for carpools and vanpools.</li> </ul>

The County Government focuses transportation demand management programs and resources on urban centers, primarily via Transportation Management Districts (TMDs). In TMDs, County staff and/or contract organizations implement and promote alternative commute programs and services that are mutually beneficial to employers and their employees. The County currently provides programs and services in five TMDs: Silver Spring, Friendship Heights, Bethesda, North Bethesda and Greater Shady Grove. A sixth TMD in White Oak was approved by the Council in 2015 but has yet to receive funding or begin operations. Details on the programs and services in each TMD are included in Chapter 2.

**B. Legal/Governance Framework for Transportation Management Districts (TMDs)**

This section summarizes key County laws and policies that govern TMDs – the County Code, TMD enabling legislation, master plans and sector plans, and the Council’s Subdivision Staging Policy.<sup>4</sup>

<sup>2</sup> §42A-21

<sup>3</sup> §42A-22(c)

<sup>4</sup> While not summarized in this report, other County laws that can directly or indirectly impact TMDs include Chapter 59 (Zoning Ordinance), Chapter 50 (Subdivision Regulations), and Chapter 60 (Parking Lot Districts).

## **1. County Code Chapter 42A, Ridesharing and Transportation Management**

Chapter 42A of the County Code defines and establishes the purpose of transportation demand management. The law also states that transportation demand management “will equitably allocate responsibility for reducing single-occupancy vehicle trips among government, developers, employers, property owners, and the public” while remaining consistent with “commuting goals set in the [Subdivision Staging Policy].”<sup>5</sup> To accomplish these objectives, the law creates both mandatory and optional program requirements, establishes monitoring and reporting requirements, and authorizes a TMD fee charged to developers and property owners.

**TMD creation and management.** Section 42A-23 authorizes the Council by resolution to create TMDs in: 1) a Metro station policy area, which may include adjacent areas served by the same transportation network; or 2) an area where transportation review applies under the Subdivision Staging Policy. MCDOT is assigned responsibility to achieve effective transportation demand management in each TMD – either on its own or “by contract with any employer, transportation management organization, or other party.” Specific actions listed in the Code include:

- Regulating or limiting public parking;
- Monitoring and assessing traffic patterns and pedestrian access and safety;
- Adopting traffic and parking control measures;
- Providing approved transportation-related capital projects;
- Promoting or implementing transit and ridesharing incentives;
- Promoting regional cooperation between the County and other government agencies;
- Creating cooperative County-private sector programs to increase ridesharing and transit use; and
- Conducting surveys, studies, and statistical analysis to determine the effectiveness of traffic mitigation plans and employer efforts.

The law allows the Planning Board and MCDOT to jointly impose transportation demand management measures as a condition of approval for development in a TMD. Additionally, the law allows the Executive or the Council to create a Transportation Management District Advisory Committee for each TMD with committee members appointed by the Executive and confirmed by the Council.

**Traffic Mitigation Plans (TMPs).** An employer with 25 or more employees in a TMD must submit a TMP to MCDOT within 90 days of receiving notice. The plan should contribute to the Subdivision Staging Policy commuting goals and may include specific transportation management measures such as:

- Alternative work hours program;
- Carpool or vanpool incentives;
- Limits on parking spaces;
- Peak period or single-occupancy vehicle parking charges;
- Subsidized transit passes;
- Preferential parking for carpools and vanpools;
- Telework program; or
- Improving bicycle and pedestrian access and safety.

The law requires MCDOT to work with and assist employers in preparing the TMP, and requires that employers must submit a report on measures used to implement the TMP.

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<sup>5</sup> §42A-22(e)(f).

**Traffic Mitigation Agreements (TMAs).** Any proposed subdivision or optional method development in a TMD must complete a traffic mitigation agreement if the Planning Board and MCDOT Director jointly decide that more transportation demand measurements are needed to meet local commuting goals. The TMAg is negotiated with developers based upon conditions of preliminary plan approval established by the Planning Board, and the final agreement is recorded in the County's land records. The law states that a TMAg may include:

- The appointment of a transportation coordinator;
- Limits on parking spaces;
- Peak period or single-occupancy vehicle parking charges;
- Preferential parking for carpools and vanpools;
- Subsidies for employees not using single-occupancy vehicles;
- Provision of transit or vanpool subsidies for employees;
- Financial or other participation in building or operating transportation facilities or systems;
- Providing space on a periodic basis for marketing and promotional activities of the district;
- Designating permanent areas in prominent locations to display information on commuting options; or
- Other transportation demand management measures.

**Commuter Survey and Performance Reporting.** Section 42A-26 of the Code requires the Department of Transportation to conduct an annual commuter survey in TMDs to gather data on employee commuting patterns and monitor progress toward achieving Subdivision Staging Policy commuting goals. The MCDOT Director establishes the survey schedule; currently the County's largest employers receive the survey each year while smaller employers receive the survey every two to three years. Each notified employer must distribute, collect and return the surveys to MCDOT within 45 days. The Code requires employers to make a good faith effort to achieve an 80% completion rate.

Additionally, Section 42A-27 requires MCDOT to prepare and the Executive to submit to the Council a report on transportation demand management for each TMD once every two years. Specifically, MCDOT must submit a report to the appropriate TMD Advisory Committee and the Planning Board by December 1 of each even-numbered year and the Executive must forward each report to the Council by March 1 of each odd-numbered year. The biennial report should include:

- Employee commuting patterns by employer;
- Auto occupancy rates by employer;
- Level of service measurements for each intersection in the policy area and selected critical intersections outside the area;
- Parking supply and demand;
- Status of road or intersection improvements, signal automation, improved bicycle and pedestrian access and safety, and other traffic modifications in or near the policy area;
- Transit use and availability;
- Carpool and vanpool use; and
- Funding sources.

If any commuting goals set in the Subdivision Staging Policy are not met four years after a district is created, the Director must recommend corrective action to the Executive.

**Transportation Management Fees.** Section 42A-29 authorizes the Council to establish an annual fee to be charged to developers of subdivision or optional method development projects and owners of existing commercial and multi-unit residential property in a TMD. Fee revenue must be used for TMD administration or program implementation in the district where it was collected.

The law allows the transportation management fee to vary from one district to another or from one building or land use category to another and may be assessed on:

- Gross floor area, the maximum or actual number of employees, or the average number of customers, visitors, or patients, in a nonresidential building;
- Number of dwelling units, or the gross floor area, in a residential building;
- Number of parking spaces associated with a building; or
- Any other measurement reasonably related to transportation use by occupants of, employees located in, or visitors to a particular development or property.

Under Section 2-57A of the County Code, the Council must adopt a resolution to establish all fees, charges, and fares for any transportation or transportation-related service or product provided by the Department of Transportation. Transportation Management Fees are included in the Council’s annual resolution, and have been set at the rate of \$0.10 per square foot of gross floor area for every year the fees have been in effect. The table below summarizes the FY17 fee levels for each TMD in the most recent resolution (18-489) passed on May 18, 2016.

**Table 1. Approved Transportation Management Fee Rates**

Transportation Management District	Fee
<p><b>Bethesda, Friendship Heights, North Bethesda, Silver Spring</b></p> <ul style="list-style-type: none"> <li>• Commercial space occupied before July 1, 2006 where payment of TMD fee was a condition of subdivision of optional method approval</li> <li>• Commercial space first occupied on or after July 1, 2006*</li> </ul>	\$0.10/square foot GFA
<p><b>Greater Shady Grove</b></p> <ul style="list-style-type: none"> <li>• Commercial space occupied before July 1, 2011 where payment of TMD fee was a condition of subdivision of optional method approval</li> <li>• Commercial space first occupied on or after July 1, 2011*</li> </ul>	\$0.10/square foot GFA
<p><b>White Oak</b></p> <ul style="list-style-type: none"> <li>• Commercial space occupied before July 1, 2015 where payment of TMD fee was a condition of subdivision of optional method approval</li> <li>• Commercial space first occupied on or after July 1, 2015*</li> </ul>	\$0.10/square foot GFA

\* Between July 1, 2016 and June 30, 2017, 2.5 cents/sf GFA will be charged for each full quarter after a use and occupancy permit has been issued.

**Chapter 42A, Article I – Ridesharing.** County Code Section 42A-2 establishes share-a-ride districts<sup>6</sup> in the Bethesda CBD and Silver Spring CBD to promote and establish ridesharing programs. Section 42A-6 requires the owner of an office development to make an annual payment for ridesharing services if the office development: 1) is in a share-a-ride district; 2) participates in the share-a-ride program; and 3) obtains reduced parking requirements under section 59E-3.31 of the County Code. Share-a-ride districts were also created in the North Bethesda and Friendship Heights TMDs via Executive Regulation.

Since the share-a-ride districts are all within TMDs, these ridesharing payments are accounted for as TMD revenue. Unlike transportation management fees, the law does not require these ridesharing contributions to be used within the TMD in which they were collected. MCDOT staff report that under changes to parking requirements in the revised Zoning Ordinance, these provisions for parking reductions and the corresponding fee collection have been greatly reduced and/or eliminated.

**2. Enabling Legislation for Each TMD**

Pursuant to Chapter 42A, each TMD is formally established via Council resolution. Each of the resolutions approved by the Council:

- Identifies specific boundaries for the district;
- Recognizes MCDOT’s ability to use a Transportation Management Organization (TMO) to administer programs and services in the district;
- Authorizes a transportation management fee for the district;
- Requires a biennial report on TMD programs and activities.

Components that are not uniform across the resolutions include establishing the size and makeup of the TMD Advisory Committee (not included in the North Bethesda resolution) and identifying specific non-auto driver mode share goals (not included in the North Bethesda and Silver Spring resolutions). Each approved TMD resolution is listed below, with the full resolution included in the appendix.

<b>TMD</b>	<b>Resolution Number</b>	<b>Year Adopted</b>	<b>In Appendix at:</b>
North Bethesda	Resolution 13-319	1995	©1
Bethesda	Resolution 14-56	1998	©4
Friendship Heights	Resolution 14-325	1999	©9
Silver Spring <sup>7</sup>	Resolution 14-1511	2002	©13
Greater Shady Grove	Resolution 15-1432	2006	©17
White Oak	Resolution 18-26	2015	©25

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<sup>6</sup> Share-a-Ride Districts were the old terminology for areas where TDM measures were implemented. Originally, the services provided were primarily car/vanpool matching but later expanded to a wider range of TDM strategies.

<sup>7</sup> As noted in OLO Report 2009-6 (pg. 17), the Council first established a Silver Spring TMD in 1987 and the district was reauthorized in 2002 to reflect changes to County Code Chapter 42A.

### 3. Master/Sector Plans and Subdivision Staging Policy

The County’s transportation demand management strategies in urban areas are guided by area master and sector plans and the Subdivision Staging Policy. Master and sector plans establish County policy regarding the location and type of growth. Among other things, these policy documents seek to manage travel demand by concentrating development in urban areas served well by transit. Specifically, master and sector plans establish goals for non-auto driver mode share (NADMS) and/or for the percentage of commuters who use transit (bus, commuter train, or Metrorail). Most of these goals are carried over to the Subdivision Staging Policy, which is revised every four years. Additionally, some sector plans create mode share and/or transit use goals for sub-areas within a TMD. The table below summarizes the types of goals established and whether or not the goals are also included in the most recent Subdivision Staging Policy. Chapter 4 discusses the specific goals for each TMD in greater detail.

**Table 2. Transportation Management District Mode Share Goals**

TMD	Master/Sector Plan Goals		Goals Included in Subdivision Staging Policy	
	NADMS	Transit Use	NADMS	Transit Use
North Bethesda (Entire TMD)	✓	✓	✓	
North Bethesda (White Flint Sector Plan sub-area)	✓			
Bethesda	✓	✓	✓	
Friendship Heights	✓		✓	
Silver Spring	✓		✓	✓
Greater Shady Grove (Shady Grove Sector Plan sub-area)		✓		✓
Greater Shady Grove (Life Sciences Center sub-area)	✓		✓	

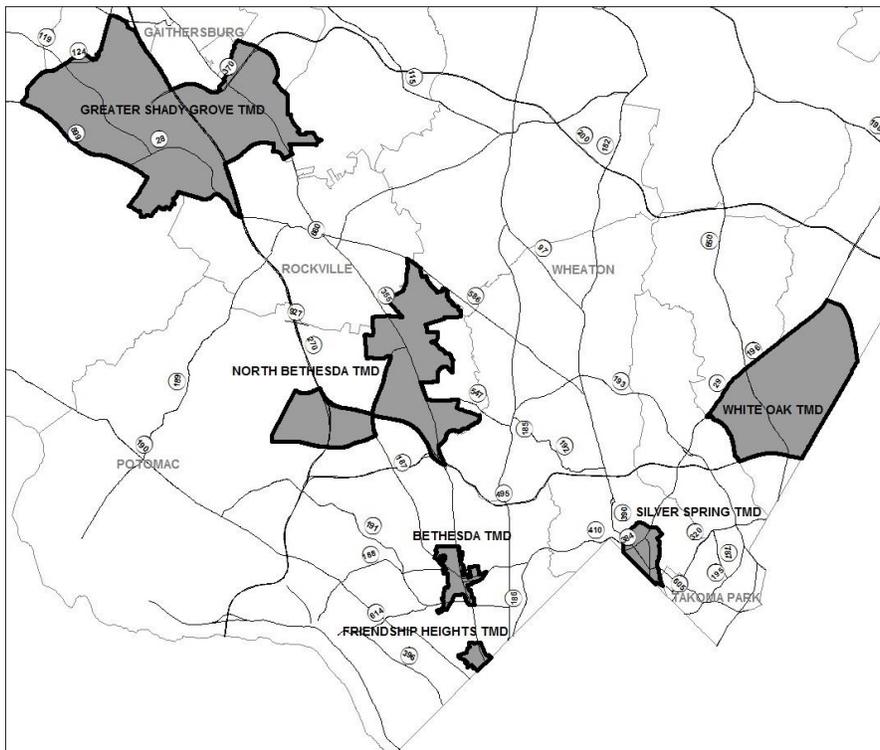
## **Chapter 2. Transportation Management Districts (TMDs) in the County**

Montgomery County currently has five active transportation management districts that provide concentrated services to encourage the use of transit and other commuting options. Overall, the County's TMDs programs and services focus on employers within a TMD and commuters into a TMD. TMDs are managed by the County Department of Transportation, Commuter Services Section. While the overall breadth of programs and services are similar across the TMDs, the County uses different approaches to manage and fund TMD activities that reflect the uniqueness of each area, constituent interest, and management practices that existed when the TMD was established. This chapter is organized as follows:

- **Part A** details each of the five active TMDs in the County;
- **Part B** summarizes the role of MCDOT and other organizations in managing and providing services within the TMDs; and
- **Part C** reviews the available programs and services in the TMDs.

### **A. Transportation Management Districts in the County**

While each TMD is located in one of the County's urban centers, they differ in terms of size, number of employers and employees, management structure, transportation options, and revenue sources. This section summarizes the structure of each TMD.



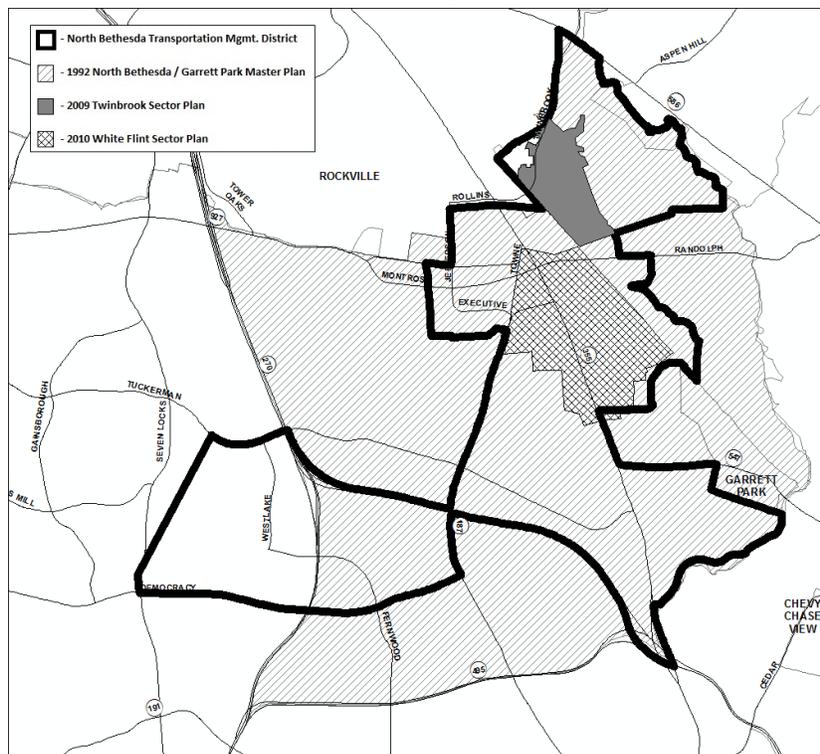
## 1. North Bethesda TMD

The North Bethesda TMD was established in 1995, and covers 3,347 acres or about 5.2 square miles. This TMD includes the Metro Station Policy Areas of Grosvenor, Twinbrook, and White Flint and the surrounding areas of Executive Boulevard and Rock Spring Park. As shown on the map below, the district falls within the 1992 North Bethesda/Garrett Park Master Plan, and sub-areas of the district are included in two approved plans – the 2009 Twinbrook Sector Plan and 2010 White Flint Sector Plan. The western most part of the TMD falls within the Potomac Subregion Master Plan. Additionally, two “in progress” plans – the White Flint Two Sector Plan (anticipated completion in 2017) and the Rock Spring Park Master Plan (anticipated completion in 2017 or 2018) – fall within the TMD borders. Approximately 1,000 employers and 70,000 employees are based in the North Bethesda TMD.

**Transit options.** The TMD has three metro stations (Twinbrook, White Flint, and Grosvenor), several Ride On and Metrobus routes, MTA commuter bus routes to Rock Spring Park, and shuttle bus service to the metro stations.

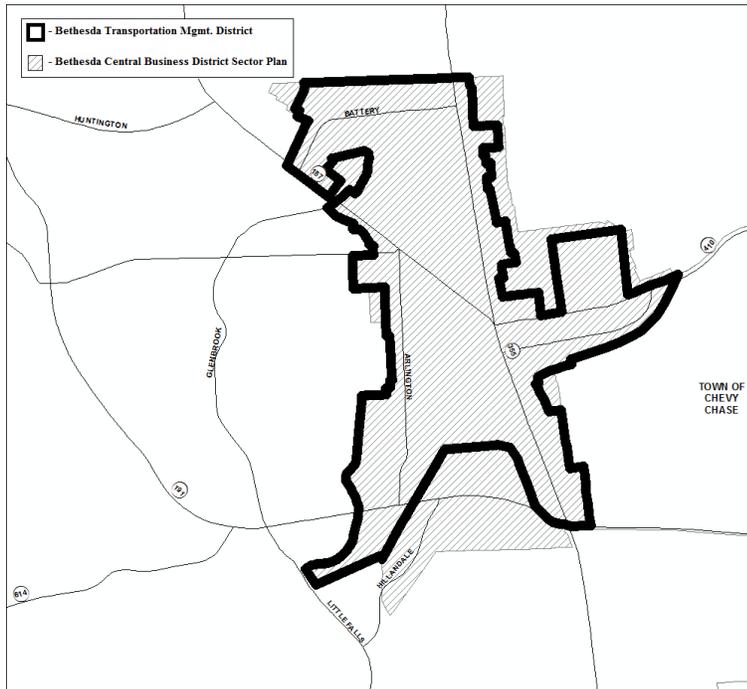
**Administration.** Managed by a non-profit transportation management organization, Transportation Action Partnership (TAP), under contract to MCDOT. TAP has served as the management organization since the TMD was established in 1995, and currently employs two full-time and one part-time staff.

**Advisory committee.** Consists of 12-18 voting members and three non-voting members who are appointed by the TAP Board of Directors. The Council resolution establishing the TMD does not prescribe the size and makeup of the advisory committee. However, the composition of the committee is specified in the contract with MCDOT.



## 2. Bethesda Transportation Management District

The Bethesda TMD was established in 1998, and covers about 345 acres or 0.5 square miles in the Bethesda Central Business District (CBD). As shown on the map, the TMD's boundary closely aligns with the 1994 Bethesda CBD Sector Plan. The district has over 400 employers with 25 or more employees, and approximately 33,000 employees work in downtown Bethesda.



**Transit options.** The TMD includes the Bethesda metro station, several Ride On and Metrobus routes, and the Bethesda Circulator. Additionally, bikeshare stations and car share locations are located within the TMD.

**Administration.** The Bethesda TMD is operated under contract by the Bethesda Urban Partnership (BUP) under the name Bethesda Transportation Solutions (BTS). BTS has administered the TMD as the authorized transportation management organization since the TMD was established. BTS currently employs four full-time and two part-time staff.

**Advisory committee.** The Bethesda TMD has an advisory committee with

11 voting members and seven non-voting members appointed by the BUP Board of Directors. The advisory committee membership is prescribed in the Council resolution establishing the TMD. Of the 11 voting members, three must be nominated by the Greater Bethesda Chamber of Commerce, four must be nominated by the Western Montgomery County Citizen's Advisory Board, and four must be employers within the TMD (two with fewer than 50 employees and two with 50+ employees). The non-voting members include representatives from the Bethesda-Chevy Chase Regional Services Center, Department of Transportation, BUP, Planning Board, Police Department, National Institutes of Health and the National Naval Medical Center.

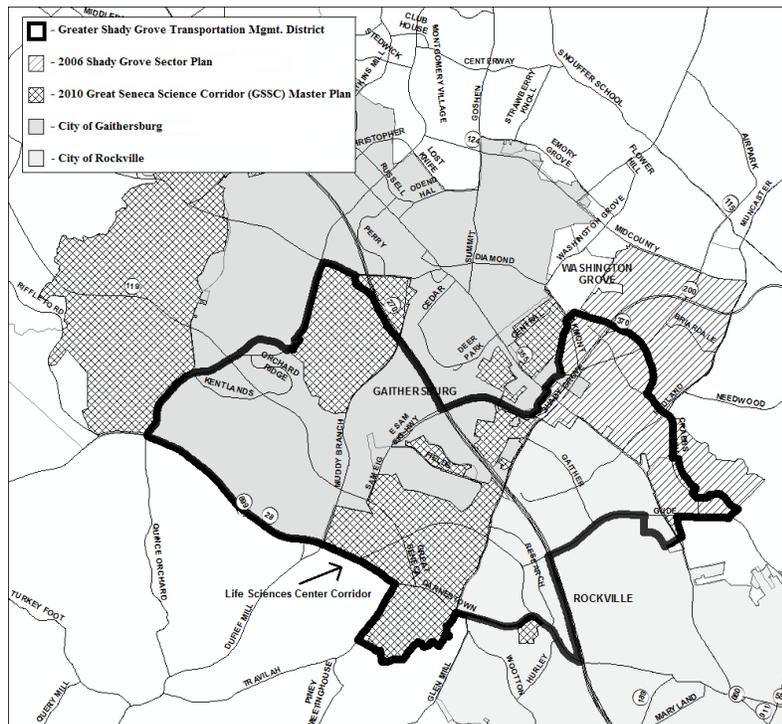
### 3. Greater Shady Grove Transportation Management District

The Greater Shady Grove TMD, established in 2006 along the I-270 corridor, is the largest operating TMD in the County covering about 6,566 acres or 10.3 square miles. When established, the TMD followed the boundaries of the 1990 Shady Grove Study Area Master Plan. As shown on the map below, the TMD falls within the 2006 Shady Grove Sector Plan, the 2010 Great Seneca Science Corridor (GSSC) Master Plan, the City of Rockville, and the City of Gaithersburg. Additionally, the Life Sciences Center sub-area of the GSSC master plan is within the TMD. The TMD resolution notes that while the cities of Rockville and Gaithersburg are within the TMD boundaries, services will only be provided within the municipalities to the extent they have entered into agreements with the County and paid their proportionate share of the costs of such services. To date, neither municipality formally participates in the TMD. The district includes over 200 employers and over 45,000 employees within the Life Sciences Center sub-area alone.

**Transit options.** The TMD includes the Shady Grove Metro station, several Ride On and Metrobus routes, and MTA Commuter Bus routes. The Washington Grove MARC station is right outside the TMD boundary. Additionally, bikeshare stations are located within the TMD.

**Administration.** The Greater Shady Grove TMD is operated by MCDOT Commuter Services Section staff with contractor assistance for program and service delivery.

**Advisory committee.** The TMD has an advisory committee, established via Executive Regulation, consisting of 14 voting members as well as non-voting and ex-officio members. The voting members must include: four representing private employers in the TMD (two with fewer than 50 employees and two with 50+ employees); one representing the Universities at Shady Grove; one representing the National Cancer Institute; four representing the residential neighborhood within the unincorporated areas of the TMD; three representing development interests within the TMD; and one representing the Gaithersburg-Germantown Chamber of Commerce. Ex officio members include representatives from MCDOT, M-NCPPC, Police Department, Upcounty Regional Services Center, City of Rockville, and City of Gaithersburg. Non-voting members include representatives of neighborhoods located with the Rockville and Gaithersburg portions of the TMD.

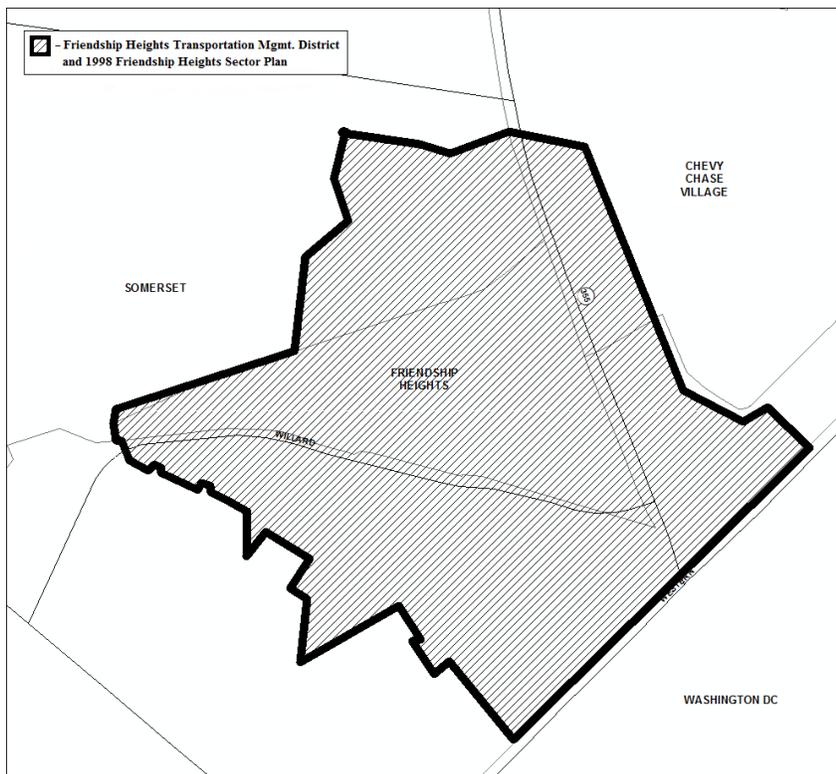


#### 4. Friendship Heights Transportation Management District

The Friendship Heights TMD was established in 1999 and covers about 114 acres or 0.2 square miles. As shown on the map, the TMD boundaries are the same as the 1998 Friendship Heights Sector Plan. The establishing resolution notes that the TMD boundaries may be amended to include property within the District of Columbia portion of Friendship Heights if the DC government takes appropriate action to participate in the TMD financially and programmatically. Overall, approximately 500 employers and 9,000 employees are located within the TMD.

**Transit options.** The TMD includes the Friendship Heights metro station and several Ride On and Metrobus routes. Additionally, bikeshare stations are located within the TMD.

**Administration.** The Friendship Heights TMD is operated by MCDOT Commuter Services Section staff with contractor assistance for program and service delivery.



**Advisory committee.** The TMD has an advisory committee, established via the enacting resolution, consisting of 14 voting members as well as non-voting members. The voting members include: four private employer representatives nominated by the Greater Bethesda Chamber of Commerce (two with fewer than 50 employees and two with 50+ employees); two members nominated by the Chevy Chase Village Board of Managers; one member nominated by the Somerset Town Council; one member nominated by the Somerset House Management Association; one member nominated by the Citizens' Coordinating Committee on

Friendship Heights; and four members nominated from among the development projects mandated to participate in the TMD. Non-voting members included representatives of MCDOT, the B-CC Regional Services Center, County and Chevy Chase Village Police Departments, Planning Board, and three representatives of the District of Columbia.

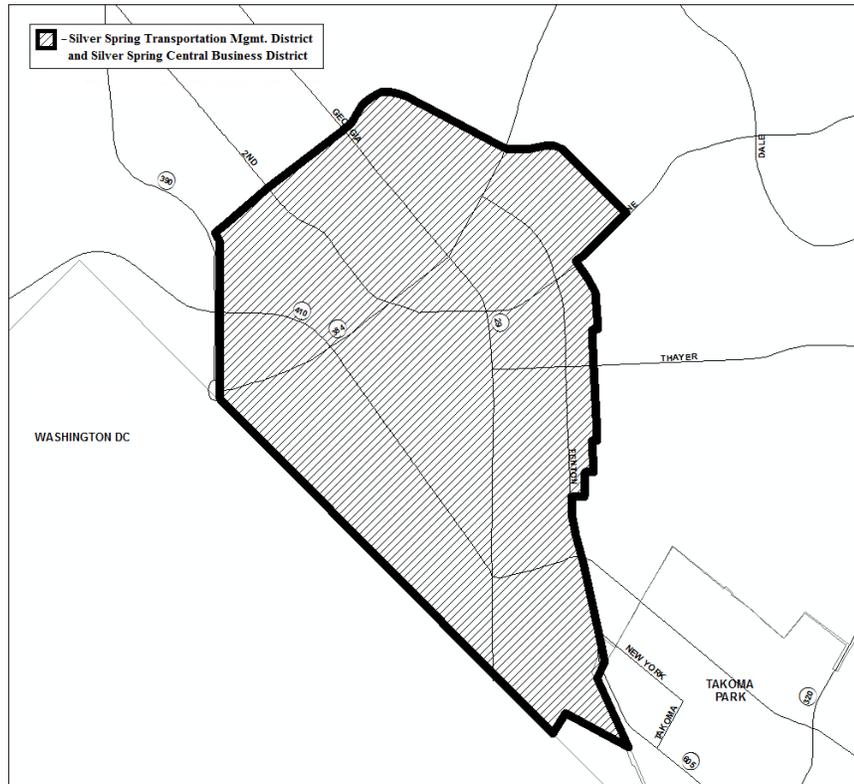
## 5. Silver Spring Transportation Management District

The Silver Spring TMD, established in 1987 and reauthorized in 2002 to reflect changes in the County Code, covers about 369 acres or 0.6 square miles in the Silver Spring Central Business District (CBD). The boundaries of the TMD are the same as the 2000 Silver Spring CBD Sector Plan, shown in the map below. Approximately 260 employers and 13,000 employees are based in the Silver Spring TMD.

**Transit options.** The TMD includes the Silver Spring metro station, a MARC train station, several Ride On and Metrobus routes, MTA Commuter Bus routes, the Van Go circulator shuttle, and the newly opened Sarbanes Transit Center. Additionally, bikeshare stations are located within the TMD.

**Administration.** The Silver Spring TMD is operated by MCDOT Commuter Services Section staff with contractor assistance for program and service delivery.

**Advisory committee.** The TMD has an advisory committee, established via the enacting resolution, consisting of 12 voting members and four non-voting members. The voting members include: three members nominated by the Silver Spring Chamber of Commerce; three members nominated by the Silver Spring Advisory Board; three employers of fewer than 50 employees in the district; and three employers of 50+ employees in the district. Non-voting members include representatives of MCDOT, the Silver Spring Regional Services Center, the Police Department, and the Planning Board.



## **B. Administration of the TMDs**

The TMDs are administered by a combination of MCDOT staff and contractors. This section summarizes the roles and responsibilities of MCDOT's Commuter Services Section, the two contracted transportation management organizations (Bethesda Transportation Solutions and Transportation Action Partnership), and other organizations in managing and providing services within the TMDs.

### **1. Department of Transportation, Commuter Services Section**

The Office of the MCDOT Director oversees the implementation of transportation policies for the County Government. The Director's Office sets priorities and provides oversight for all MCDOT programs including traffic engineering, transit, commuter services, pedestrian safety, and parking management. Housed within the Director's Office, the Commuter Services Section (CSS) oversees County programs and services to decrease single-occupancy vehicle trips during peak travel hours by encouraging commuters to use alternate modes of transportation in both the TMDs and County as a whole. In addition to providing programs and services, key administrative functions CSS is responsible for include:

- **Contract oversight.** CSS oversees and monitors all TMD work performed by the transportation management organizations that run the Bethesda and North Bethesda TMDs as well as task-order contractors that provide services in the other TMDs as requested by CSS. This also includes oversight of each contractor's budget/expenditures.
- **Manage and administer grant funds.** CSS receives two annual grants - one from the Maryland Transit Administration to support a wide range of commuter assistance programs, including carpool and vanpool programs, and one from the Metropolitan Washington Council of Governments (MWCOC) to support employer outreach programs. These grant funds support ongoing efforts and special programming and projects, both within and outside of TMDs.
- **Prepare and manage the annual commuter survey.** Each year CSS staff prepare, distribute, collect, and analyze results of an annual commuter survey as required in the County Code.
- **Develop and monitor Traffic Mitigation Agreements and Traffic Management Plans.** CSS staff participate in negotiations with developers for required Traffic Mitigation Agreements and reviewing compliance with those plans. CSS staff is also responsible for monitoring employer compliance with required Traffic Mitigation Plans and ensuring employers file annual reports.
- **Bill and track payments of transportation management fees.** In conjunction with the Department of Finance, CSS bills properties directly for the annual transportation management fee. CSS staff are responsible for tracking the status of payments and following-up with properties to ensure the required fees are paid.
- **Collect and report program and performance data to COG.** As part of participating in the Commuter Connections program and receiving grant funds, CSS must collect and report to MWCOC specific program data via the "ACT!" database used by all Employer Outreach participants in the region.
- **Coordinate with other County Departments/Offices/Agencies.** CSS coordinates with several other County departments/offices/agencies on transportation demand management issues, including the Planning Board during discussions of master and sector plan revisions/updates and to make recommendations on appropriate TDM strategies for inclusion as conditions of development approval.

**CSS staffing.** There are currently fourteen FTE in the Commuter Services Section (including three vacant positions). Of the eleven filled positions, seven are responsible for administering and managing programs and services across the County and four are dedicated to operating the TRiPS Commuter Stores in Friendship Heights and Silver Spring. CSS is managed by a Section Chief (Manager III) position, responsible for overseeing all commuter services programs and activities and reporting to the MCDOT Deputy Director for Transportation Policy. CSS staff are not assigned to a specific TMD, instead staff are given programmatic responsibilities across the TMDs as well as non-TMD areas of the County. CSS positions and job responsibilities are summarized below.

Position	Key Responsibilities Include:
Planning Specialist III	<ul style="list-style-type: none"> <li>• Assist in implementation and evaluation of CSS special projects and programmatic initiatives</li> <li>• Oversee contracts and monitor contractor performance in Bethesda and N. Bethesda TMDs</li> <li>• Provide staff support to Friendship Heights, Silver Spring, and Greater Shady Grove TMDs</li> <li>• Prepare narrative and statistical reports of TMD performance</li> <li>• Analyze and recommend revisions to County master and sector plans to promote a more efficient and accessible transportation network</li> </ul>
Senior Marketing Manager	<ul style="list-style-type: none"> <li>• Plan and direct marketing and promotional activities by CSS</li> <li>• Establish annual goals for marketing/outreach efforts by service area and team member</li> <li>• Supervise and monitor marketing-related work on grants, contracts, and other agreements</li> <li>• Create, implement, and renew all marketing services contracts</li> <li>• Oversee all printed materials and other communications, including the web site</li> </ul>
Marketing Specialist/Program Specialist I	<ul style="list-style-type: none"> <li>• Track and monitor employer traffic mitigation plans and annual report filings</li> <li>• Identify and track development required to pay transportation management fee, manage the invoice process and track receipt of fee payments</li> <li>• Work on traffic mitigation agreements, including negotiation and execution of agreements</li> <li>• Coordinate implementation of bikeshare locations in private developments</li> <li>• Participate in Development Review meetings and coordinate CSS comments on TDM issues</li> </ul>
Marketing Specialist	<ul style="list-style-type: none"> <li>• Conduct outreach and devise marketing plans to effect non-auto driver mode share in TMDs</li> <li>• Identify and contact employers and provide regular communication; input data into ACT database</li> <li>• Organize commuter information fairs and special events</li> <li>• Provide technical assistance to businesses to formulate and implement traffic mitigation plans</li> </ul>
Program Specialist II	<ul style="list-style-type: none"> <li>• Provide employer outreach and reporting for MWCOC grant related programming</li> <li>• Manage operation of the ACT! database and use it to provide reports as needed</li> <li>• Coordinate application, processing, and monitoring of MTA Commuter Assistance grant</li> <li>• Maintain and monitor the CSS website</li> <li>• Prepare, distribute, and collect data for the Annual Commuter Survey</li> </ul>
Office Services Coordinator	<ul style="list-style-type: none"> <li>• Provide administrative support to Section Chief</li> <li>• Provide general office management</li> <li>• Provide administrative support for workshops, meetings, CSS activities and events, and financial administration</li> </ul>
TRiPS Commuter Stores (Friendship Heights and Silver Spring)	<ul style="list-style-type: none"> <li>• 1 <i>Store Manager</i> supervises other employees and oversees store functions such as store sales, time sheets and customer service</li> <li>• 1 <i>Office Services Coordinator</i> verifies deposits, approves eligible carpools for discounts, and performs rideshare duties such as commuter registration and reporting</li> <li>• <i>Principle Administrative Aide/Sales Office/Cashier</i> positions conduct sales transactions, provide information for commuters, and assist in administering the rideshare program (5 total positions – 2 filled by full-time staff, 2 filled by temporary staff, and 1 vacant)</li> </ul>

## **2. Transportation Management Organizations**

County law allows MCDOT to enter into sole source contracts with a transportation management organization (TMO) to administer transportation demand management programs in a TMD, or to hire contractors to provide specific services in a TMD. Currently, two of the County's TMDs, Bethesda and North Bethesda, have standing contracts with TMOs to manage all of the programs and services with the TMD. The current contract for each TMO, effective as of July 1, 2016, is for one-year with a County option for two additional one-year renewals. CSS uses task-order contracts under its Marketing Services contracts for service delivery in the Friendship Heights, Greater Shady Grove, and Silver Spring TMDs.

**Bethesda Transportation Solutions (BTS).** The County contracts with the Bethesda Urban Partnership to operate the Bethesda TMD, which BUP operates under the name Bethesda Transportation Solutions. BTS has been the TMO for the Bethesda TMD since it was established. BTS currently has four full-time and two part-time staff:

- Director;
- Senior Communications Specialist;
- Employee Outreach Specialist;
- Customer Service/Data Entry Specialist;
- Outreach and Marketing Associate (part-time); and
- Transportation Specialist (part-time).

BTS' contract notes that the focus of work in the TMD is to provide services to employers, and services to multi-family residences must be limited to providing information only. Other on-site outreach events, fairs, or promotional activities that use BTS staff time and resources must be reserved for employer worksites or other locations with large numbers of TMD-based employees. In addition to mandating certain programs and services, the contract requires BTS to:

- Collect and analyze data on public and private parking supply and utilization, pedestrian facilities, and transit utilization within the TMD;
- Assist with conducting the annual commuter survey, and make its best efforts to obtain an 80% response rate from participating employees;
- Use the ACT! database, provided by the MWCOG Commuter Connections, to maintain data on employers and outreach activities;
- Coordinate with the County on all publications, electronic media, other materials, and promotional items;
- Assist the County with transportation management fee billing as requested;
- Monitor share-a-ride district participants and help facilitate share-a-ride fee billing;
- Provide biennial and interim reports; and
- Establish and staff a TMD Advisory Committee.

**Transportation Action Partnership (TAP).** The County contracts with Transportation Action Partnership, Inc. (TAP) to operate the North Bethesda TMD as the North Bethesda Transportation Center. TAP has served as the management organization since the TMD was established in 1995, and currently employs two full-time and one part-time staff representing 2.75 FTE. The TAP Executive Director notes that while there are "lead" staff members for various aspects of programs administration (e.g., database maintenance, employer contact point, etc.), staff roles are not specialized by program area - all three staff share work on all aspects of program and service delivery.

TAP’s contract states that the focus of work in the TMD is to offer both employer and residential-based ridesharing and TDM services, with a concentration upon employer-based services at work sites with 25 or more employees and outreach to selected residential communities in medium- and high-density housing located within the TMD. In addition to certain mandated programs and services, the contract requires TAP to:

- Provide targeted outreach to development projects, employers, and residents within the White Flint Sector Plan area of the TMD in order to meet provisions of TMAGs and achieve staging goals for NADMS;
- Collect and analyze data on public and private parking supply and utilization, pedestrian facilities, and transit utilization within the TMD;
- Assist with conducting the annual commuter survey, and make its best efforts to obtain an 80% response rate from participating employees;
- Use the ACT! database, provided by the MWCOG Commuter Connections, to maintain data on employers and outreach activities;
- Coordinate with the County on all publications, electronic media, other materials, and promotional items;
- Assist the County with transportation management fee billing as needed;
- Monitor share-a-ride district participants and help facilitate share-a-ride fee billing;
- Provide biennial and interim reports; and
- Establish and staff a TMD Advisory Committee.

**TMO performance objectives.** Both the BTS and TAP contracts establish specific program level performance objectives as detailed below.

Item	Goal
Commuter Information Days held at employer work sites	Hold 4 per month
New rideshare applications	Add 20 per month
Employers providing transit/vanpool benefits to employees	Add 1 per month
Mandatory and voluntary TMPs	<ul style="list-style-type: none"> <li>• Obtain all mandatory TMPs</li> <li>• Obtain 1 voluntary TMP per month</li> </ul>
New Transportation Benefit Coordinators (TBCs)	Obtain 3 new TBCs per month
New employer contacts	Obtain 3 new contacts per month
Follow-up employer contacts	Conduct 10 follow-up contacts per month
Employer meetings/presentations	Conduct 3 per month
Employers providing 1 or more TDM measures at their work site	Add 3 employers per month
New TDM Level I-IV employers (as defined by MWCOG Commuter Connections)	<ul style="list-style-type: none"> <li>• Level I – add 50 per year</li> <li>• Level II – add 25 per year</li> <li>• Level III – add 10 per year</li> <li>• Level IV – add 5 per year</li> </ul>

**Other contractors.** CSS has task-order contracts with vendors to provide many of the employer- and employee-based programs and services in the Friendship Heights, Silver Spring, and Greater Shady Grove TMDs. Unlike the TMO contracts, these contracts are subject to the County's standard procurement processes and regulations. Contractors are selected via an RFP requesting the provision of a variety of programs and services within a TMD. The successful bidder(s) are then eligible to receive one or more task order contracts from CSS that detail a specific scope of services to be provided. CSS staff notes that since these contracts must go through the procurement process each year, there is less continuity or consistency among the vendors who may deliver services in a TMD from year to year.

### **C. Programs and Services in a Transportation Management District**

Montgomery County offers an array of programs and services within transportation management districts to promote alternative transportation options. Many services are directed to employers to help and encourage their employees to use alternative transportation, while other services are directed at employees/commuters themselves. CSS does offer these services to employers and employees outside of TMDs. In particular, CSS staff and contractors reach out to major employers in the County outside of the TMDs to inform them of services/programs available.

Each TMD offers the same general array of programs and services described in this section, although the specific services focused on may differ based on employer or commuter needs and interests both across TMDs and within a TMD. For example, staff from the North Bethesda TMD report that the employers in the White Flint and Twinbrook areas of the TMD tend to have different service needs than employers in the Rock Spring Park area. As a result, staff tailor the programs to the needs of the area. Additionally, CSS staff note that program emphasis does vary over time based on interests of employers/commuters. Specifically, in recent years programming has shifted toward more biking and teleworking services in some of the TMDs.

#### **1. Services Directed to Employers**

CSS and the Transportation Management Organizations work directly with employers to promote alternative commute programs and services that are mutually beneficial to employers and their employees. Through participating in these programs, the CSS webpage notes that employers can benefit from:

- Improved employee attendance, morale, and productivity;
- Reduced parking costs and spaces;
- Reduced payroll taxes;
- Environmental benefits;
- Improved public image; and
- Better employee recruitment and retention.

**Commuting benefits programs.** Program staff will assist employers in creating an overall commuting benefits program or plan for their employees, which may include some or all of the following elements:

- **Transportation benefits coordinator.** Program staff in each TMD ask each company they work with to appoint a transportation benefits coordinator to serve as the liaison between TMD staff and the employer. TMD staff stay in regular contact with the coordinator to provide information on new programs and services or updates to existing programs.

- **Transit subsidies and tax credits.** Staff will inform and work with employers to take advantage of available transit subsidy and tax credit programs for employers who promote alternative methods of transportation for their employees. Current Federal regulations allow employers to provide employees up to \$255 per month (\$3,060 per year) either as a tax-free transit benefit in addition to compensation, or as a pre-tax payroll deduction (reducing an employee's taxable income and an employer's payroll taxes) – or any combination of these two approaches, so long as the total benefit does not exceed \$255 per month. Additionally, the Maryland Commuter Choice Tax Program allows employers to receive a tax credit of 50% of the amount they spend on employee commuting benefits up to \$50 per month for each participating employee – an amount that increased to \$100 per month as of July 1, 2016.

Montgomery County's Fare Share program, eliminated in FY11 due to budget cuts, provided funding for employers in TMDs to subsidize their employees' use of alternative commuting options. In the program, the County would buy down an employee's cost of monthly transit fare for a year or more if the employer equaled the funding. The Super Fare Share Program required a five-year commitment – in the first year, the County would cover \$64 of an employee's monthly fare if it were matched by only \$1/month by the employer. In the later four years, the cost would be equally shared between the County and employer. For FY17, the Council approved \$500,000 in funding to reestablish the Fare Share Program.

- **Telework/alternative work schedules.** Program staff help employers develop telework or alternative work schedule policies and practices.
- **Carpool/vanpool program.** CSS and its contractors are the local representatives for Commuter Connections, the regional ride matching program. CSS staff and contractors provide information and assistance to help residents and employees at worksites in the County form or join a carpool or vanpool. Newly established car or vanpools may be eligible for financial incentives through the MWCOG Commuter Connections program. Additionally, several public and private lots and garages within TMDs provide free or discounted parking for carpool/vanpool vehicles.
- **Biking/walking programs.** TMD staff work with employers to offer incentives or provide amenities for those who bike or walk to work. For example, providing bike racks or lockers, offering shower and/or changing facilities, or providing free walking shoes.

**Marketing/outreach.** The Commuter Services Section has created an extensive array of informational tools for employers and individuals about alternative modes of transportation, both online and in paper form. Available at all CSS events and upon request, these tools include fact sheets, posters, and flyers. One significant aspect of marketing is a "Commuter Information Day" in which CSS staff travel to workplaces to distribute transportation-related information to employees. CSS staff or contractors visit worksites on a pre-arranged day for approximately two hours to promote programs/services, answer questions, and in some cases, distribute prizes using a prize wheel. CSS staff report that they also regularly contact employers' transportation benefits coordinator throughout the year to provide information on new services available and to encourage adoption of higher-level TDM strategies.

**Traffic Mitigation Plans (TMPs).** TMD staff assist employers with completing traffic mitigation plans, which are required of every employer with 25 more employees. Staff work closely with employers to provide guidance and support during the creation of a TMP, and then follow-up to ensure employers are following and updating plans as required. CSS also encourages the voluntary submission of traffic mitigation plans for employers with fewer than 25 employees or those located outside of a TMD.

**Traffic Mitigation Agreements (TMAGs).** TMD staff assist developers with completing traffic mitigation agreements, which are required agreements between the developer, MCDOT and the Planning Board at the time land is being approved for subdivision within a TMD. CSS staff work with other MCDOT offices, developers, and the Planning Department to provide input to the recommended conditions of development approval, which in turn guide the terms of the TMAG. All parties negotiate provisions of the TMAG using a County template; templates include six basic provisions – 1) appointment of a transportation benefits coordinator; 2) facilitation of access to individuals for information; 3) facilitation of on-site outreach/events; 4) provide permanent information displays (usually including real time transit information); 5) participation in annual commuter survey; and 6) file an annual report. If greater trip reduction is necessary, more traffic mitigation strategies may be required from developers.

**Annual commuter survey.** Under County law, employers with more than 25 employees must complete a commuter survey as part of their transportation management plan. TMD staff work with employers' transportation benefit coordinators to complete this required survey by contacting each employer when the survey begins and assisting coordinators in the dissemination and collection of surveys. CSS provide any assistance that the coordinator might request. CSS staff then use the confidential employee commuter survey results as a tool to obtain valuable information to guide future transportation planning and improve services.

**Employer recognition.** The Commuter Services Section has recognized employers who do an excellent job at implementing TDM measures at their worksites in a variety of ways. Among the recognition methods have been the Transportation Awards Ceremony and the Transportation ACE Awards, which were presented to businesses in the County who completed outstanding work in promoting alternative commuting methods. CSS also submits nominations to the Commuter Connections Employer Recognition Awards, which are similar awards given out by the MWCOC. While not a direct commuting benefits program, CSS provided guidelines for incorporation of TDM strategies into the County's Green Business Certification Program, participates periodically in seminars promoting business involvement with that program, and will also assist employers with the transportation component of the application for the County's Green Business Certification Program, which aims at encouraging businesses to reduce their ecological footprint.

## **2. Services Directed to Commuters**

CSS and TMD staff also provide programs and services directed at individual commuters or employees. In some TMDs, these services are also directed to certain residential areas - where residents may or may not be commuting within that TMD. TMDs where residential assistance is a focus are those where Non-Auto Driver Mode Share (NADMS) goals have been established in the master/sector plan and/or Subdivision Staging Policy for residents. For other areas, some assistance may be provided to high density residential developments but the primary focus is on employees commuting into that TMD.

**Marketing/outreach.** Commuter Services has a wide array of online and written information available to individuals at CSS events, in TRiPS stores (see below), and upon request. This information includes materials on routes, fares, schedules, HOV lanes and where to buy transit passes for all local transportation options, and resources on biking or walking to work (including help with rental lockers, commuting routes, and Capital Bikeshare). CSS also distributes the “Better Ways to Work” newsletter, which provides information on programs and services available from CSS, the latest transportation news and information about sponsored events. Bethesda Transportation Services and Transportation Action Partnership also distribute their own electronic newsletters.

**Ridesharing.** In collaboration with MWCOG’s Commuter Connections program, each TMD maintains a database of commuters interested in forming/joining carpools. Commuters who are interested are provided a match list containing names and contact information for similarly interested commuters that live in the same neighborhood or along the same commute corridor. TMD staff must periodically update the database to add new participants and eliminate outdated entries.

**Personalized Commute Planning.** In addition to the ridesharing services, Commuter Services and TMD staff will work with individuals at events, at the TRiPS store (see below), or upon request to determine which commuting options and benefits are available and most beneficial for the individual. Personalized assistance may include:

- Customizing a commuting trip including personal consultation of alternative options with a customized transit routing along with transit schedules mailed or sent via email.
- Assisting carpool/vanpool participants with the permit application process for discounted monthly parking permits at County-operated parking facilities.
- Signing-up for the Guaranteed Ride Home program, which provides free taxi or rental car rides home up to four times a year in cases of emergency or unscheduled overtime for commuters who regularly use an alternative method of commute.
- Creating and organizing a car sharing program which provides County resident, visitors, and businesses 24/7 access to a vehicle at Metro stations and other select parts of the County.

**Hosting/Sponsoring Major Commuting Events.** CSS and the TMDs host or sponsor numerous events throughout the year to promote alternative methods of commuting. These events include Bike to Work Day in May (including coordination of seven “pit stops” and organizing the Bike Spirit Awards), International Car Free Day in September, the Walk and Ride Campaign which occurs over three weeks each Fall, and Earth Day-related events in April.

**TRiPS Stores.** The Commuter Services Section currently runs two TRiPS Stores, one in Friendship Heights and one in Silver Spring, which assist current and new transit riders and visitors with navigating the transit system. The TRiPS stores are a one-stop shop for purchasing public transportation fare media, transit information and trip planning, and transit-related merchandise. Specific services include:

- Information on how to access Call 'N' Ride;
- Information on services for the disabled and seniors;
- Transit information assistance/trip planning;
- RideOn and Youth Cruiser Passes for school-aged children;
- Metrorail Fare Cards, SmarTrip® Cards (including adding value or bus passes to cards);
- Regional transit system maps and schedules;
- Rideshare (carpool/vanpool) and carsharing assistance; and
- Pedestrian and bicycle safety information.

### **Chapter 3. Transportation Management District Revenues and Expenditures**

MCDOT's Commuter Services Section (including all TMD program and services) is funded through the County's Mass Transit Special District Fund and Grant Fund. While TMDs have a dedicated revenue source from the transportation management fee, they are not set up as individual enterprise funds like the Parking Lot Districts. Instead, the County's budget and finance system accounts for TMD revenue and expenditures in separate "cost centers" within the Mass Transit Fund. This chapter reviews current and historical revenue and expenditure data for the Commuter Services Section and each TMD, and is structured as follows:

- **Part A** reviews revenue and expenditure data for the Commuter Services Section from FY12-FY16, and describes each of the TMD-related revenue sources; and
- **Part B** summarizes the annual revenues and expenditures by type for each TMD from FY12-FY16.

#### **A. Commuter Services Section (CSS) Revenue and Expenditure Data, FY12-FY16**

In FY16, Montgomery County Government is spending approximately \$3.5 million on commuter service programs, with those expenditures partially offset by \$2.4 million in anticipated revenue from TMD-related fees and grant funding. As a result of the revenue offsets, total budgeted tax-supported expenditures from the Mass Transit Fund in FY16 are \$1.1 million.<sup>1</sup> The revenue sources include:

- **Transportation management fees.** Section 42A-29 of the County Code requires all developers of subdivision or optional method development projects in TMDs and owners of existing commercial and multi-unit residential property in a TMD to pay an annual transportation management fee (referred to as the "TMD Fee" in the rest of this chapter). While this provision permits charging the TMD fee to existing developments, the Council resolution establishing the fee applies to developments occupied prior to 2006 when the fees were adopted – and also applies the fees exclusively to commercial developments, not to multi-unit residential development. Fee revenue must be used for TMD administration or program implementation in the district where it was collected, and fee revenue collected accrues to the cost center for the appropriate TMD within the Mass Transit Fund. The current approved fee rate is \$0.10 per square foot of gross floor area, and the rate has not changed since 2006.
- **Developer contributions.** Section 42A-6 of the County Code requires the owner of an office development to make an annual payment for ridesharing services if the office development: 1) is in a share-a-ride district; 2) participates in the share-a-ride program; and 3) obtains reduced parking requirements under section 59E-3.31 of the County Code. Ridesharing payments collected accrue to the cost center for the appropriate TMD within the Mass Transit Fund, but are not required to be used within the TMD in which they were collected. However, the revised Zoning Ordinance removed the types of parking reductions (including provisions from Section 59E-3.31 referenced above) that were a condition of making ridesharing payments. As a result, this revenue source will eventually phase out.

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<sup>1</sup> Through FY15, the Bethesda and Silver Spring TMDs received an annual transfer from their respective Parking Lot District (PLD) Funds. Beginning in FY16, in part based on recommendations of OLO Report 2015-5, the Executive restructured PLD funding with a series of measures that included eliminating PLD transfers to TMDs. The decrease in PLD funds was replaced with a commensurate increase from the Mass Transit Fund.

- **Parking meters, lots, and fines.** These revenues are collected in two TMDs (Greater Shady Grove and North Bethesda) that are not within an existing parking district. These parking revenues accrue to cost centers for the appropriate TMDs within the Mass Transit Fund, but are not required to be spent within the TMDs in which they were collected.
- **Grants.** The County receives annual State and Federal grant dollars from the Maryland Department of Transportation and from the Metropolitan Washington Council of Governments to fund the MTA Commuter Assistance grant and COG employer outreach grant, respectively. These grant funds are spent both within and outside of the TMDs and are accounted for in separate cost centers within the Grant Fund.

The CSS budget allocates funds for personnel and operating costs to support programs and services within each of the five TMDs, as well as other commuter services program areas. The other program expenditures include the cost of providing services to employers outside of TMDs, general administrative costs, the two grants programs where funding is spent both within and outside of TMDs, parking facility maintenance costs within the North Bethesda TMD, and services within the Wheaton Transportation Planning and Policy Area. Table 3 summarizes the total revenue by source and expenditures by program area for DOT's Commuter Services Section from FY12-FY16. The data show:

- Commuter Services programs, both within and outside of the TMDs, are largely funded through non-tax supported revenue. From FY12-FY15, actual commuter services revenue offset between 81-88% of actual annual expenditures. The FY16 budget projects revenues will offset nearly 70% of program expenditures.
- The largest revenue source is parking revenue collected in two TMDs (North Bethesda and Greater Shady Grove) that are not within a parking district.
- Around two-thirds of annual expenditures, \$2.2 million or 62% in FY16, are appropriated directly for programs and services within the five TMDs.
- Since FY12, TMD fee revenue covers between 28-41% of annual expenditures for direct TMD programs and services.

**Table 3. MCDOT Commuter Services Section Revenue and Expenditures, FY12-FY16**

Commuter Services Section	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Budgeted
<b>Revenue</b>					
Parking (lots, meters, fines)	\$1,203,242	\$1,080,818	\$1,209,496	\$1,198,337	\$1,066,385
TMD Fees	\$539,227	\$743,925	\$733,112	\$781,301	\$615,000
Grants	\$426,975	\$547,943	\$545,329	\$594,133	\$603,957
Developer Contributions	\$185,322	\$117,417	--	\$62,222	\$125,194
Miscellaneous	\$56,690	\$1,385	\$160	--	--
<b>Total Revenue</b>	<b>\$2,411,456</b>	<b>\$2,491,488</b>	<b>\$2,488,097</b>	<b>\$2,635,993</b>	<b>\$2,410,536</b>
<b>Expenditures</b>					
<b>TMD Programs and Services</b>	<b>\$1,775,900</b>	<b>\$1,858,767</b>	<b>\$1,784,942</b>	<b>\$1,959,131</b>	<b>\$2,171,527</b>
North Bethesda	\$522,859	\$528,045	\$526,004	\$543,833	\$603,239
Bethesda	\$639,977	\$643,108	\$653,487	\$661,248	\$664,429
Silver Spring	\$218,923	\$232,371	\$232,619	\$249,023	\$357,350
Friendship Heights	\$305,781	\$344,539	\$320,741	\$415,207	\$294,710
Greater Shady Grove	\$88,360	\$110,704	\$52,091	\$89,820	\$251,799
<b>Other Commuter Services</b>	<b>\$1,063,584</b>	<b>\$1,136,700</b>	<b>\$1,045,537</b>	<b>\$1,308,815</b>	<b>\$1,324,512</b>
North Bethesda (non-program)*	\$347,683	\$379,948	\$395,151	\$457,069	\$543,272
Vanpool Grant	\$371,378	\$340,964	\$329,836	\$371,033	\$372,070
COG Employer Outreach	\$205,716	\$207,258	\$215,493	\$223,106	\$231,237
Countywide Services	\$47,295	\$144,075	\$39,774	\$188,824	\$107,077
Wheaton	\$91,512	\$64,455	\$65,283	\$68,783	\$70,856
<b>Total Expenditures</b>	<b>\$2,839,484</b>	<b>\$2,995,467</b>	<b>\$2,830,479</b>	<b>\$3,267,946</b>	<b>\$3,496,039</b>

\*Includes costs for parking facility operations/maintenance and revenue collection in the North Bethesda TMD.

Source: MCG Business Intelligence database, MCDOT

**B. Transportation Management District Revenues and Expenditures, FY12-FY16**

This section examines the revenues and expenditures for each TMD. Individual TMD revenue sources are the same as listed in Table 3 above, excluding the grants. The primary TMD expenditures types are personnel costs and contracts and services. The personnel costs for each TMD are the salary and benefit costs for CSS staff. Since CSS staff coordinate programs across multiple TMDs, personnel costs associated with individual positions are allocated to multiple TMD and/or other commuter service programs.<sup>2</sup> The contracts and services expenditures in each TMD cover the personnel and operating costs for all programs that are contracted out to a transportation management organization or via task-order contracts.

<sup>2</sup> For example, in FY16 the personnel costs for the 1.0 FTE CSS Section Chief (Manager III) position are allocated across the five TMDs (ranging from 0.05 to 0.3 FTE per TMD) as well as the Countywide Services (0.09 FTE) and COG Employer Outreach (0.06 FTE) programs.

**1. North Bethesda TMD**

Table 4 shows actual and budgeted revenue and expenditures for the North Bethesda TMD from FY12 to FY16. The personnel costs reflect CSS staffing costs to oversee the Transportation Action Partnership (TAP) contract and to coordinate outreach events such as Bike to Work Day, Car Free Day, etc. In addition to personnel and contract costs, the expenditures include operations and maintenance costs for County-owned parking lots and street meters in the TMD.

Total TMD revenues exceeded expenditures each year from FY12-FY15 by an average of \$540,000, with parking fees and fines representing around 80% of annual revenue. Since parking revenue is not required to be spent in the TMD, the excess revenue accrues to the Mass Transit Fund.<sup>3</sup>

**Table 4. North Bethesda TMD Revenue and Expenditures, FY12-FY16**

	<b>FY12 Actual</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Budgeted</b>
<b>Revenue</b>	<b>\$1,539,016</b>	<b>\$1,442,832</b>	<b>\$1,439,724</b>	<b>\$1,436,754</b>	<b>\$1,198,900</b>
Parking Lots/Street Meters	\$634,744	\$641,823	\$626,311	\$350,997	\$564,020
Parking Fines	\$568,498	\$436,649	\$580,377	\$813,243	\$405,000
TMD Fees	\$152,099	\$362,975*	\$232,875	\$272,514	\$155,400
Developer Contributions	\$126,986	--**	--**	--**	\$74,480
Miscellaneous	\$56,690	\$1,385	\$160	--	--
<b>Expenditures</b>	<b>\$870,543</b>	<b>\$907,994</b>	<b>\$921,157</b>	<b>\$999,881</b>	<b>\$1,146,510</b>
CSS Personnel Costs	\$132,980	\$143,823	\$147,621	\$163,199	\$181,492
Contracts and Services	\$485,808	\$489,926	\$479,356	\$488,473	\$408,140
Parking Operations/Maintenance	\$251,756	\$274,245	\$294,180	\$348,209	\$430,128
All Other Operating Costs	--	--	--	--	\$126,750

\*MCDOT reports that in FY13, TMD fee revenue for Friendship Heights was incorrectly allocated to the North Bethesda TMD Cost Center. The fee revenue accounting process was subsequently changed to prevent that type of error from occurring again.

\*\*MCDOT reports that the Developer Contribution revenue in FY13-15 appears to have been incorrectly allocated and that this process is being reviewed to avoid future errors.

Source: MCG Business Intelligence database

Table 5 shows annual expenditures from FY12-FY16 for TAP, the contracted transportation management organization that manages the North Bethesda TMD. Overall, about three-quarters of TAP's annual expenditures are for personnel costs.

<sup>3</sup> According to MCDOT, when parking charges were established in the North Bethesda TMD it was with an understanding with the business community that those new revenues would be used to support programs and services in the TMD. While not a legal requirement, MCDOT has endeavored to adhere to this understanding.

**Table 5. Transportation Action Partnership Actual and Budgeted Expenditures, FY12-FY16**

Expenditure Detail	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Budgeted
TAP Personnel/Staffing	\$378,723	\$361,324	\$367,418	\$365,168	\$390,249
Promotion/Marketing/Evaluation	\$48,330	\$61,346	\$51,629	\$57,556	\$56,350
Rent/Parking	\$31,502	\$31,664	\$31,557	\$32,098	\$32,812
Office Operations	\$21,814	\$26,675	\$19,958	\$25,349	\$27,898
Insurance/Accounting/Legal	\$5,439	\$8,917	\$8,794	\$8,302	\$10,500
<b>Total Expenditures</b>	<b>\$485,808</b>	<b>\$489,926</b>	<b>\$479,356</b>	<b>\$488,473</b>	<b>\$517,809</b>

Source: Transportation Action Partnership

## 2. Bethesda TMD

Table 6 shows actual and budgeted revenue and expenditures for the Bethesda TMD from FY12 to FY16. The personnel costs reflect CSS staffing costs to oversee the Bethesda Transportation Solutions (BTS) contract and to coordinate outreach events such as Bike to Work Day, Car Free Day, etc. During this period, TMD-related revenue typically covered about 30% of annual expenditures with TMD fees accounting for the majority.

**Table 6. Bethesda TMD Revenue and Expenditures, FY12-FY16**

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Budgeted
<b>Revenue</b>	<b>\$187,048</b>	<b>\$246,271</b>	<b>\$188,438</b>	<b>\$191,405</b>	<b>\$205,400</b>
TMD Fees	\$128,712	\$128,854	\$188,438	\$129,183	\$155,400
Developer Contributions	\$58,336	\$117,417	\$0*	\$62,222	\$50,000
<b>Expenditures</b>	<b>\$639,978</b>	<b>\$643,108</b>	<b>\$653,487</b>	<b>\$661,248</b>	<b>\$664,429</b>
CSS Personnel Costs	\$82,759	\$80,163	\$92,092	\$98,023	\$94,981
Contracts and Services	\$557,093	\$562,505	\$561,377	\$563,221	\$569,448
All Other Operating Costs	\$125	\$440	\$18	\$3	--

\*DOT reports that the Developer Contribution revenue in FY14 appears to have been incorrectly allocated and notes that this process is being reviewed to avoid future errors.

Source: MCG Business Intelligence database

Table 7 shows annual expenditures from FY12-FY16 for BTS, the contracted transportation management organization that manages the TMD. Overall, about 70% of BTS' annual expenditures are for personnel costs. BTS staff notes that the actual General and Administrative costs in FY14 and FY15 were greater than the amount budgeted for the Bethesda TMD due to increases in staff costs (modest salary increases to retain quality tenured full time employees, health insurance increases) and occupancy (office rent increases). As a result, the actual expenditures reflect assistance from the Bethesda Urban Partnership budget to address these administrative expenses.

**Table 7. Bethesda Transportation Solutions Actual and Budgeted Expenditures, FY12-FY16**

Expenditure Detail	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Budgeted
<b>General &amp; Administrative</b>	<b>\$510,156</b>	<b>\$503,852</b>	<b>\$522,457</b>	<b>\$538,208</b>	<b>\$501,448</b>
BTS Staff Costs	\$364,285	\$371,944	\$385,404	\$399,559	\$364,503
Occupancy	\$85,012	\$77,264	\$80,170	\$82,920	\$80,145
Administration	\$55,558	\$54,644	\$54,883	\$54,524	\$72,800
Fixed Asset Purchases	\$5,301	---	\$2,000	\$1,205	\$4,000
<b>TMD – Direct/Deliverables</b>	<b>\$35,256</b>	<b>\$44,904</b>	<b>\$40,005</b>	<b>\$41,555</b>	<b>\$31,792</b>
Marketing	--	--	--	--	\$15,000
Advertising	--	--	--	--	\$10,000
Info. Gathering/Evaluation	--	--	--	--	\$1,792
Signage	--	--	--	--	\$5,000
<b>Total Expenditures</b>	<b>\$545,412</b>	<b>\$548,756</b>	<b>\$562,462</b>	<b>\$579,763</b>	<b>\$553,240</b>

Source: Bethesda Transportation Solutions

### 3. Friendship Heights TMD

Table 8 shows actual and budgeted revenue and expenditures for the Friendship Heights TMD from FY12 to FY16. Friendship Heights only receives revenue from TMD fees, which cover 30-40% of annual expenditures. Actual expenditures increased by nearly 30% from FY14 to FY15, and are budgeted to decrease by about 30% from FY15 to FY16.

**Table 8. Friendship Heights TMD Revenue and Expenditures, FY12-FY16**

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Budgeted
<b>Revenue</b>	<b>\$117,348</b>	<b>\$0*</b>	<b>\$99,854</b>	<b>\$117,748</b>	<b>\$125,400</b>
TMD Fees	\$117,348	\$0*	\$99,854	\$117,748	\$125,400
<b>Expenditures</b>	<b>\$305,781</b>	<b>\$344,419</b>	<b>\$320,741</b>	<b>\$415,207</b>	<b>\$294,710</b>
CSS Personnel Costs	\$269,949	\$295,529	\$279,275	\$309,799	\$262,120
Contracts and Services	\$29,159	\$42,535	\$26,800	\$86,890	\$14,190
All Other Operating Costs	\$6,673	\$6,355	\$14,667	\$18,518	\$18,400

\*MCDOT reports that in FY13, TMD fee revenue for Friendship Heights was incorrectly allocated to the North Bethesda TMD Cost Center. The fee revenue accounting process was subsequently changed to prevent that type of error from occurring again.

Source: MCG Business Intelligence database

#### 4. Silver Spring TMD

Table 9 shows actual and budgeted revenue and expenditures for the Silver Spring TMD from FY12 to FY16. Silver Spring only receives revenue from TMD fees, which cover 20-30% of annual expenditures. Expenditures are budgeted to increase by 44% from FY15 to FY16.

**Table 9. Silver Spring TMD Revenue and Expenditures, FY12-FY16**

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Budgeted
<b>Revenue</b>	<b>\$42,397</b>	<b>\$43,502</b>	<b>\$41,573</b>	<b>\$72,780</b>	<b>\$58,400</b>
TMD Fees	\$42,397	\$43,502	\$41,573	\$72,780	\$58,400
<b>Expenditures</b>	<b>\$218,923</b>	<b>\$232,371</b>	<b>\$232,619</b>	<b>\$249,023</b>	<b>\$357,350</b>
CSS Personnel Costs	\$180,150	\$151,614	\$133,877	\$158,062	\$277,520
Contracts and Services	\$1,677	\$43,011	\$40,257	\$44,261	\$9,330
All Other Operating Costs	\$37,096	\$37,746	\$58,485	\$46,699	\$70,500

Source: MCG Business Intelligence database

#### 5. Greater Shady Grove TMD

Table 10 shows actual and budgeted revenue and expenditures for the Greater Shady Grove TMD from FY12 to FY16. The TMD receives its primary revenue from TMD fees, although revenue from on-street parking meters is increasing. From FY12 through FY15, actual TMD fee revenue exceeded TMD expenditures by \$325,739, or \$81,435 per year on average.

While TMD fees are required by law to be spent in the same district they were collected, MCDOT reports that to date there is not a budget line-item or mechanism in the County’s financial system showing year-to-year carry-over of TMD fees. Specifically, MCDOT notes: “Any revenue that is not expended in the fiscal year returns to the Mass Transit Fund. Currently there is no way to account for any carryover revenue is a specific line item in the budget. We have requested that Finance make the appropriate changes to the ERP to allow this budget line-item.”

**Table 10. Greater Shady Grove TMD Revenue and Expenditures, FY12-FY16**

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Budgeted
<b>Revenue</b>	<b>\$98,671</b>	<b>\$210,939</b>	<b>\$173,180</b>	<b>\$223,173</b>	<b>\$217,765</b>
TMD Fees	\$98,671	\$208,594	\$170,372	\$189,077	\$120,400
Parking (street meters)	--	\$2,345	\$2,808	\$34,097	\$97,365
<b>Expenditures</b>	<b>\$88,360</b>	<b>\$110,703</b>	<b>\$52,092</b>	<b>\$89,820</b>	<b>\$251,799</b>
CSS Personnel Costs	--	\$7,035	\$7,172	\$7,707	\$113,679
Contracts and Services	\$87,000	\$102,468	\$43,701	\$80,844	\$122,750
All Other Operating Costs	\$1,360	\$1,200	\$1,218	\$1,270	\$15,370

Source: MCG Business Intelligence database

## **Chapter 4. Transportation Management District Performance Measures and Outcomes**

County law establishes four broad goals for transportation management districts in Montgomery County: increase transportation capacity, reduce traffic congestion, reduce air and noise pollution, and promote traffic safety and pedestrian access. (While not listed in the Code, Commuter Services has added bicycle access to this basic list.) The County's approved Subdivision Staging Plan, master plans, and sector plans also create specific targets for commuting modes in each TMD.

To measure progress against these goals and targets, the Commuter Services Section (CSS) conducts an annual commuter survey and maintains TMD program and activity data. Additionally, CSS collects and submits data to the Metropolitan Washington Council of Governments (MWCOG) Commuter Connections program for regional emissions reduction goals. This chapter reviews current and historical data and performance measures, and is organized as follows:

- **Part A** reviews commuter survey data for each TMD and assesses performance against mode share goals and other indicators of transportation capacity and traffic congestion;
- **Part B** summarizes Commuter Services Section program activity and output data, including program outreach efforts and implementation of traffic control measures; and
- **Part C** outlines regional data from MWCOG on emissions reductions from transportation management programs that incorporates impacts from Montgomery County's TMD programs.

**Note on TMD performance reporting structure.** As detailed in Chapter 1, the County Code requires a biennial report on the performance and activities within each TMD. MCDOT (or the contracted transportation management organization in Bethesda and North Bethesda) is required to develop these reports and the County Executive must forward them to the Council by March 1 of each odd-numbered year. The biennial reports must include information and data on several topics, including employee commuting patterns, auto occupancy rates, transit use and availability.

In recent years, the Bethesda TMD – via contractor Bethesda Transportation Solutions (BTS) – is the only TMD that has met this requirement to produce and publish a biennial report. The most recent report for the Bethesda TMD was published in April 2014 covering FY12-FY13, and the BTS website publishes biennial reports going back to FY06.<sup>1</sup> The most recent biennial reports for other TMDs that MCDOT was able to provide to OLO were published in 2004 (for the Silver Spring and Friendship Heights TMDs).

CSS staff report that staffing and budget issues, in particular reductions during the recession, impaired their ability to consistently produce the annual reports as required. However, as of this writing CSS states that reports are currently in production for each TMD with plans to meet the biennial production schedule required by the County Code going forward.

CSS does regularly provide outcome data and summaries to the TMD advisory committees, the County Executive and Executive Branch staff, and Councilmembers and Council staff as requested, and also provides data to the State of Maryland and MWCOG as required by grant agreements. CSS does not regularly publish and update outcome and performance data on its website, nor do MCDOT's CountyStat performance measures include any data on the TMDs.

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<sup>1</sup> <http://www.bethesdatransit.org/bethesda/reports>

## **A. Mode Share Performance Measures**

This section reviews the performance in each TMD against specific mode share goals and other transportation management indicators, described below, via MCDOT's annual commuter survey data from 2006 to 2015.<sup>2</sup> The goals for each TMD are established in approved master or sector plans and/or the County Council's Subdivision Staging Policy (formerly the Annual Growth Policy). For each TMD, the following four data points are analyzed:

**Non-Auto Driver Mode Share (NADMS).** Each TMD has at least one NADMS goal for employees commuting into the TMD during the peak commute period in all and/or part of the TMD (several have multiple NADMS goals), and MCDOT collects data annually to measure performance against those goals. "Non-auto drivers" refers to commuters who travel to work by means other than driving, including public transit, riding in a carpool or vanpool, walking, bicycling, teleworking, and a compressed schedule day off. "Auto drivers" refers to commuters who drive alone or who drive a carpool or vanpool. While DOT collects modal split data for several different time periods, it uses data for the "Weekday Modal Split – Out of Office Meeting Removed (Monday-Friday) by 2-Hour Peak Period Commute (7:00am-8:59am)" as the official NADMS measurement for comparing against the performance target. MCDOT has made changes over the years to refine its data collection and analysis, which should be kept in mind when looking at NADMS data over time.

**Transit Use.** In addition to NADMS, four of the County's TMD's have a separate goal for transit use during the peak period commute for all or part of the TMD. Transit use includes those who commute by train (Metrorail, MARC, or VRE) or bus (Ride-On, Metrobus, or Commuter bus). As with NADMS, MCDOT uses the "Weekday Modal Split – Out of Office Meeting Removed (Monday-Friday) by 2-Hour Peak Period Commute (7:00am-8:59am)" as the official transit use measurement for comparing against the performance target.

**Average Auto Occupancy (AAO).** The AAO refers to the average number of people per vehicle, where an AAO of one is a solo driver and an AAO of two is a driver with one passenger. AAO helps measure how well a TMD is doing to reduce single occupancy vehicles in favor of carpooling and vanpooling.

**Average Travel Time.** Using survey data on the average time it takes commuters in a TMD to get to work and the average number of miles they travel, OLO calculated the average commute time in minutes for every mile traveled. The travel time and distance data in the survey covers all commute modes, including both commute data that could change due to TMD programs (e.g., car or bus trips taking less time due to lower levels of traffic congestion) and data that would not change (e.g., travel time between two metrorail stations). As a result, average travel time is not a direct performance measure but instead an indicator of whether changes in commute modes impact the typical travel time within a TMD.

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<sup>2</sup> CSS conducts the survey each Spring, but the 2012 survey was delayed until the Fall. As a result, CSS waited until the Spring of 2014 for the next survey to avoid conducting two surveys in a single 12 month period so there was no survey in calendar year 2013.

**1. Bethesda TMD**

The 1994 Bethesda Central Business District (CBD) Sector Plan created a 37% NADMS goal for employees working within the Bethesda TMD. At the time of sector plan approval, the NADMS for Bethesda was 27%. The 37% goal has been re-affirmed on multiple occasions, most recently in the Council’s approved 2012-2016 Subdivision Staging Policy. While not referenced in the Staging Policy, the Sector Plan also includes a goal of 26% transit use for employees within the TMD. The Staff Draft of the Bethesda Downtown Plan (which will replace the Bethesda CBD Plan) currently under review by the Planning Board recommends increasing the NADMS to 50% and applying that new goal to both employees and residents within the TMD.

**NADMS and Transit Use Performance.** In 2015, the NADMS percent for the Bethesda TMD was 38%, just above the 37% performance goal and a 4% increase from 2014. The most recent three-year NADMS rolling average (which helps smooth out year-to-year fluctuation) for the Bethesda TMD is also 38%. The transit use percent in the TMD exceeded the 26% performance goal both for 2015 (28%) and the three-year rolling average (29%).

Table 11 shows the current and three-year average NADMS and transit use data compared to the performance goal and the 1994 baseline measurements percent for the Bethesda TMD, while Charts 13 and 14 (on the next page) show the actual NADMS and transit use percent measurements each year from 2006 to 2015.

**Table 11. Bethesda TMD Mode Share Performance Data**

	<b>Performance Goal</b>	<b>Baseline</b>	<b>Current</b>	<b>3-year Avg.</b>
NADMS %	<b>37%</b>	27% (1994)	38% (2015)	38% (2012-15)
Transit Use %	<b>26%</b>	16% (1994)	28% (2015)	29% (2012-15)

Source: MCDOT Annual Commuter Surveys

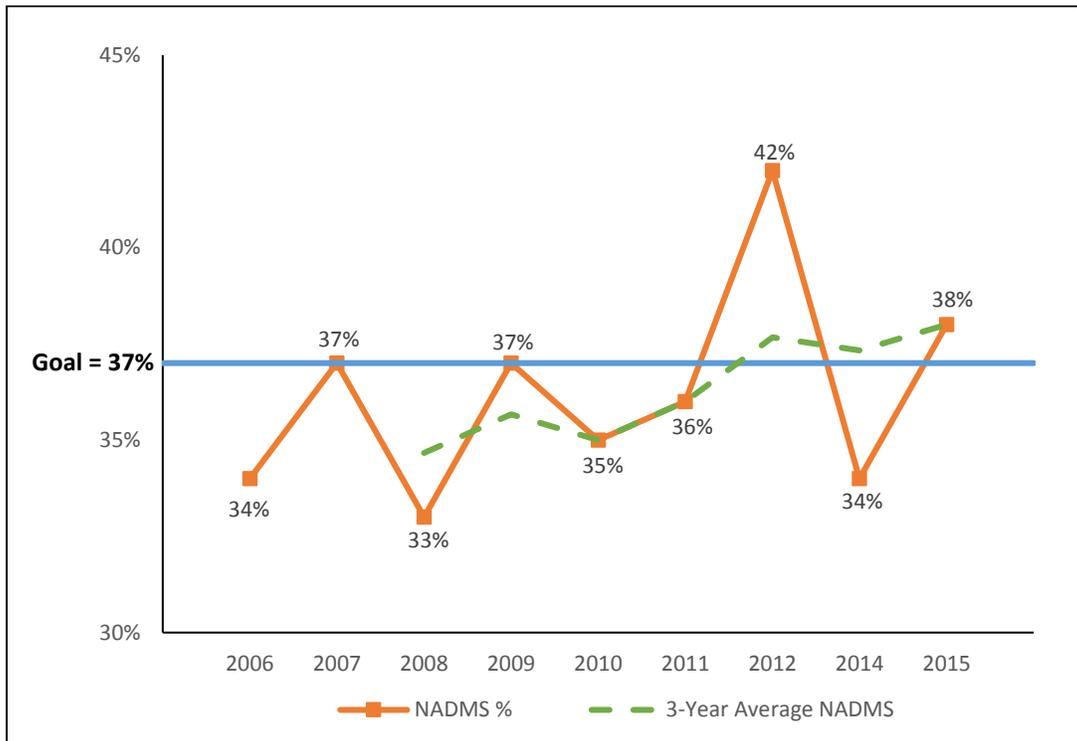
**Average Auto Occupancy (AAO) and Travel Time.** Table 12 below uses data from the annual Commuter Survey to show the AAO and the average commute time within the Bethesda TMD. The AAO reflects those who commute in a car or van, and the BTS FY12-13 Biennial Report notes that “Since the majority of commuters still travel alone in cars, the typical figure is quite low, and upward movement in this rate usually occurs slowly and in small increments.” The travel time covers all commuting modes, and is shown as the average minutes it takes to travel one mile. For both of these measures, the data show some fluctuations from year to year but little to no changes over time.

**Table 12. Bethesda TMD AAO and Travel Time**

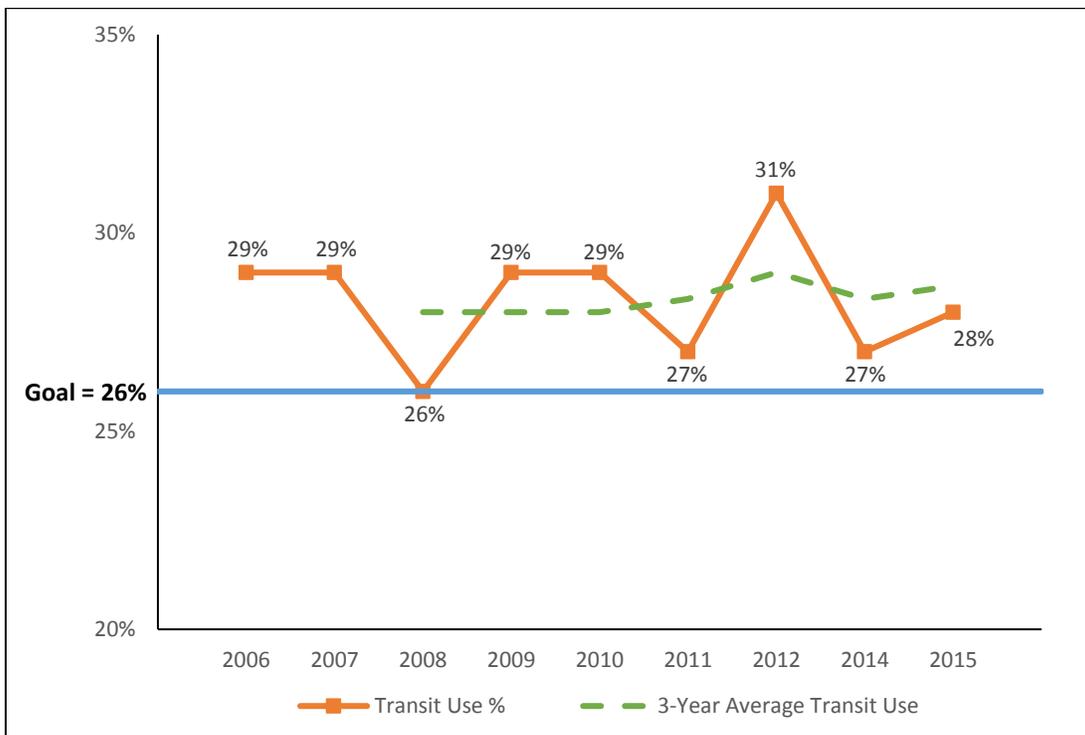
	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2014</b>	<b>2015</b>
Average Auto Occupancy (persons/vehicle)	1.03	1.04	1.03	1.04	1.04	1.03	1.04	1.02	1.03
Average Travel Time (minutes/mile)	2.6	2.7	2.5	2.6	2.6	2.7	2.8	2.7	3.1

Source: MCDOT Annual Commuter Surveys

**Chart 13. Bethesda TMD Peak Period NADMS Performance, 2006-2015**



**Chart 14. Bethesda TMD Peak Period Transit Use Performance, 2006-2015**



**2. North Bethesda TMD**

The North Bethesda TMD has two mode share goals for employees commuting into the TMD, one for the entire TMD and one for the White Flint Sector Plan sub-area within the TMD. The 1992 North Bethesda/Garrett Park Master Plan established a 39% NADMS goal and 16% transit use goal for employees commuting into North Bethesda. At the time of the Master Plan approval, the NADMS was 15%. The 39% goal has been re-affirmed on multiple occasions, most recently in the Council’s approved 2012-2016 Subdivision Staging Policy. The North Bethesda TMD also has a NADMS goal of 30% for residents commuting out from the TMD to jobs.

The 2010 White Flint Sector Plan (a comprehensive amendment to the North Bethesda/Garrett Park Master Plan) established an ultimate NADMS goal for that sub-area of 50%, to be achieved in three stages. The NADMS for each stage, along with several other non-mode share criteria, must be met before development can proceed to the next stage. Stage one requires a 34% NADMS, stage two requires a 42% NADMS, and the 50% goal applies to stage three. At the time of Sector Plan approval, the NADMS was 26%. Overall development within the White Flint Sector Plan is currently in stage one. The plan also includes a goal of 51% NADMS for employed residents of the plan area commuting out of the TMD to jobs to be achieved during stage three.

**NADMS and Transit Use Performance.** In 2015, the NADMS for the North Bethesda TMD was 28%, 11% below the goal. The most recent NADMS three-year rolling average (which helps smooth out year-to-year fluctuation) for the North Bethesda TMD is 26%. The transit use percent in the TMD is just below the 16% performance goal both for 2015 (15%) and the three-year rolling average (14%). For the White Flint Sector Plan sub-area, the 2015 NADMS was 41% and the three-year rolling average was 35% - both exceeding the 34% goal for stage one.

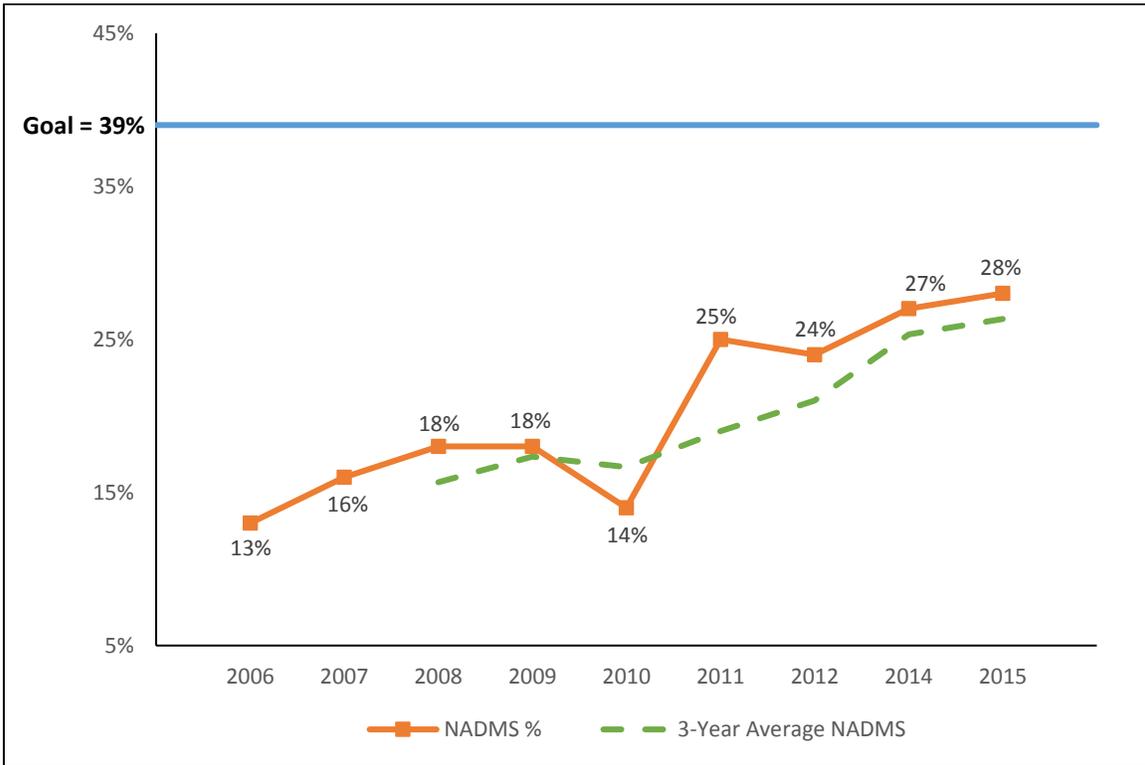
Table 15 shows the current and three-year average NADMS and transit use data compared to the performance goal and the baseline measurements for both the entire North Bethesda TMD and the White Flint Sector Plan sub-area. Charts 16 and 17 (on the next page) show the actual NADMS and transit use percent measurements for the entire TMD each year from 2006 to 2015, while Chart 18 (on page 35) shows the 2011-2015 actual NADMS measurements for the White Flint Sub-Area.

**Table 15. North Bethesda TMD Mode Share Performance Data**

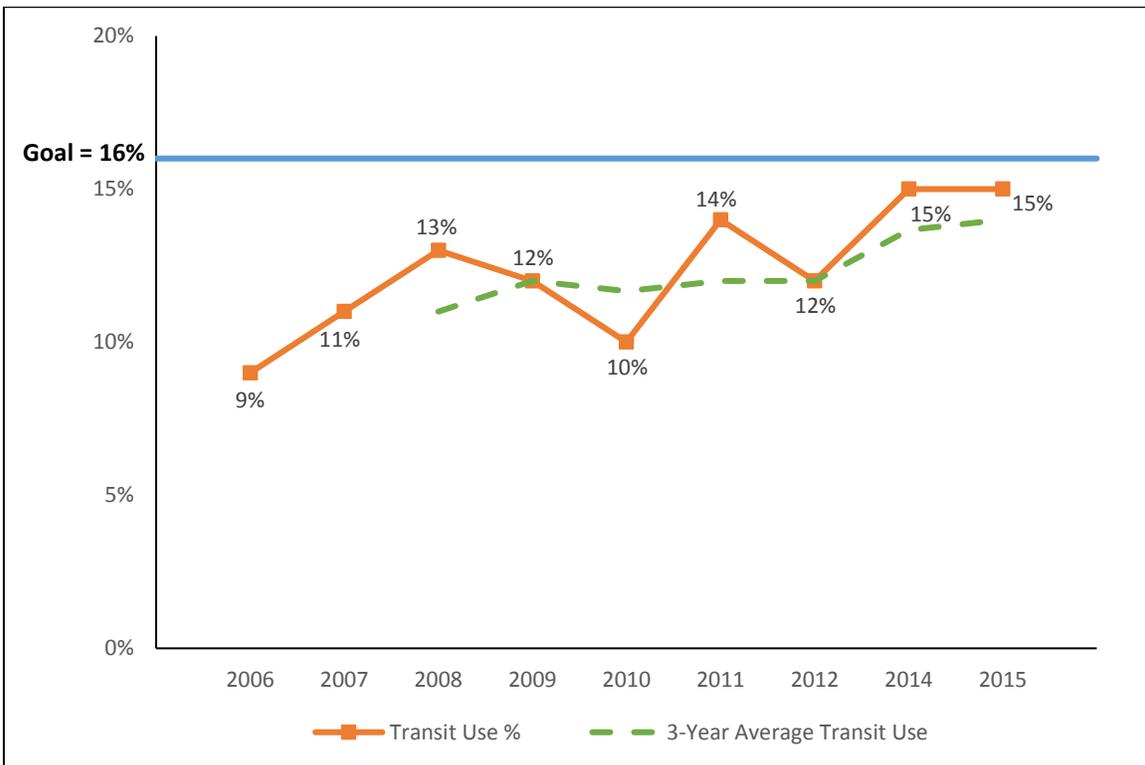
	<b>Performance Goal</b>	<b>Baseline</b>	<b>Current</b>	<b>3-year Avg.</b>
<b>Entire North Bethesda TMD</b>				
NADMS %	<b>39%</b>	15% (1992)	28% (2015)	26% (2012-15)
Transit Use %	<b>16%</b>	8% (1992)	15% (2015)	14% (2012-15)
<b>White Flint Sector Plan Sub-Area</b>				
NADMS %	<b>34% (Stage 1)</b>	26% (2010)	41% (2015)	35% (2012-15)
Transit Use %	--	--	28% (2015)	22% (2012-15)

Source: MCDOT Annual Commuter Surveys

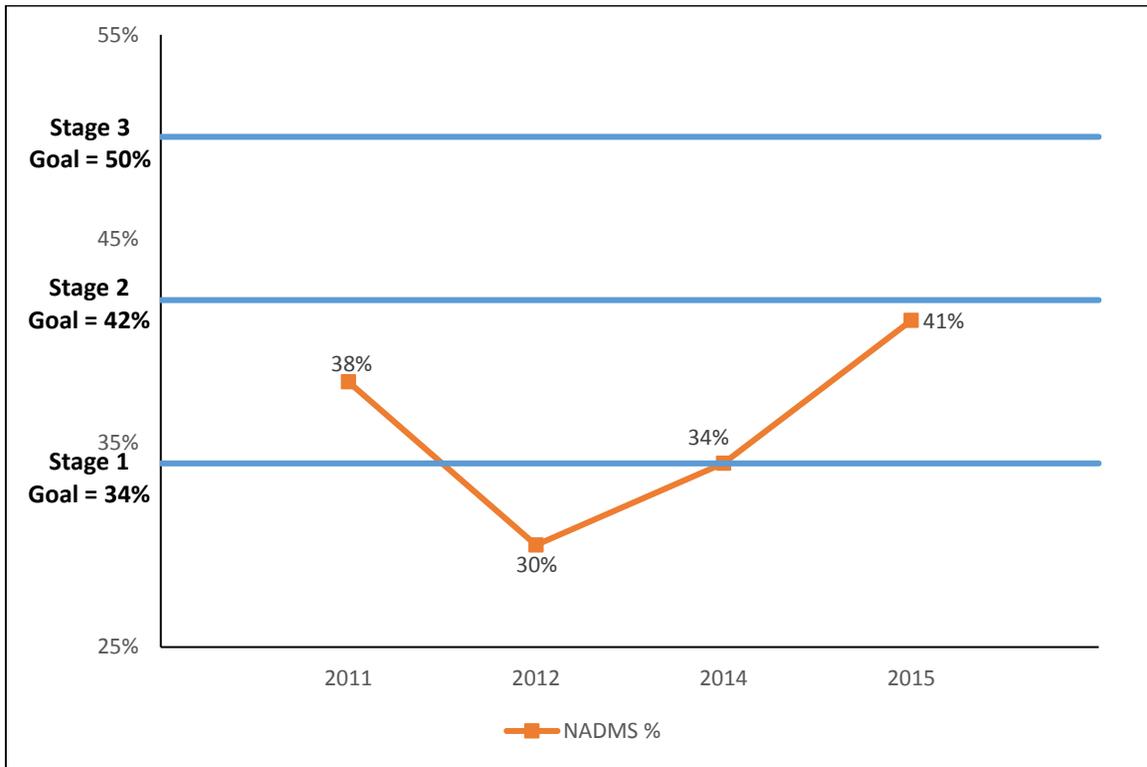
**Chart 16. North Bethesda TMD Peak Period NADMS Performance, 2006-2015**



**Chart 17. North Bethesda TMD Peak Period Transit Use Performance, 2006-2015**



**Chart 18. North Bethesda TMD, White Flint Sector Plan Sub-Area Peak Period NADMS Performance, 2011-2015**



**Average Auto Occupancy (AAO) and Travel Time.** Table 19 below uses data from the annual Commuter Survey to show the AAO and the average commute time within the North Bethesda TMD. The AAO reflects those who commute in a car or van. The travel time covers all commuting modes, and is shown as the average minutes it takes to travel one mile. For both of these measures, the data show some fluctuations from year to year but little to no changes over time.

**Table 19. North Bethesda TMD AAO and Travel Time**

	2006	2007	2008	2009	2010	2011	2012	2014	2015
Average Auto Occupancy (persons/vehicle)	1.04	1.04	1.04	1.04	1.03	1.05	1.03	1.02	1.03
Average Travel Time (minutes/mile)	2.1	2.2	2.2	2.4	2.2	2.2	2.3	2.3	2.4

Source: MCDOT Annual Commuter Surveys

### 3. Friendship Heights TMD

The 1998 Friendship Heights Sector Plan created a 39% NADMS goal for employees working within the Friendship Heights TMD. At the time of sector plan approval, the NADMS for Friendship Heights was 34%. The 39% goal has been re-affirmed on multiple occasions, most recently in the Council's approved 2012-2016 Subdivision Staging Policy. The Friendship Heights TMD does not have a transit use goal.

**NADMS Performance, 2006-2015.** In 2015, the NADMS percent for the Friendship Heights TMD was 39% - right at the performance goal. The most recent three-year NADMS rolling average (which helps smooth out year-to-year fluctuation) for the Friendship Heights TMD is 41%. The transit use percent in the TMD was 27% in 2015 with a three-year rolling average 29%.

Table 20 shows the current and three-year average NADMS and transit use data compared to the performance goal and the 1998 baseline measurements percent for the Friendship Heights TMD, while Chart 22 (on the next page) shows the actual NADMS percent measurements each year from 2006 to 2015. The NADMS percent decreased substantially from 2007-09, but has mostly increased since.

**Table 20. Friendship Heights TMD Mode Share Performance Data**

	Performance Goal	Baseline	Current	3-year Avg.
NADMS %	39%	34% (1998)	39% (2015)	41% (2012-15)
Transit Use %	--	--	27% (2015)	29% (2012-2015)

Source: MCDOT Annual Commuter Surveys

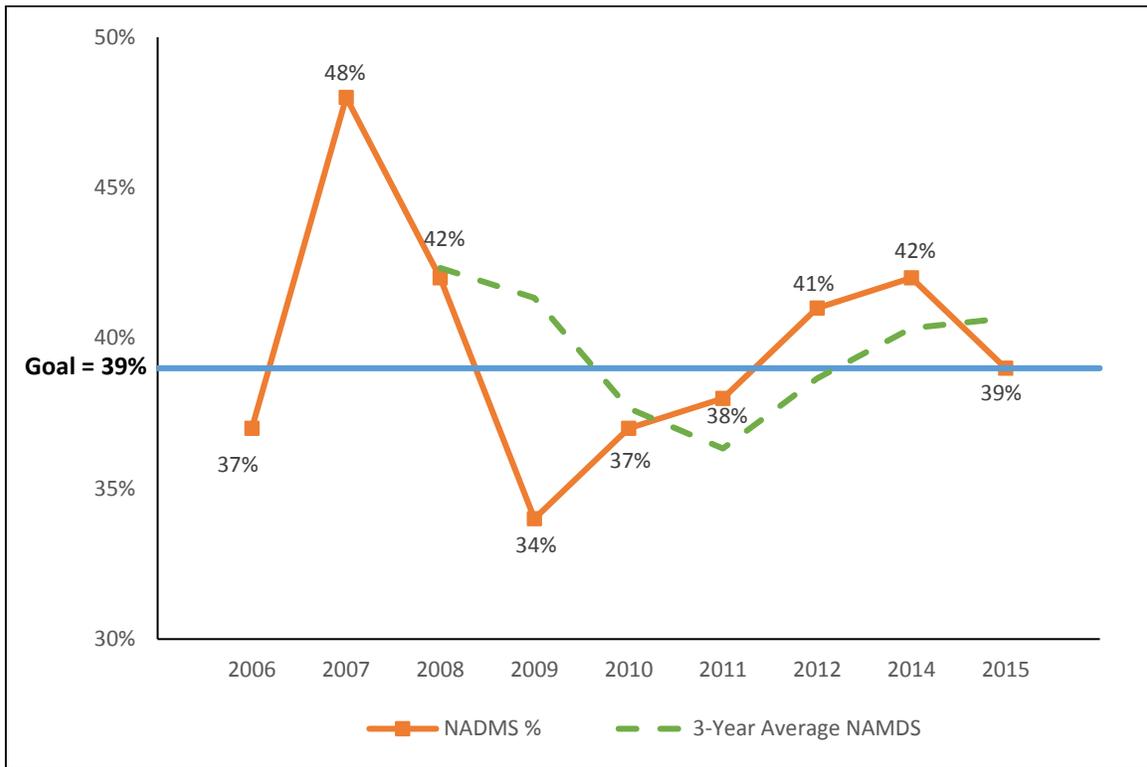
**Average Auto Occupancy (AAO) and Travel Time.** Table 21 uses data from the annual Commuter Survey to show the AAO and the average commute time within the Friendship Heights TMD. The AAO reflects those who commute in a car or van. The travel time covers all commuting modes, and is shown as the average minutes it takes to travel one mile. For both of these measures, the data show some fluctuations from year to year but little to no changes over time.

**Table 21. Friendship Heights TMD AAO and Average Travel Time**

	2006	2007	2008	2009	2010	2011	2012	2014	2015
Average Auto Occupancy (persons/vehicle)	1.11	1.08	1.06	1.08	1.09	1.10	1.08	1.07	1.09
Average Travel Time (minutes/mile)	2.2	2.5	2.4	2.3	2.2	2.4	2.6	2.7	2.8

Source: MCDOT Annual Commuter Surveys

**Chart 22. Friendship Heights TMD Peak Period NADMS, 2006-2015**



**4. Greater Shady Grove TMD**

The Shady Grove TMD also has mode share goals for two different sections of the TMD (the Shady Grove Sector Plan area and the Great Seneca Science Corridor Master Plan Life Sciences Center area), but does not have a mode share goal for the entire TMD. The lack of an overall goal is in part due to the fact that the TMD boundaries include portions of the cities of Gaithersburg and Rockville, but neither city currently participates in the TMD.

The 2006 Shady Grove Sector Plan establishes a transit ridership goal of 35% for residents in the Shady Grove Policy Area, 25% for residents elsewhere in the Sector Plan, and 12.5% for employees of office developments traveling to work. There are no specific NADMS goals provided.

The 2010 Great Seneca Science Corridor Master Plan establishes an ultimate 30% NADMS goals for the Life Sciences Center sub-area within the TMD, to be achieved in stages along with development. The NADMS for each stage, along with several other non-mode share criteria, must be met before development can proceed to the next stage. Stage one requires an 18% NADMS, stage two requires a 23% NADMS, and the 28% goal applies to stage three. At the time of Master Plan approval, the NADMS for the Life Sciences Center area was 16%.

**NADMS Performance, 2011-2015.** In 2015, the NADMS for the entire Greater Shady Grove TMD was 15% and the transit use for employees who work in the TMD was 6%. The annual commuter survey did not collect data on mode share for residents within the TMD, only for employees. For the Life Sciences Center sub-area, the NADMS in 2015 was 14% - 4% below the performance goal for Stage 1 – with a three-year rolling average of 15%.

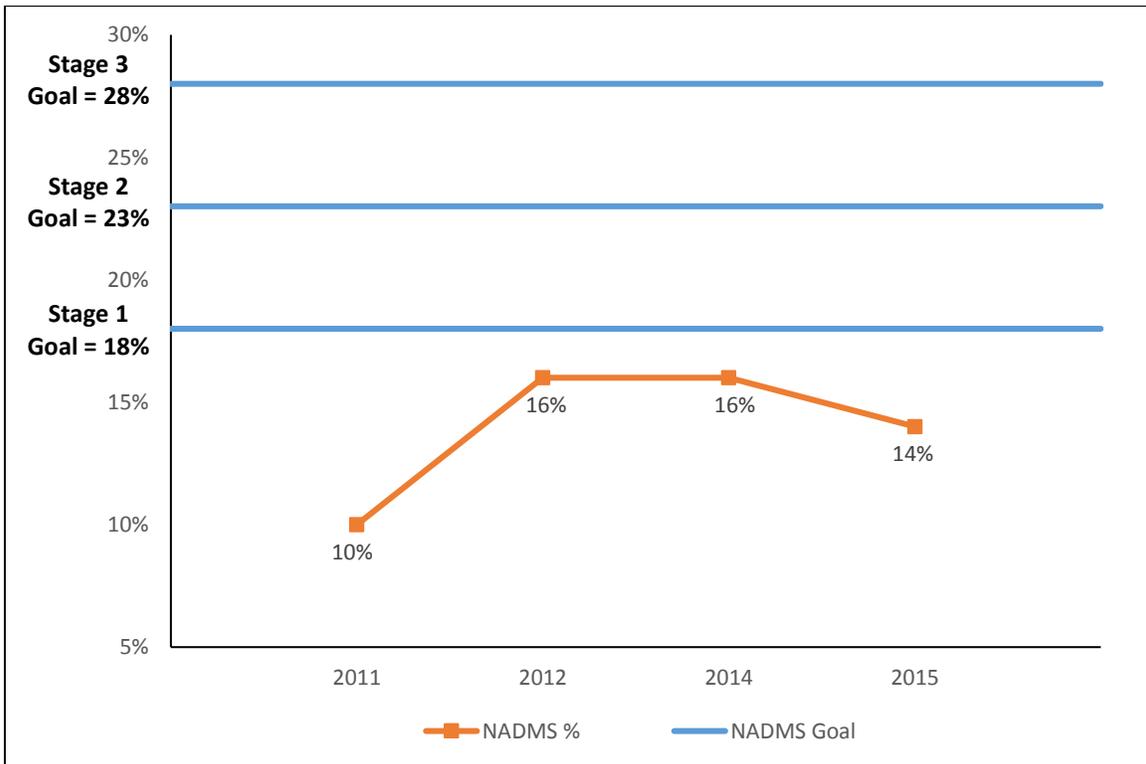
Table 23 shows the current and three-year average NADMS and transit use data for the entire TMD and the Life Sciences Center sub-area, while Chart 24 shows the actual NADMS percent measurements for the Life Sciences Center sub-area each year from FY11-FY15.

**Table 23. Greater Shady Grove TMD Mode Share Performance Data**

	Performance Goal	Baseline	Current	3-year Avg.
<b>Shady Grove Sector Plan Sub-Area</b>				
NADMS %	--	--	15% (2015)	16% (2012-15)
Transit Use %	<b>12.5%</b>	--	7% (2015)	6% (2012-15)
<b>Life Sciences Center Sub-Area</b>				
NADMS %	<b>18% (Stage 1)</b>	16% (2010)	14% (2015)	15% (2012-15)
Transit Use %	--	--	7% (2015)	8% (2012-15)

Source: MCDOT Annual Commuter Surveys

**Chart 24. Life Sciences Center Peak Period NADMS Performance, 2011-2015**



**Average Auto Occupancy (AAO) and Travel Time.** Table 25 below uses data from the annual Commuter Survey to show the AAO and the average commute time within the Greater Shady Grove TMD. The AAO reflects those who commute in a car or van. The travel time covers all commuting modes, and is shown as the average minutes it takes to travel one mile. For both of these measures, the data show some fluctuations from year to year but little to no changes over time.

**Table 25. Greater Shady Grove TMD AAO and Average Travel Time**

	2011	2012	2014	2015
Average Auto Occupancy (persons/vehicle)	1.05	1.03	1.03	1.01
Average Travel Time (minutes/mile)	1.9	2.0	2.0	2.1

Source: MCDOT Annual Commuter Surveys

### 5. Silver Spring TMD

The 2000 Silver Spring CBD Sector Plan includes a goal “to achieve a combination of transit use, ridesharing, bicycling, and walking so that no more than 50 percent of CBD employees in new development ride to work.” The County Council’s approved 2012-2016 Subdivision Staging Policy provides more specific mode share goals for the Silver Spring TMD that differ for existing and new nonresidential development. Specifically:

- For employers with 25 or more employees, attain 25% mass transit use and auto occupancy rates of 1.3 persons per vehicle during the peak periods, or attain any combination of employee mode choice that results in at least 46% non-drivers during the peak period.
- For new nonresidential development, attain 30% mass transit use and auto occupancy rates of 1.3 persons per vehicle during peak periods or attain any combination of employee mode choice that results in 50% non-drivers during the peak periods.

The FY99-FY02 Activities and Performance Report for the Silver Spring TMD notes a peak period NADMS of 39% and transit use of 26% in 1997.

**NADMS and Transit Use Performance.** In 2015 the NADMS for the Silver Spring TMD was 53%, 7% above the goal and a 14% increase from 2014.<sup>3</sup> The most recent three-year NADMS rolling average (which helps smooth out year-to-year fluctuation) for the Silver Spring TMD is 49%. The transit use percent in the TMD was 38% in 2015 and the three-year rolling average was 34%, both exceeding the performance goal of 25%.

<sup>3</sup> MCDOT notes that National Oceanic and Atmospheric Administration (NOAA) did not participate in the annual commuter survey in 2014 due to a change in the employer point-of-contact. MCDOT believes that this impacted the 2014 mode share results since NOAA is both a large employer and provides transit subsidies to its employees.

Table 26 shows the current and three-year average NADMS and transit use data compared to the performance goal and the 1997 baseline measurements for the Silver Spring TMD, while Charts 28 and 29 (on the next page) show the actual NADMS and transit use percent measurements each year from 2006 to 2015.

**Table 26. Silver Spring TMD Mode Share Performance Data**

	<b>Performance Goal</b>	<b>Baseline</b>	<b>Current</b>	<b>3-year Avg.</b>
NADMS %	<b>46%</b>	39% (1997)	53% (2015)	49% (2012-15)
Transit Use %	<b>25%</b>	26% (1997)	38% (2015)	34% (2012-15)

Source: MCDOT Annual Commuter Surveys

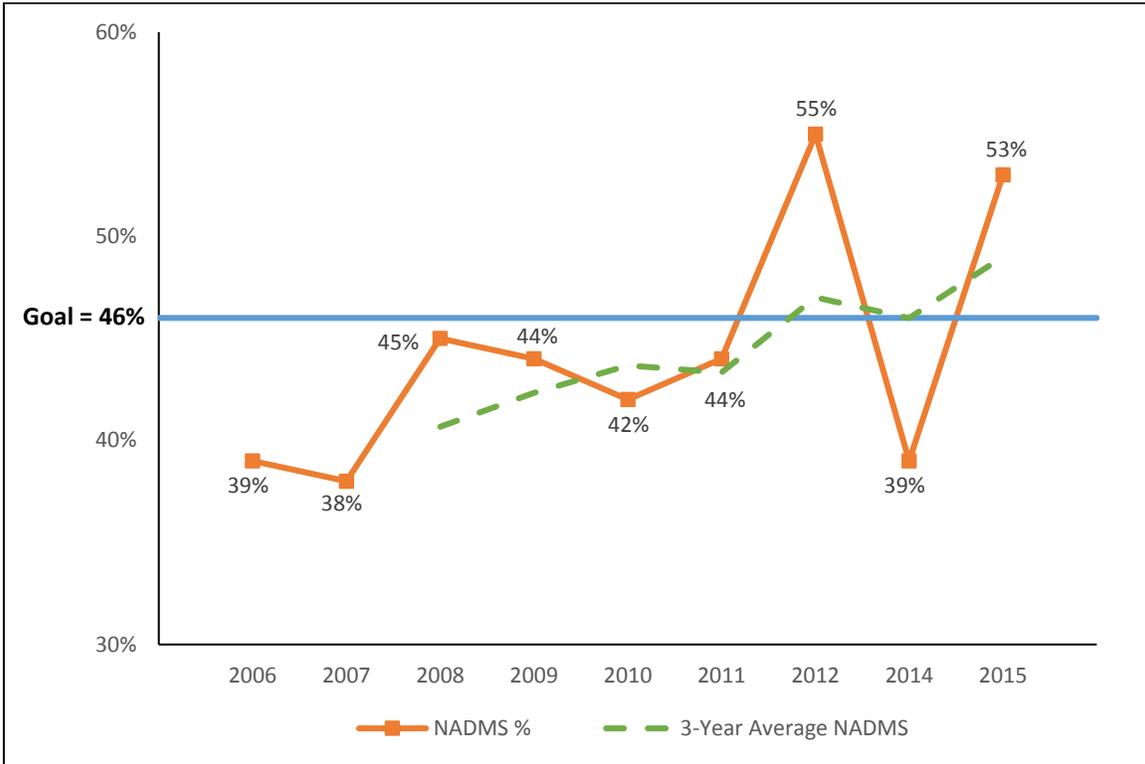
**Average Auto Occupancy (AAO) and Travel Time.** Table 27 below uses data from the annual Commuter Survey to show the AAO and the average commute time within the Silver Spring TMD. The AAO reflects those who commute in a car or van. The travel time covers all commuting modes, and is shown as the average minutes it takes to travel one mile. The AAO goal for the Silver Spring AAO is 1.3 persons/car. For both of these measures, the data show some fluctuations from year to year but little to no changes over time.

**Table 27. Silver Spring TMD AAO and Average Travel Time**

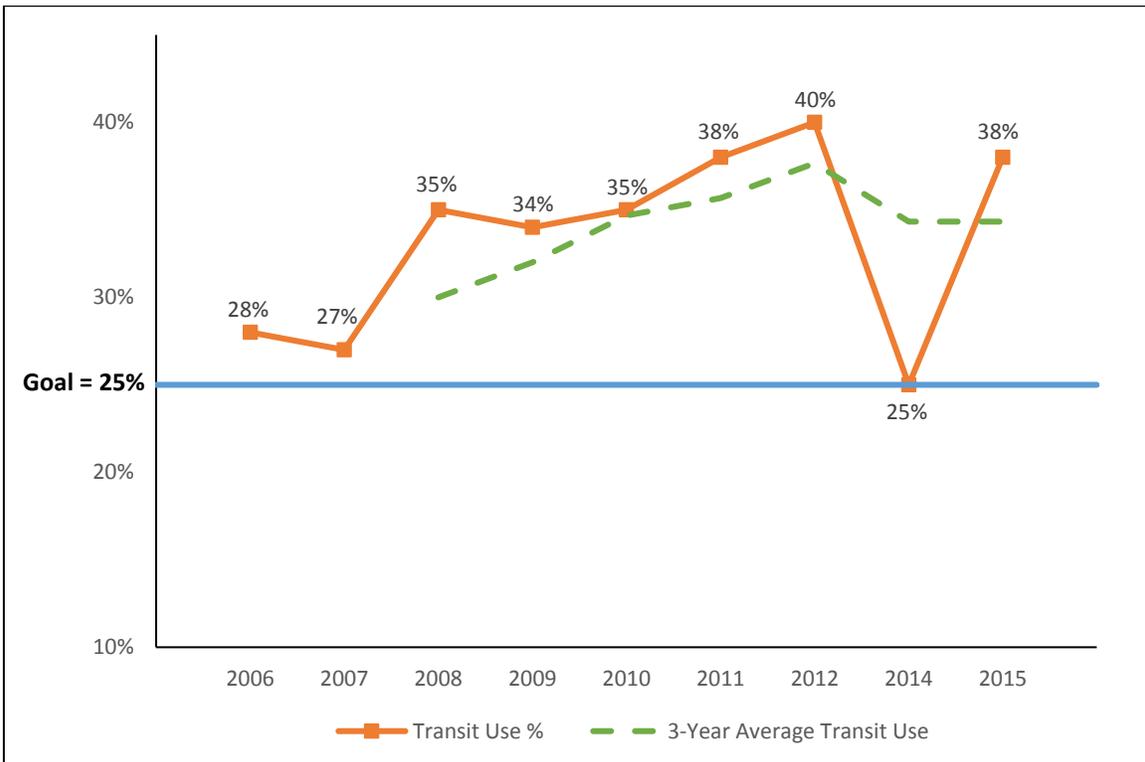
	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2014</b>	<b>2015</b>
Average Auto Occupancy (persons/vehicle)	1.05	1.03	1.04	1.04	1.09	1.04	1.07	1.06	1.03
Average Travel Time (minutes/mile)	2.3	2.4	2.3	2.4	2.0	2.4	2.4	2.5	2.4

Source: MCDOT Annual Commuter Surveys

**Chart 28. Silver Spring TMD Peak Period NADMS Performance, 2006-2015**



**Chart 29. Silver Spring TMD Peak Period Transit Use Performance, 2006-2015**



**B. Commuter Services Section Program Activity and Outcome Data**

For each TMD, CSS tracks and maintains a range of program activity and outcome data for internal review and monitoring, ensuring compliance with legal requirements, and for reporting to MWCOG. While some of these data measure activity and output, they contribute to the mode share performance data reviewed in Part A and are used to help calculate the emissions data discussed in Part C.

**Employer Outreach Data.** CSS staff, and TMD contractor staff, are required to collect and report data to MWCOG via the “ACT!” database as part of participating in the regional Commuter Connections program and receiving annual grant funds. MWCOG then use these data for regional program reporting and to calculate estimated emissions reductions.

For each TMD, Table 30 shows 2015 data on new and follow-up employer contacts (both for general program information and specifically for telework programs), number of meetings held and presentations provided, and the number of broadcast contacts (i.e., mass outreach, promotional events, etc.). The table also shows the number of employers within each TMD that have implemented new TDM programs by level. MWCOG defines the levels by the type and amount of participation by the employer (shown in Table 31 on the next page). The data show:

- Over 5,000 general employer contacts across all five TMDs during FY15, with 75% of those being follow-up contacts in the North Bethesda and Silver Spring TMDs.
- Nearly 75,000 broadcast contacts across all five TMDs, with just under one-half of those occurring in the Bethesda TMD.
- The North Bethesda TMD accounted for most of the new Level 1-4 TMD programming in FY15.

**Table 30. FY15 Employer Outreach Performance Data for MWCOG by TMD**

	Bethesda	North Bethesda	Friendship Heights	Silver Spring	Greater Shady Grove	Total
<b>Employer Outreach</b>						
<b>General Contacts</b>						
New	17	67	60	24	114	<b>282</b>
Follow-up	246	2,251	790	1,557	248	<b>5,092</b>
<b>Telework Contacts</b>						
New	0	1	0	0	0	<b>1</b>
Follow-up	4	2	0	0	0	<b>6</b>
Meetings/Presentations	225	92	7	19	46	<b>389</b>
Broadcast Contacts	36,703	9,188	5,586	12,042	11,458	<b>74,977</b>
<b>Total Employer Contacts</b>	<b>37,195</b>	<b>11,601</b>	<b>6,443</b>	<b>13,642</b>	<b>11,866</b>	<b>80,747</b>
<b>New TDM Programs</b>						
Level 1		18	6	2	3	<b>29</b>
Level 2		44	3	1	4	<b>52</b>
Level 3	n/a*	6	1	0	0	<b>7</b>
Level 4		4	1	0	0	<b>5</b>
New Telework		2	0	0	0	<b>2</b>

\*Due to data collection issues, FY15 new TDM program data was not available for the Bethesda TMD.

Source: MCDOT Commuter Services Section

**Table 31. MWCOG Level 1-4 TDM Program Criteria**

<p><b>Level 1</b></p>	<ul style="list-style-type: none"> <li>• Expresses interest in telework, transit benefits, Smart Benefits, or other TDM strategy</li> <li>• Conducts Commuter Survey</li> <li>• Distributes alternative commute info to employees</li> <li>• Posts alternative commute information on employee bulletin board(s), intranet sites, newsletter or e-mail</li> <li>• Installs Electric Car Charging Stations(s) at worksite</li> </ul>
<p><b>Level 2</b></p>	<p><b>Implements two or more of the following strategies:</b></p> <ul style="list-style-type: none"> <li>• Installs a permanent display case or brochure holders and stock with alternative commute information</li> <li>• Installs electronic screens or desktop feed of real-time travel information for transit and/or other alternative mode availability</li> <li>• Participates in the Capital Bikeshare Program as a Corporate Partner</li> <li>• Provides preferential parking for carpools and vanpools</li> <li>• Implements a telework program with 1-20% of employees participating</li> <li>• Facilitates car/vanpool formation meetings</li> <li>• Hosts/sponsors an alternative commute day or transportation fair</li> <li>• Implements flex-time or staggered work schedule</li> <li>• Implements compressed work week for 1-20% of employees</li> <li>• Installs bicycle racks or lockers</li> <li>• Installs shower facilities for bicyclists and walkers</li> <li>• Establishes an ETC who regularly provides alternative commute information to employees</li> <li>• Becomes a Commuter Connections member and provides on-site ridematching</li> <li>• Supplements GRH program with payment for additional trips or own program</li> </ul>
<p><b>Level 3</b></p>	<p><b>Implements at least one of the following (in addition to the two or more Level 2 strategies):</b></p> <ul style="list-style-type: none"> <li>• Implements a telework program with more than 20% of employees participating</li> <li>• Implements compressed work week for 21%+ of employees</li> <li>• Implements a transit/vanpool benefit, Smart Benefits, Federal Bicycle Benefit, or parking "cash out" program</li> <li>• Implements a carpool/bicycle/walk benefit</li> <li>• Provides free or significantly reduced fee parking for carpools and vanpools (valid only for companies where employees pay for parking)</li> <li>• Implements a parking fee (valid only for companies that previously did not charge for parking)</li> <li>• Provides employee shuttle service to transit stations</li> <li>• Provides company vanpools for employees' commute to work</li> <li>• Implements a comprehensive Bicycle/Walking program (includes installation of showers, bicycle racks/lockers, and financial incentives for bicycling and/or walking, or a Capital Bikeshare Station)</li> </ul>
<p><b>Level 4</b></p>	<p>Implements two or more of the Level 3 TDM programs (in addition to the two or more Level 2 strategies) and actively promotes these programs and alternative commuting.</p>

**Traffic Mitigation Agreements and Plans.** The Commuter Services Section also maintains data on the number of traffic mitigation plans (TMAGs) with developers and traffic mitigation plans with employers in compliance with Chapter 42 of the County Code.

Table 32 lists the number of traffic mitigation agreements (TMAGs) completed in the County by TMD since 2000. Currently, there are 84 completed TMAGs with five more pending final approval. Most of the TMAGs are in the Silver Spring, Bethesda, and North Bethesda TMDs.

**Table 32. Completed and Pending Traffic Mitigation Agreements (TMAGs) by TMD Since 2000**

TMD	TMAGs Completed Since 2000	TMAGs Currently Pending
Silver Spring	22	1
Bethesda	20	1
North Bethesda	20	1
Greater Shady Grove	7	2
Friendship Heights	2	0
Areas Outside TMDs	13	0
<b>Total</b>	<b>84</b>	<b>5</b>

Source: MCDOT Commuter Services Section

Table 33 summarizes the number of required traffic mitigation plans from employers with 25 or more employees in each TMD during FY15. Overall, in FY15 there were 407 plans filed by employers in the TMD covering over 42,000 employees. The Bethesda and North Bethesda TMDs combined account for 68% of employers who filed mitigation plans and 64% of the employees covered by those plans.

**Table 33. Traffic Mitigation Plans Filed by Employers with 25+ Employees by TMD, FY15**

TMD	Employers	Employees Covered
Bethesda	157	11,200
North Bethesda	120	16,000
Silver Spring	70	8,500
Friendship Heights	32	4,600
Greater Shady Grove	28	2,300
<b>Total</b>	<b>407</b>	<b>42,600</b>

Source: MCDOT Commuter Services Section

**Transportation Control Measures and Transit Benefit Program Metrics.** CSS also tracks data on the number of employers in the County that have implemented at least one transportation control measure and the number that offer a fare media/transit benefit program (i.e., offers some sort of subsidy or incentive to employees who use public transit) after working with CSS or TMD staff. Table 34 shows these data from FY10-FY15, both within TMDs and outside of TMDs. Of note:

- The number of employers with at least one transportation control measure increased by 10% from FY10-FY15, with annual increases ranging from 1-5%;
- The number of employers with a transit benefit program increased by 6% from FY10-FY15, with annual increases ranging from 0-3%. This increase occurred even with the elimination of the County’s Fare Share program in FY11; and
- The majority of employers in both of these datasets are within TMDs, 66% for transportation control measures and 76% for transit benefit programs in FY15.

**Table 34. Transportation Control Measures and Transit Benefit Programs, FY10-FY15**

	FY10	FY11	FY12	FY13	FY14	FY15
<b>Employers with at Least One Transportation Control Measure</b>						
Within a TMD	1,639	1,667	1,717	1,743	1,782	1,852
Outside a TMD	842	937	939	944	944	944
<b>Total</b>	<b>2,481</b>	<b>2,604</b>	<b>2,656</b>	<b>2,687</b>	<b>2,726</b>	<b>2,796</b>
<b>Employers with Transit Benefit Programs</b>						
Within a TMD	353	365	366	370	376	379
Outside a TMD	116	117	117	117	117	117
<b>Total</b>	<b>469</b>	<b>482</b>	<b>483</b>	<b>487</b>	<b>493</b>	<b>496</b>

Source: MCDOT Commuter Services Section

### C. Emissions Reduction Measures

One of the three primary goals of transportation demand management is to help reduce vehicular emissions, energy consumption, and noise levels. MCDOT does not calculate the impact of TMD’s on emissions, etc. on their own. Instead, MCDOT submits annual program data to MWCOG’s Commuter Connections Program for analysis as part of the Transportation Emission Reduction Measures (TERMs) along with the other metropolitan region jurisdictions. As described by the Commuter Connections program, “the purpose of the TERMS is to help reach emission reduction targets that would maintain a positive air quality conformity determination for the region and to meet federal requirements for the congestion management process.”<sup>4</sup> The four TERMS tracked and evaluated by MWCOG are:

<sup>4</sup> <http://www.commuterconnections.org/wp-content/uploads/2014-TERM-Evaluation-Analysis-Report-FINAL-111814.pdf>, p. i

- **Telework Assistance** – Provides information and assistance to commuters and employers to further in-home and center-based telework programs.
- **Guaranteed Ride Home** – Eliminates a barrier to use of alternative modes by providing free rides home in the event of an unexpected personal emergency or unscheduled overtime to commuters who use alternative modes.
- **Employer Outreach** – Provides regional outreach services to encourage large, private-sector and non-profit employers to implement commuter assistance strategies that will contribute to reducing vehicle trips to worksites, including the efforts of jurisdiction sales representatives to foster new and expanded trip reduction programs.
- **Mass Marketing** – Involves a large-scale, comprehensive media campaign to inform the region’s commuters of services available from Commuter Connections as one way to address commuters’ frustration about the commute.

MWCOG calculates the impact of TERMS by using program participation and output data submitted by jurisdictions via the ACT! database, survey results, and baseline travel data to estimate the reduction in vehicle trips and vehicle miles traveled caused by each TERM. MWCOG then uses emissions factor formulas to calculate the corresponding reductions in NOx, VOC, PM 2.5, and CO2 emissions. MWCOG updates its TERM evaluation framework prior to each three-year evaluation cycle, and a revised framework for 2015-17 is available online and includes examples of MWCOG’s methodology and calculations for each TERM.<sup>5</sup>

The table below shows the most recent impact results from MWCOG’s 2014 TERM Analysis Report for emissions reductions. While the data covers the entire region, it includes data collected and reported by Montgomery County’s TMDs. The data indicate that, between July 2011 and June 2014, the County’s TMD programs helped contribute to reducing regional NOx, VOC, PM 2.5, and CO<sub>2</sub> emissions.

**Table 35. Summary of Regional Impact Results for Transportation Emission Reduction Measures (TERMs), July 1, 2011-June 30, 2014**

TERM	Daily Tons NOx Reduced	Daily Tons VOC Reduced	Annual Tons PM 2.5 Reduced	Annual Tons PM 2.5 Precursor NOx Reduced	Annual Tons CO <sub>2</sub> Reduced
Telework Assistance	0.101	0.051	1.08	25.40	23,528
Guaranteed Ride Home	0.087	0.033	0.95	21.60	21,891
Employer Outreach	0.534	0.305	6.14	147.91	135,753
Mass Marketing	0.081	0.024	0.85	20.28	18,840
<b>All TERMS Combined</b>	<b>0.803</b>	<b>0.412</b>	<b>9.02</b>	<b>215.19</b>	<b>200,012</b>

Source: MWCOG, 2014 TERM Analysis Report

<sup>5</sup> <http://www.commuterconnections.org/wp-content/uploads/2017-TERM-Evaluation-Framework-FINAL-031516.pdf>

## Chapter 5. Research on Performance Measurement and Practices in Other Jurisdictions

Montgomery County uses Transportation Management Districts (TMDs) as the primary mechanism for implementing transportation demand management programs and practices. OLO Report 2009-6, *Transportation Demand Management Implementation, Funding and Governance*, previously reviewed best practices for transportation demand management programs in other communities and discussed their applicability to Montgomery County.<sup>1</sup>

This chapter reviews research and practices for data collection, evaluation, and performance measurement of transportation demand management programs and is organized as follows:

- **Part A** reviews several studies and reports on recommended performance metrics for transportation demand programs across multiple jurisdictions; and
- **Part B** details the data collection and reporting structure for the Arlington County (VA) Commuter Services Program.

### A. Research on Transportation Demand Management Performance Measurement

Performance measurement involves the collection, evaluation, and reporting of data on how well an organization is performing its functions and meeting its goals and objectives. There are numerous reasons to have performance metrics for transportation demand management programs: to justify programs, secure funding, meet requirements, and determine how to improve. This section summarizes the recommended practices for the evaluation of transportation management demand policies and practices from four different reports, organized chronologically, and identifies jurisdictions utilizing recommended practices for performance measurement.

#### 1. *Analyzing the Effectiveness of Commuter Benefits Programs, Transit Cooperative Research Program, Federal Transit Administration, 2005*<sup>2</sup>

The Transit Cooperative Research Program (TCRP) produces research reports to help “the transit industry develop innovative near-term solutions to meet demands placed on it.” This report was targeted to employers, transit agencies, policy makers, and organizations to help promote commuter benefits in hopes of increasing transit ridership, reducing parking demand, and lowering air-pollutant emissions. The following summarizes the guiding principles identified by the TCRP to establish adequate performance metrics.

**Link evaluation to planning.** Goals and objectives form the foundation for measuring progress and justifying programs. Some of these general goals might include: increasing transit ridership, increasing transit agency revenues, reducing employee parking demand, reducing vehicle travel and emissions, and improving public perceptions of transit.

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<sup>1</sup> <http://www.montgomerycountymd.gov/olo/resources/files/2009-6.pdf>

<sup>2</sup> [http://www.tcrponline.org/PDFDocuments/TCRP\\_RPT\\_107.pdf](http://www.tcrponline.org/PDFDocuments/TCRP_RPT_107.pdf)

**Keep expectations realistic.** Organizations need to have realistic expectations for what their transit benefits program can accomplish – many factors can influence how successful a program can be. It is important to develop a baseline and what is possible to achieve given the current conditions and constraints of the programs. The report recommended that organizations develop SMART objectives (Specific, Measurable, Achievable, Realistic and Time-framed).

**Decide how to define success.** Along with keeping expectations realistic, organizations must clearly define what success is to them and what data will be needed to determine success. Success can be measured in many ways:

- Awareness of the programs available;
- Participation of employers and employees, including variations for location, size, level of subsidy, industry, etc.;
- Change in travel behavior as shown by changes in peak and off-peak transit ridership and drive alone commuting, reduced parking demand, and decreased congestion;
- Impact on local transit agencies such as changes in ridership, revenues, and costs; and
- Impact on the region including reductions in vehicle travel, fuel consumption, air pollutant, and greenhouse gas emissions.

**Understand how to design and administer surveys.** For most of these performance metrics, surveys are the most valuable and common research tool because they are more efficient than direct observation and can be used to measure attitudes as well as behavior. In order to design a proper survey, organizations must know how to attain a representative sample, minimize nonresponse, and avoid confusion in writing questions.

## **2. *Metropolitan Council (MN) TDM Evaluation and Implementation Study, August 2010*<sup>3</sup>**

This report was commissioned to help create a clear process for the selection, funding, implementation, and evaluation of transportation demand management strategies in the Twin Cities area of Minnesota. As part of the study, the authors found that evaluation practices vary considerably based on the needs of particular jurisdictions. Further, there were a limited number of jurisdictions that were identified as consistently monitoring the impact of TDM programs. The study detailed the best practices of the jurisdictions listed below.

**Phoenix and Maricopa County Valley Metro, Phoenix, AZ.** The City of Phoenix and Maricopa County conduct an annual telephone survey to assess participation in and reactions to the Trip Reduction, Regional Rideshare, and Clean Air Campaign programs for Valley Metro. The survey tracks changes in alternate mode usage among commuters, perceptions of air quality, and air pollution control.

**Commuter Connections Programs, Washington, D.C.** The Metropolitan Washington Council of Governments (MWCOCG) tracks and monitors five Transportation Emission Reduction Measures (TERMs) in support of the region's efforts to meet the conformity requirements of federal transportation and clean air mandates. The TERMS are monitored by six key program measures:

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<sup>3</sup> <http://www.metrocouncil.org/Transportation/Publications-And-Resources/TDMStudy-pdf.aspx>

- Vehicle trips reduced;
- Vehicle miles of travel (VMT) reduced;
- Emissions reduced: Volatile Organic Compounds (VOC), Oxides of Nitrogen (NOx), and Particulate Matter (PM2.5);
- Energy reduction (fuel savings);
- Consumer savings in terms of commuting costs; and
- Cost effectiveness in terms of cost per benefit obtained.

**Atlanta Regional TDM Program.** The Georgia Department of Transportation conducts numerous surveys to monitor the impact of TDM in the Atlanta region including a State of the Commute telephone survey of about 4,000 randomly selected commuters, a random survey of 385 employer representatives, panel analysis of recipients of Commuter Rewards or Cash for Commuters, surveys of vanpool riders, and other programmatic surveys as needed.

**South Florida Commuter Services.** South Florida Commuter Services track an extensive number of performance metrics, along with biannual survey for program participants. Some of the metrics tracked and monitored include:

- Number of employees that participate in employer TDM programs;
- Calls to their information line and website hits;
- Number of rideshare applications;
- Number of guests at events as well as feedback received from guests at these events;
- Share of commuters aware of brand;
- Profiles of TDM elements for each employer;
- Number of employers with telework and compressed work week programs;
- Number of employees teleworking or working a compressed work week;
- Mode shift from drive alone and alternative modes;
- Number of vanpool trips and actual vans; and
- Customer turnover.

**Regional Rideshare Program, San Francisco Bay Area.** Through participant surveys, the 511 Regional Rideshare Programs tracks the following performance measures: new or updated match list requests, placement calls, new vanpool formation, and vehicle trip and vehicle miles traveled reduction impacts.

**Recommended Metrics.** Based on the review of other jurisdictions, the report recommended the following performance metrics for transportation demand management programs in the Twin Cities:

- Registration of carpools and vanpools;
- Participation in programs along with participant surveys;
- A pre- and post-neighborhood-wide phone survey;
- Bicycle/pedestrian counts;
- Mode share and vehicle trips;
- Transit pass sales;
- Number of outreach events and attendance;
- Number of customized ride matches, customized transit itineraries, and customized bike routes;
- Mode shift associated with these activities; and
- Number of vehicle miles saved.

### **3. Integrating Demand Management into the Transportation Planning Process: A Desk Reference, Federal Highway Administration, August 2012<sup>4</sup>**

In this report, the Federal Highway Administration (FHWA) provided guidance on creating performance-based metrics during the transportation planning process to maximize effective strategies. The report cites two critical types of evaluation during the planning process: “a priori” forecasting of estimated impacts and “ex post facto” measurement of actual results to measure progress against objectives.

**Forecasting potential impacts.** The FHWA report states that there are two practiced approaches to estimating the potential impacts of TDM strategies: sketch planning and modeling. Sketch planning involves “the use of simple factors – elasticities, comparative case study findings, and more qualitative approaches to assess the potential impacts of TDM.” The second approach, modeling, is a mathematical representation of the supply and demand for transportation in an area. There have been four TDM-specific models developed and used in various parts of the U.S.:

- EPA COMMUTER Model is the oldest and most widely used model for planners, and is a spreadsheet-based computer model that estimates the travel and emissions impacts of transportation air quality programs focused on commuting.
- TDM Effectiveness Evaluation Model (TEEM) is a post-processor spreadsheet-based model, which includes price and service point elasticities of demand to estimate potential changes in vehicle trips from these measures.
- Worksite Trip Reduction Model (WTRM) predicts the extent that each incentive, disincentive, or program would impact traffic volumes and parking needs in a specific worksite.
- Trip Reduction Impacts of Mobility Management Strategies (TRIMMS) is a hybrid model that combines the features of both the WTRM and TEEM models.

**Measuring actual impact.** In alignment with each goal/objective, the report states that organizations should establish specific performance measures to determine whether goals are being met. One example the FHWA report study highlights is the performance metrics developed by the Utah Department of Transportation during the state wide TDM planning process. These measures included:

- Traffic operations measures such as vehicle-hours of travel spent under congested conditions, total vehicle-hours of delay, and hours of delay per person;
- Mobility measures such as average travel time, average speed of travel across corridor, travel time index (ratio of travel time in the peak period to travel time at free-flow conditions);
- Reliability measures such as planning time index (ratio of highest peak travel time in a month to off peak travel time);
- Vehicle miles traveled reduction or mode share targets;
- Multi-modal levels of service for bicycle, pedestrian, and transit measures;
- Accessibility measures such as destinations within a specified travel time of the average resident, by mode; and
- Customer-focused measures such as awareness of and satisfaction with transportation services and mobility options.

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<sup>4</sup> <http://www.ops.fhwa.dot.gov/publications/fhwahop12035/fhwahop12035.pdf>

**Cost Effectiveness.** One component of measuring TDM programs should be an assessment of the cost effectiveness of specific programs. The FHWA report summarizes three forms of analysis: a “simple” analysis that divides program or project costs by total or specific impacts or outcomes; a comparative analysis that reviews a “simple” analysis for a TDM program against other strategies; and a benefit/cost analysis that monetizes the potential benefits of a program and compares them to program costs.

#### **4. *TMD Encyclopedia, Victoria Transport Policy Institute, Updated May 2014***<sup>5</sup>

The Victoria Transport Policy Institute states that performance indicators must be carefully selected to accurately reflect goals and identify problems. Performance should be evaluated at various levels – overall comprehensive performance indicators and more specific TDM measures. The Institute recommends that this performance evaluation can compare performance indicator values before and after, over time, participants with non-participants, and in cost-benefit analysis. The collection of data can occur through a variety of methods including general travel survey and statistics, participant surveys, parking and traffic counts, and focus groups.

**Comprehensive performance indicators.** Some general performance metrics are important to assess multi-modal, TDM, streets design, and sustainable transportation planning. These can be selected and modified to reflect the needs and circumstances of a particular organization and can include:

- Average commute travel time and congestion data;
- Variety and quality of available transportation options;
- Quality of available transit services including coverage, frequency, comfort, and safety;
- Cost and affordability of various transportation options;
- Overall user satisfaction with their transportation system;
- Basic mobility and access to socially valuable activities;
- Equity of transportation policies; and
- Energy consumption and pollution emissions.

**Specific performance measures.** The report provides several specific performance indicators suitable for evaluating TDM programs, which can be tailored to specific time periods or geographic locations:

- Awareness of services available;
- Participation and utilization of programs and services;
- Mode share and mode shift among participants;
- Average vehicle occupancy;
- Average vehicle ridership (all person trips divided by the number of private vehicle trips);
- Vehicle trips or peak period vehicle trips (“trip generation”);
- Vehicle trip reduction;
- Vehicle miles of travel reduced;
- Cost per unit of reduction;
- Customer satisfaction; and
- Vehicle energy consumption and pollution emissions.

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<sup>5</sup> <http://www.vtppi.org/tdm/index.php>

**B. Data Collection and Performance Reporting in Arlington County**

All regional jurisdiction participate in the MWCOG Commuter Connections program. The Commuter Connections program collects data from all participating jurisdictions and agencies via a common database, and publishes several reports that measure program effectiveness as noted in the section above as well as in Chapter 2. While many regional jurisdictions, similar to Montgomery County, have dedicated units responsible for implementing transportation demand management programs, most do not routinely publish performance data or metrics externally. Arlington County, Virginia, however, is an example of one local jurisdiction that provides more extensive performance reporting.

The **Arlington County Commuter Services (ACCS)** is the County’s TDM agency. ACCS, a bureau of the County’s Department of Environmental Services, aims to increase the use of alternative transportation methods to reduce traffic congestion, decrease parking demand, and improve air quality and mobility around Arlington. While ACCS provides similar types of services as Montgomery County’s Commuter Services Section, ACCS has a substantially larger staffing complement and budget while serving a much smaller population, employee, and employer base within a more condensed geographic area. ACCS oversees 68 FTE’s and a budget of \$10.9 million in FY16. Only three of the FTE are County employees, with the rest primarily staff from two long-term contractors that manage or implement many of the program elements. The FY16 ACCS budget consists of \$5.3 million in local funding (49%), \$1.1 million in state funding (10%), and \$4.5 million in Federal Congestion Mitigation and Air Quality funding (41%).

**Performance measurement framework.** ACCS formally establishes its performance goals through a Transportation Demand Management Strategic Plan. The strategic plan includes strategies for governance, establishment of goals, program evaluation, and a financial plan. ACCS’ current list of goals and associated performance measures from the FY16-21 Strategic Plan Update are listed below:

Strategic Plan Goals	Performance Measures
<p><b>Goal #1.</b> Make it easy for Arlington residents, employees, businesses, and visitors to travel without driving alone</p>	<ul style="list-style-type: none"> <li>• Net promoter scores for ACCS Units</li> <li>• Annual fare media sales and ACCS sales commissions</li> <li>• Number of employers working with ATP, by level</li> <li>• Percent of employers working with ATP that offer their employees the transit benefit</li> <li>• External employer and community events attended and number of individuals reached</li> <li>• Resident awareness of TDM services in Arlington</li> <li>• Number of residential units in properties working with ATP</li> <li>• Resident use of TDM services in Arlington</li> <li>• Awareness and recognition of TDM programs available for employees</li> <li>• Brochures requested and distributed</li> </ul>
<p><b>Goal #2.</b> Create a community culture where individuals embrace getting around by transit, biking, walking, and sharing the ride as a way of life</p>	<ul style="list-style-type: none"> <li>• Drive alone commute mode share for Arlington residents and employees</li> <li>• Transit usage in Arlington</li> <li>• Average weekday vehicle trips and miles reduced in Arlington by ACCS</li> <li>• Bicycle usage in Arlington</li> <li>• Arlington resident Capital Bikeshare memberships</li> </ul>
<p><b>Goal #3.</b> Collaborate on a wide variety of public initiatives to leverage the influence of TDM services</p>	<ul style="list-style-type: none"> <li>• Greenhouse gas emission reductions attributed to ACCS</li> <li>• Percent of existing site plan buildings with compliant TDM site plans</li> </ul>
<p><b>Goal #4.</b> Foster an organizational culture that engenders passion, creativity, and accountability</p>	<p>No performance measures were created for this goal</p>

**Data collection and evaluation.** ACCS has a unique structure for data collection and evaluation with much of the efforts coordinated through Mobility Lab, one of ACCS’ contract partners. ACCS’ Mobility Lab and Research business unit is described in the Strategic Plan as ensuring “that our engagement, education, and outreach efforts are grounded in best practices, that our innovative strategies are tested, that our performance measure are tracked, and they keep us on the cutting edge of technological advances in how people use technology to navigate and plan trips in Arlington County.”<sup>6</sup>

Mobility Lab receives funding from ACCS, the US Department of Transportation, the Virginia Department of Transportation, and the Virginia Department of Rail and Transportation, and “provides a source of research and best practices for advocates to increase awareness and education about more and advanced transportation options for people.”<sup>7</sup> One of Mobility Lab’s primary roles is to measure the impacts of ACCS, and track the actions of ACCS programs.

**Performance reporting.** ACCS produces an annual written performance report and publishes on online performance dashboard that provide data on each of the 17 performance measures established in the strategic plan. Both reporting formats include data on each measure, and the online dashboard also allows users to download the source data in graphs and charts. Data from the online dashboard showing the average weekly reduction in vehicle trips and vehicle miles from ACCS programs (a performance measure for Goal #2) along with the associated reduction in greenhouse gases (a performance measure for Goal #3) are reproduced below. Working with MWCOG and its contractors, ACCS has taken that same TERMS formula model described in Chapter 4 and used it to develop and report performance data on vehicle trips, vehicle miles traveled, and emissions specific to the Arlington County’s programs.

**Chart 36. Average Weekly Vehicle Trips and Vehicle Miles Reduced by ACCS**



Source: ACCS Performance Dashboard<sup>8</sup>

<sup>6</sup> [http://www.commuterpage.com/tasks/sites/cp/assets/File/ACCS\\_FY2016\\_Strategic\\_Plan\\_FINAL.pdf](http://www.commuterpage.com/tasks/sites/cp/assets/File/ACCS_FY2016_Strategic_Plan_FINAL.pdf), pg. 14

<sup>7</sup> <http://mobilitylab.org/about-us/>

<sup>8</sup> <http://www.commuterpage.com/pages/about/arlington-county-commuter-services/performance-dashboard/sustainability/average-weekday-vehicle-trips-and-vehicle-miles-reduced-by-accs/>

**Chart 37. Greenhouse Gas Emissions Reductions Attributed to ACCS**



Source: ACCS Performance Dashboard<sup>9</sup>

In addition to the performance measures, ACCS also has an array of program or topic specific reports, studies, and surveys conducted by the Mobility Lab and Research Unit available online, including:

- Business, employer, and/or employee transportation services surveys;
- Capital Bikeshare and BikeArlington Surveys;
- Commute and travel pattern studies;
- CommuterStore Studies;
- Marketing Studies;
- Resident transportation surveys;
- Transit and para-transit studies; and
- Walking services studies.<sup>10</sup>

<sup>9</sup> <http://www.commuterpage.com/pages/about/arlington-county-commuter-services/performance-dashboard/sustainability/greenhouse-gas-emission-reductions-attributed-to-accs/>

<sup>10</sup> <http://mobilitylab.org/research/mobility-lab-research-catalog/>

## Chapter 6. Findings

This chapter presents findings from OLO’s review of Montgomery County’s Transportation Management District (TMD) programs, goals, and performance organized by topic area.

### TMD Structure and Programs

**Finding 1. The County’s five active TMDs vary in size, number of employers and employees, management structure, and types of transportation options.**

Authorized under Chapter 42A of the County Code, Montgomery County operates five TMDs: Silver Spring, Friendship Heights, Bethesda, North Bethesda and Greater Shady Grove. In 2015, the Council approved a sixth TMD in White Oak, which has yet to receive funding or begin operations. Key features and characteristics of each TMD are summarized below.

<b>TMD (established):</b>	<b>Administered by:</b>	<b>Relevant Planning Areas:</b>	<b>Transit Options:</b>
<b>Silver Spring (1987)</b> Size: 369 acres Employers: 260 Employees: 13,000	MCDOT, Commuter Services Section	Silver Spring CBD Sector Plan	<ul style="list-style-type: none"> <li>• Metro station</li> <li>• MARC station</li> <li>• Ride On &amp; Metrobus routes</li> <li>• Van Go Circulator</li> <li>• Bikeshare locations</li> </ul>
<b>North Bethesda (1995)</b> Size: 3,347 acres Employers: 1,000 Employees: 70,000	Transportation Action Partnership, under contract with MCDOT	<ul style="list-style-type: none"> <li>• North Bethesda/Garrett Park Master Plan</li> <li>• Twinbrook Sector Plan</li> <li>• White Flint Sector Plan</li> </ul>	<ul style="list-style-type: none"> <li>• 3 Metro stations</li> <li>• Ride On &amp; Metrobus routes</li> <li>• MTA Commuter bus routes</li> <li>• Shuttle bus service to metro</li> </ul>
<b>Bethesda (1998)</b> Size: 345 acres Employers: 1,130 Employees: 33,000	Bethesda Transportation Solutions (part of BUP), under contract with MCDOT	Bethesda CBD Sector Plan	<ul style="list-style-type: none"> <li>• Metro station</li> <li>• Ride On &amp; Metrobus routes</li> <li>• Bethesda Circulator</li> <li>• Bikeshare &amp; car share locations</li> </ul>
<b>Friendship Heights (1999)</b> Size: 114 acres Employers: 500 Employees: 9,000	MCDOT, Commuter Services Section	Friendship Heights Sector Plan	<ul style="list-style-type: none"> <li>• Metro station</li> <li>• Ride On &amp; Metrobus routes</li> <li>• Bikeshare locations</li> </ul>
<b>Greater Shady Grove (2006)</b> Size: 6,566 acres Employers: 200+ Employees: 45,000+	MCDOT, Commuter Services Section	<ul style="list-style-type: none"> <li>• Shady Grove Sector Plan</li> <li>• Great Seneca Science Corridor Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Metro station</li> <li>• Ride On &amp; Metrobus routes</li> <li>• MTA Commuter Bus routes</li> <li>• Bikeshare locations</li> </ul>

As noted above, the County’s TMDs are administered by a combination of Department of Transportation (MCDOT) staff and contractors. County law allows MCDOT to enter into sole source contracts with a transportation management organization to manage all the programs and services in a TMD, and the County has used this model for the Bethesda and North Bethesda TMDs since they were created. MCDOT staff manage the Friendship Heights, Silver Spring, and Greater Shady Grove TMDs, with task-order contracts with different vendors to provide some or all programs and services in these TMDs.

**Finding 2. MCDOT offers the same array of programs and services within each TMD to promote alternative transportation options. Most services are directed towards employers and employees who commute into the TMD, with fewer services aimed at TMD residents.**

MCDOT Commuter Services Section staff or contractor staff offer the programs and services listed below within each of the five TMDs. While offering the same array of services, staff indicate that the specific services emphasized at any point in time can differ based on employer and/or commuter interests either within a TMD or across TMDs. Also, staff note that program interest varies over time based on changes in transit options, policies, and trends.

Services Directed to Employers	Services Directed to Employees/Commuters
<ul style="list-style-type: none"> <li>• Creating a commuting benefits program, which can include:                             <ul style="list-style-type: none"> <li>– establishing a Transportation Benefits Coordinator</li> <li>– using transit subsidies or tax credits</li> <li>– developing telework policies</li> <li>– establishing a carpool or vanpool program</li> <li>– providing biking/walking incentives or amenities</li> </ul> </li> <li>• Conducting marketing/outreach on available services</li> <li>• Assist with completing traffic mitigation plans (required of employers with 25+ employees)</li> <li>• Assist developers with completing required traffic mitigation agreements</li> <li>• Conducting annual commuter survey</li> <li>• Providing employer recognition awards</li> </ul>	<ul style="list-style-type: none"> <li>• Conducting marketing/outreach on available programs and services</li> <li>• Maintaining a ridesharing database for commuters interested in joining a carpool or vanpool</li> <li>• Personalized commute planning, which can include:                             <ul style="list-style-type: none"> <li>– customizing a commuting trip</li> <li>– assisting carpool/vanpool participants with applying for discounted parking permits</li> <li>– signing-up for the Guaranteed Ride Home program</li> <li>– organizing a car sharing program</li> </ul> </li> <li>• Hosting/sponsoring major commuting events (e.g. Bike to Work day, Care Free day, etc.)</li> <li>• Operating two TRiPS Commuter stores for purchasing transit fare media, transit information, and trip planning</li> </ul>

Services directed towards residents are more limited and differ among TMDs, in part based on whether any residential commuting goals have been established within a TMD. For example, in the Bethesda TMD services to multi-family residences are limited to providing information only, while the North Bethesda TMD offers services to medium- and high-density residential communities.

**TMD Revenue and Expenditures**

**Finding 3. Montgomery County’s commuter services program expenditures, both within and outside of TMDs, are largely offset with non-tax supported revenue. From FY12-15, grants and TMD-related fee revenue accounted for 81-88% of actual annual expenditures. In FY16, the projected budget revenue will offset nearly 70% of program expenditures.**

All TMD and commuter service program revenue and expenditures accrue to the County’s Mass Transit Fund and Grant Fund. The County allocates funds and tracks both actual revenue and expenditures via specific costs centers within each of those funds, including one or more cost centers for each TMD.

Montgomery County is spending \$3.5 million on commuter services programs in FY16. Nearly 70% of that amount (\$2.4 million) is offset by revenue from grants and TMD-related fees, reducing the total tax supported spending to \$1.1 million in FY16. Expenditure off-sets were even higher in FY12-FY15 as shown in the table below.

**MCDOT Commuter Services Section Revenue and Expenditures, FY12-FY16**

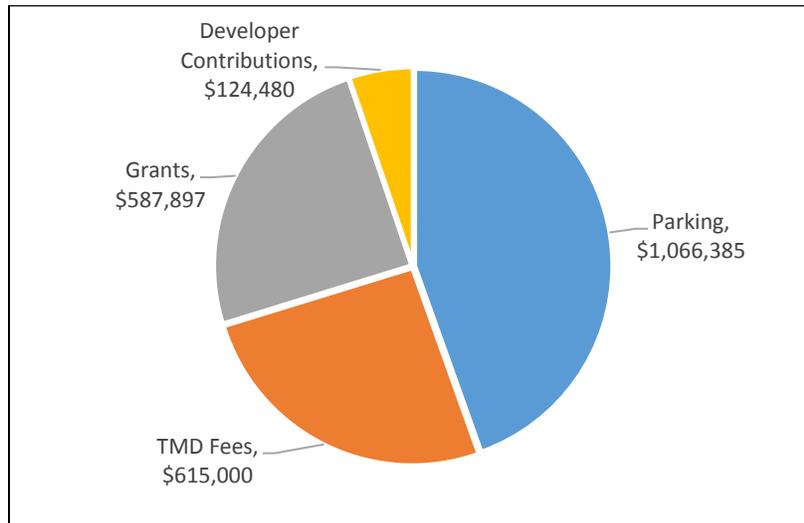
Commuter Services Section	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Budgeted
Expenditures	\$2,839,485	\$2,995,468	\$2,830,481	\$3,266,925	\$3,496,039
Revenue Offsets	\$2,411,456	\$2,491,488	\$2,488,097	\$2,635,993	\$2,410,536
<b>Revenue as a % of Expenditures</b>	<b>85%</b>	<b>83%</b>	<b>88%</b>	<b>81%</b>	<b>69%</b>
<b>Net Tax-Supported Expenditures</b>	<b>\$428,029</b>	<b>\$503,980</b>	<b>\$342,384</b>	<b>\$630,932</b>	<b>\$1,085,503</b>

Source: MCG Business Intelligence database, MCDOT

The County receives four sources of revenue related to TMDs and commuter services:

- Transportation Management Fees, paid by commercial property owners in each TMD;
- Developer contributions, paid by developers that participate in ridesharing and receive reduced parking requirements;<sup>1</sup>
- Parking meters, lots, and fines from two TMDs (North Bethesda and Greater Shady Grove) that are not within a parking district; and
- Grants from the State of Maryland Department of Transportation and the Metropolitan Washington Council of Governments.

**FY16 TMD and Commuter Services Budgeted Revenue by Source**



<sup>1</sup> This revenue source will eventually phase out as this particular parking reduction waiver was removed in the revised Zoning Ordinance.

**Finding 4. Transportation management fees, established in law as a dedicated funding source for TMDs, cover on average 36% of total annual TMD expenditures. The approved fee rate has not changed since first adopted in 2006.**

By law, transportation management fee revenue must be used for TMD administration or program implementation in the district where it was collected. Between FY12 and FY16, actual or budgeted fee revenue covered from 28% to 41% of total TMD expenditures, or 36% on average, with the amounts varying by individual TMD. The table below shows the fee revenue and percent of expenditures it covers for each TMD in FY15 and FY16.

The amount of the transportation management fee is established each year through Council Resolution.

The current approved rate is the same for each TMD, \$0.10 per square foot of gross floor area, and has not changed since 2006 when the fee was first adopted. The law permits charging the fee to all existing commercial and multi-unit residential property in a TMD. However, the Council resolution only applies the fee to commercial development since 2006.

As shown in the table, fee revenue for the Shady Grove TMD exceeded expenditures in FY15, and this also occurred in FY12, FY13, and FY14. The total excess fee revenue over this four-year period was \$325,739. MCDOT reports that to date there is not a budget line-item showing year-to-year carry-over of TMD fees. Specifically, MCDOT notes: “Any revenue that is not expended in the fiscal year returns to the Mass Transit Fund. Currently there is no way to account for any carryover revenue is a specific line item in the budget. We have requested that Finance make the appropriate changes to the ERP to allow this budget line-item.”

TMD Fees	FY15 Actual	FY16 Budgeted
<b>Total Fee Revenue</b>	<b>\$781,301</b>	<b>\$615,000</b>
<b>Total TMD Expenditures</b>	<b>\$1,959,131</b>	<b>\$2,171,527</b>
<b>Fee Revenue as % of Expenditures</b>	<b>40%</b>	<b>28%</b>
<b>North Bethesda</b>		
Fee Revenue	\$272,514	\$155,400
TMD Expenditures	\$543,833	\$603,239
Revenue as a % of Expenditures	50%	26%
<b>Bethesda</b>		
Fee Revenue	\$129,183	\$155,400
TMD Expenditures	\$661,248	\$664,429
Revenue as a % of Expenditures	20%	23%
<b>Friendship Heights</b>		
Fee Revenue	\$117,748	\$125,400
TMD Expenditures	\$415,207	\$294,710
Revenue as a % of Expenditures	28%	43%
<b>Silver Spring</b>		
Fee Revenue	\$72,780	\$58,400
TMD Expenditures	\$249,023	\$357,350
Revenue as a % of Expenditures	29%	16%
<b>Greater Shady Grove</b>		
Fee Revenue	\$189,077	\$120,400
TMD Expenditures	\$89,820	\$251,799
Revenue as a % of Expenditures	211%	48%

**Performance Measures and Outcomes**

**Finding 5. The performance framework for TMDs is established primarily by specific Non-Auto Driver Mode Share (NADMS) and Transit Use goals contained in master plans, sector plans, and the Subdivision Staging Policy.**

The County Code outlines three broad purposes of transportation demand management: 1) provide sufficient transportation capacity to achieve County land use objectives and permit further economic development; 2) reduce the demand for road capacity, and promote traffic safety and pedestrian access; and, 3) help reduce vehicular emissions, energy consumption, and noise levels. The law also states that transportation demand management “will equitably allocate responsibility for reducing single-occupancy vehicle trips among government, developers, employers, property owners, and the public” while remaining consistent with “commuting goals set in the [Subdivision Staging Policy].”<sup>2</sup>

Specific commuting goals for each TMD in the form of NADMS (the proportion of commuters who get to work by means other than driving) and/or Transit Use (the percentage of commuters who use bus, commuter train, or Metrorail) are established in master plans, sector plans and the Council’s Subdivision Staging Policy (which is revised every four years) as detailed below.

**Transportation Management District Mode Share Goals**

TMD	Master/Sector Plan Goals		Goals Included in Subdivision Staging Policy	
	NADMS	Transit Use	NADMS	Transit Use
North Bethesda				
• Entire TMD	✓	✓	✓	--
• White Flint Sector Plan sub-area	✓	--	--	--
Bethesda	✓	✓	✓	--
Friendship Heights	✓	--	✓	--
Silver Spring	✓	--	✓	✓
Greater Shady Grove				
• Shady Grove Sector Plan sub-area	--	✓	--	✓
• Life Sciences Center sub-area	✓	--	✓	--

<sup>2</sup> §42A-22(e)(f).

**Finding 6. Required TMD performance reports have not been completed for the North Bethesda, Friendship Heights, Silver Spring, and Greater Shady Grove TMDs in recent years. Performance reports for the Bethesda TMD have been published as required.**

The County Code requires a biennial report on the performance and activities within each TMD. MCDOT (or the contracted transportation management organization in Bethesda and North Bethesda) is required to develop these reports and the County Executive must forward each report to the Council. In recent years, the Bethesda TMD – via contractor Bethesda Transportation Solutions (BTS) – is the only TMD to meet this requirement.

CSS staff report that staffing and budget issues, in particular reductions during the recession, impaired their ability to consistently produce the annual reports as required. However, as of this writing CSS states that reports are currently in production for each TMD with plans to meet the biennial production schedule required by the County Code going forward.

CSS does regularly provide outcome data and summaries to the TMD advisory committees, the County Executive and Executive Branch staff, and Councilmembers and Council staff as requested, and also provides data to the State of Maryland and MWCOG as required by grant agreements. CSS does not regularly publish and update outcome and performance data on its website.

**Finding 7. The current NADMS meets or exceeds performance targets in three of the four TMDs (Bethesda, Friendship Heights, and Silver Spring) and one of the two TMD sub-areas (White Flint) with specified goals.**

The table below shows current “peak period” (weekdays from 7-9 am) NADMS performance for each TMD compared to the performance goal, as well as the three-year average to help smooth out year-to-year fluctuation. Graphs showing each TMD’s NADMS percent since 2006 are available on pages 31-41. While the NADMS for the North Bethesda TMD is below the performance goal, it has shown a positive growth trend and has increased 15 percentage points since 2006, from 13% to 28%, the largest increase among the five TMD during that time period.

**Non-Auto Driver Mode Share Performance in TMDs**

TMD	Goal	Current (2015)	3-Year Average (2012-2015)
Bethesda	37%	<b>38%</b>	<b>38%</b>
North Bethesda	39%	28%	26%
White Flint sub-area (Stage 1)*	34%	<b>41%</b>	<b>35%</b>
Friendship Heights	39%	<b>39%</b>	<b>41%</b>
Silver Spring	46%	<b>53%</b>	<b>49%</b>
Greater Shady Grove	--	15%	16%
Life Sciences sub-area (Stage 1)^	18%	14%	15%

\*Stage 2 goal is 42%, Stage 3 goal is 50%

^Stage 2 goal is 23%, Stage 3 goal is 28%

**Finding 8. The current transit use percent meets or exceeds performance targets in two of the four TMDs with specified goals (Bethesda and Silver Spring), with a third TMD (North Bethesda) just below the target.**

The table below shows current “peak period” (weekdays from 7-9 am) transit use performance for each TMD compared to the performance goal, as well as the three-year average to help smooth out year-to-year fluctuation. Transit use includes those who commute by train or bus. Graphs showing each TMD’s transit use percent since 2006 are available on pages 31-41.

**Transit Use Performance in TMDs**

TMD	Goal	Current (2015)	3-Year Average (2012-2015)
Bethesda	26%	<b>28%</b>	<b>38%</b>
North Bethesda	16%	15%	14%
Silver Spring	25%	<b>38%</b>	<b>34%</b>
Greater Shady Grove	12.5%	7%	6%

**Finding 9. Commuter Services Section data show 89 Traffic Mitigation Agreements completed or pending since 2000 and 407 Traffic Mitigation Plans filed in FY15 covering over 42,000 employees.**

The Commuter Services Section maintains data on the number of Traffic Mitigation Agreements (TMAGs) with developers and Traffic Mitigation Plans (TMPs) with employers in compliance with Chapter 42 of the County Code. Traffic mitigation plans are required of all employers in a TMD with 25 or more employees.

Of the 84 completed traffic mitigation agreements, most (74%) are within the Silver Spring, Bethesda, and North Bethesda TMDs. Similarly, the Bethesda and North Bethesda TMDs combined account for 68% of employers who filed mitigation plans and 64% of the employees covered by those plans.

**Traffic Mitigation Agreements (TMAGs) and Traffic Mitigation Plans (TMPs) by TMD**

TMD	TMAGs Completed or Pending Since 2000	TMPs Filed in FY15	
		Employer	Employees
Silver Spring	23	70	8,500
Bethesda	21	157	11,200
North Bethesda	21	120	16,000
Greater Shady Grove	9	28	2,300
Friendship Heights	2	32	4,600
Areas Outside TMDs	13	--	--
<b>Total</b>	<b>89</b>	<b>407</b>	<b>42,600</b>

**Finding 10. Nearly 2,800 employers in the County have implemented at least one transportation control measure in FY15, a 10% increase since FY10. Similarly, about 500 employers offer transit benefit programs, a 6% increase since FY10.**

DOT tracks and monitors the number of employers working with CSS that have implemented at least one transportation control measure and the number that offer a fare media/transit benefit program. Both of these measures showed steady growth between FY10 and FY15.

- The number of employers with at least transportation control measure increased by 10% from FY10 (2,481) to FY15 (2,796) with annual increases ranging from 1-5%.
- The number of employers with a transit benefit program increased by 6% from FY10 (469 employers) to FY15 (496 employers), with annual increases ranging from 0-3%. This increase occurred even with the elimination of the County's Fare Share program in FY11.

**Finding 11. Montgomery County's TMD programs helped contribute to the reduction of regional NOx, VOC, PM 2.5, and CO<sub>2</sub> emissions from July 2011 to June 2014.**

The reduction of vehicular emissions is one of the primary goals of TMDs. MCDOT does not calculate the amount of emission reduction on its own, but submits program data to MWCOG's Commuter Connections Program for analysis as part of the Transportation Emission Reduction Measures (TERMs) along with the other metropolitan region jurisdictions. With this data, MWCOG estimates the reduction in vehicle trips and vehicle miles traveled caused by each TERM and the corresponding reduction in NOx, VOC, PM 2.5, and CO<sub>2</sub> emissions.

MWCOG's 2014 TERM Analysis Report estimates that, between July 2011 and June 2014, the four TERMS (telework assistance, guaranteed ride home, employer outreach, and mass marketing) resulted in the following regional emissions reductions:

- 0.803 daily tons of NOx;
- 0.415 daily tons of VOC;
- 9.02 annual tons of PM 2.5;
- 215.19 annual tons of PM 2.5 precursor NOx; and
- 200,012 annual tons of CO<sub>2</sub>.

**Finding 12. In alignment with published best practices, MCDOT's Commuter Services Section maintains an abundance of program-level and TMD-specific output and performance data. However, most of that data is not routinely published or readily accessible externally.**

The Commuter Services Section's (CSS) data collection practices generally align with practices used in other jurisdictions and/or recommended in the research literature. These practices include the use of commuter surveys and the collection of program level output data such as mode share, average commute time, utilization of programs and services offered. Some commonly-recommended data points that CSS does not currently report include estimates of reductions in vehicle trips, vehicle miles traveled, and emissions.

While CSS regularly provides outcome data and summaries as requested, data is not routinely published as part of written reports or online. Locally, Arlington County, Virginia has a robust performance reporting structure for its commuter services programs. Compared to Montgomery County, Arlington provides similar services but has a substantially larger budget (about \$11 million versus \$3.5 million) and number of employees (68 FTEs versus around 22 FTEs) while serving a smaller population, employee, and employer base within a much more condensed geographic area. Arlington's performance framework includes:

- The formal establishment of performance goals as part of a Transportation Demand Management Strategic Plan, which are updated periodically; and
- Creation of a public online dashboard that provides data on performance measures established in the strategic plan.

Arlington County, working with MWCOG and its contractors, also has taken that same TERMS formula model described in Finding 11 and used it to develop and report performance data on vehicle trips, vehicle miles traveled, and emissions specific to the County's programs.

## **Chapter 7. Recommendations**

For Montgomery County's Transportation Management Districts (TMDs), the Department of Transportation (MCDOT) and its contract partners have shown a commitment to performance monitoring and data collection. In particular, the County's data collection structure generally aligns with research-based best practices needed for effective performance evaluation including conducting commuter surveys and collecting program level output data. At the same time, OLO's review illustrates opportunities to build upon the current performance measurement efforts associated with TMDs.

OLO has three recommendations for Council action intended to provide both the Council and the Executive Branch with the most complete picture possible when reviewing TMDs from a programmatic, strategic, and funding perspective. If implemented, some of these recommendations may require additional resources, or the shifting of current resources from other programs, initiatives, or priorities.

### **Recommendation #1. Request that MCDOT enhance its methods and structures for TMD performance reporting by completing required reports, adopting a set of performance measures, and developing an online performance dashboard.**

MCDOT's Commuter Services Section maintains an abundance of program-level and TMD-specific output and performance data, yet much of that data is not routinely published or readily accessible. OLO recommends the following:

- **Ensure that biennial reports are completed for each TMD as required by Chapter 42A of the County Code.**

Except for the Bethesda TMD, required biennial reports on TMD programs and activities have not been completed for several years. Completion of the biennial reports are a key feature of the TMD oversight structure established in law. Absent these reports, it is difficult for TMD Advisory Boards, the County Executive, and the County Council to monitor the effectiveness of TMD programs and policies over time. MCDOT staff report that biennial reports are currently being prepared for each TMD with plans to meet the production schedule required by the County Code going forward.

- **Create and publish a formal list of goals and performance measures to be reviewed and updated periodically, either as part of a strategic planning process or separately.**

The County Code establishes three broad goals for transportation demand management. MCDOT should develop and periodically update a formal list of specific performance measures that are or will be tracked for each of the broad goals, similar to Arlington County. The list should include existing performance measures (i.e., mode share goals established in master plans, sector plans, and the Subdivision Staging Policy) as well as any new ones.

- **Develop an online performance dashboard that summarizes key performance measures across all TMDs to make data readily available to the public, policy-makers, employers, and commuters.**

To complement the biennial reports, MCDOT should prepare an online dashboard that summarizes all available performance metrics to serve as an effective tool for publicizing the positive impacts of alternative transportation methods to TMD commuters, employers, and residents.

**Recommendation #2. Request that MCDOT enhance its data collection efforts and review the commuter survey practices and procedures.**

MCDOT maintains significant data on transportation management districts in the County; however, there may be opportunities to expand and improve upon current performance measurement efforts.

- **Explore calculating and reporting performance data on reductions in vehicle miles traveled, vehicle trips, and estimated emissions specific to Montgomery County.**

MCDOT provides program data to MWCOG Commuter Connections, who puts that data into a formula (along with similar data from other jurisdictions) to estimate the reductions in vehicle trips, vehicle miles traveled, and emissions across the entire region from the programs. Arlington County, working with MWCOG and its contractors, has taken that same formula model and used it to develop and report on these performance data specific to the County's programs. MCDOT should explore adopting a similar model to estimate these measures for Montgomery County's programs.

- **Include performance and evaluation components into individual program delivery where possible, particularly for new programs and/or those with an identifiable budget allocation.**

In general, Montgomery County's current performance measures for TMDs assess the impact of all program and service types. In addition to this, especially for newly implemented programs, MCDOT should collect data on individual programs where practical that would allow for comparison of the effectiveness of particular programs or services. The restart of Fare Share program in FY17, for example, allows MCDOT to compare pre-and post-program data for companies that participate to evaluate the program's impact. Additionally, since the program has a specified budget allocation, collecting before and after data provides the opportunity for a cost/benefit analysis.

- **Review the commuter survey practices, procedures, and timing to ensure data collection meets what is needed for the performance measurement and reporting.**

In conjunction with creating a formal list of performance measures, MCDOT should review the commuter survey to ensure that the data being collected aligns with the list. Additionally, MCDOT should review the survey timing. Currently, MCDOT sends the survey to a TMD's large employers every year and smaller employers every 2-3 years. Since conducting and analyzing the survey is a time-intensive process, MCDOT should consider conducting the survey every other year instead of annually and send it to all TMD employers. If this were the case, MCDOT could conduct the survey in opposite years of the TMD biennial reports to better balance the workload between data collection and reporting. The County Code requires an annual commuter survey "unless the [Department of Transportation] Director determines that a less frequent plan is appropriate."<sup>1</sup>

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<sup>1</sup> Montgomery County Code, §42A-26(a)

**Recommendation #3. Review and discuss with MCDOT and staff from other agencies the implications of working to achieve residential mode share goals on programming, budgets, and data collection.**

Current data collection efforts focus on commuters who work within a TMD and not residents who live in but commute outside of a TMD. However, the North Bethesda and Greater Shady Grove TMDs include a non-auto driver mode share (NADMS) goal for residents of the district as well as commuters into the district, and the draft Bethesda Downtown Plan (currently under review by the Planning Board) also includes residents as part of an updated NADMS goal.

Additionally, the services provided to residents differ among TMDs. For example, in the Bethesda TMD, services to multi-family residences are limited to providing information only while in the North Bethesda TMD services and outreach can be provided to medium- and high-density residential communities. County law permits charging the transportation management fee to both commercial and multi-unit residential property in a TMD, however the current fee only applies to commercial development.

Since the Council approves residential mode-share goals as part of master plans, sector plans, and the Subdivision Staging Policy, the Council should discuss with MCDOT staff (and other agency staff as appropriate) the implications of focusing on residents as well as workers in each of the TMDs. For example, if the Council expects MCDOT to measure residential NADMS in TMDs, it may require a significant adjustment to MCDOT's current service delivery model along with data collection practices and methodologies.

## **CHAPTER 8. Agency Comments**

The Office of Legislative Oversight circulated a final draft of this report to the Chief Administrative Officer for Montgomery County review. OLO appreciates the time taken by County Government representatives to review the draft report and provide comments. OLO's final report incorporates technical corrections provided by County staff. The written comments received from the Chief Administrative Officer are attached in their entirety beginning on the next page.



OFFICES OF THE COUNTY EXECUTIVE

Isiah Leggett  
County Executive

Timothy L. Firestine  
Chief Administrative Officer

MEMORANDUM

July 14, 2016

TO: Chris Cihlar, Director, Office of Legislative Oversight

FROM: Timothy L. Firestine, Chief Administrative Officer

*Farah Kassim*

SUBJECT: Draft OLO Report 2016-9: Performance Review of Transportation Management Districts

Thank you for the opportunity to comment on Draft OLO Report 2016-9: Performance Review of Transportation Management Districts. The report provides a systematic examination and explanation of the structure, administration, operation, funding, and Transportation Demand Management (TDM) programs and services being implemented in the Transportation Management Districts (TMD). The robust nature of these programs and services, the need to tailor the approaches to the individual characteristics of each TMD, and the extent to which those efforts encompass a wide variety of strategies to assist employers, employees, residents, and visitors in each of these urbanized and urbanizing areas of the County is summarized well.

The report also highlights the broad array of TDM-related information and performance measures collected and reported by Commuter Services. Non-Auto Driver Mode Share (NADMS) data forms the touchstone of the TMDs' efforts – and is the underpinning to many of the County's master and sector plans. A wide variety of other data on commuting characteristics, employer policies and programs, developer agreements, and other performance measurement indicators is also collected and monitored. The success of the TMDs in achieving the performance targets for NADMS, transit use, and many of the other objectives established for these programs is noteworthy – particularly given the high proportion of expenditures for these programs funded with non-tax supported revenue.

Please note that MCDOT has been leading an inter-agency, consultant-facilitated review of approaches to TDM with respect to developer agreements. Participants in that effort have included members of Council staff, M-NCPPC, and the Department of Permitting Services. Recommended changes flowing from that effort may need to be aligned with recommendations from the OLO review.

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Chris Cihlar, Director, Office of Legislative Oversight  
July 14, 2016  
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Following are specific comments on recommendations contained in the report:

***OLO Recommendation #1: Request that MCDOT enhance its methods and structures for TMD performance reporting by completing required reports, adopting a set of performance measures, and developing an online performance dashboard.***

MCDOT's Commuter Services Section maintains an abundance of program-level and TMD-specific output and performance data, yet much of that data is not routinely published or readily accessible. OLO recommends the following:

***OLO Recommendation #1a: Ensure that biennial reports are completed for each TMD as required by Chapter 42A of the County Code.***

**Response:** Reports to cover the missing years are in the process of being completed, and a concerted effort is planned to issue these reports on a biennial basis. Monitoring effectiveness of programs and policies, and reporting on outcomes, has been occurring throughout this period within the Department, the Division of Transit Services (of which Commuter Services was a part until last year), and in other information and briefings provided to County Council, M-NCPPC, and to Advisory Committees for each TMD, as well as in reporting to regional and state programs.

***OLO Recommendation #1b: Create and publish a formal list of goals and performance measures to be reviewed and updated periodically, either as part of a strategic planning process or separately.***

**Response:** As has been noted in the report, MCDOT/Commuter Services currently tracks a wide variety of performance measures. MCDOT will work with CountyStat to identify additional performance measures that can be tracked to provide an assessment of how the County is performing with regard to the three broad goals for transportation demand management established by County Code, including (1) provision of sufficient transportation capacity to achieve land use and economic development objectives; (2) reducing demand for road capacity, and promotion of traffic safety and pedestrian (and bicycle) access; and (3) reductions in vehicular emissions, energy consumption and noise levels.

***OLO Recommendation #1c: Develop an online performance dashboard that summarizes key performance measures across all TMDs to make data readily available to the public, policy-makers, employers, and commuters.***

**Response:** MCDOT will explore with CountyStat and other internal and external resources the opportunity to create an online dashboard to summarize performance metrics for TMDs. We agree with OLO that if such a system can be created it could be effective as a tool to publicize the benefits of TMDs and non-auto modes of transportation to commuters, employers, and residents.

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July 14, 2016  
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***OLO Recommendation #2: Request that MCDOT enhance its data collection efforts and review the commuter survey practices and procedures.***

MCDOT maintains significant data on transportation management districts in the County; however, there may be opportunities to expand and improve upon current performance measurement efforts.

***OLO Recommendation #2a: Explore calculating and reporting performance data on reductions in vehicle miles traveled, vehicle trips, and estimated emissions specific to Montgomery County.***

**Response:** Calculation and reporting of data on reductions in vehicle miles traveled, vehicle trips and emissions benefits can be part of the expanded performance measurement and reporting effort and dashboard discussed above. It should be noted, however, that these measures do not directly reflect the NADMS or transit use goals adopted in the master/sector plans for the TMDs.

With regard to emissions measures, MCDOT will explore with Metropolitan Washington Council of Government (MWCOCG) opportunities to provide local versions of regional modeling outputs and the costs for such efforts.

***OLO Recommendation #2b: Include performance and evaluation components into individual program delivery where possible, particularly for new programs and/or those with an identifiable budget allocation.***

**Response:** We agree that data should be collected wherever possible on individual programs to allow for comparison of the effectiveness of particular programs or services, and we have generally tried to incorporate such measurement into both existing and new programs. MCDOT has worked with the Department of Technology Services to assist with this effort as part of the employer-based reporting programs. With the restart of Fare Share program in FY17, program guidelines call for requiring participating employers to assist with collection of pre- and post-program data in order to evaluate the program's impact and to assist with cost/benefit analysis.

***OLO Recommendation #2c: Review the commuter survey practices, procedures, and timing to ensure data collection meets what is needed for the performance measurement and reporting.***

**Response:** MCDOT will review the commuter survey with a focus on aligning data collection more closely with expanded performance measures and will also consider changing survey timing and approach in accordance with OLO's recommendations. The current survey, including frequency and approach, was formulated over the course of several years using both employer feedback and expert survey consultant input; and, Commuter Services has been working with a consultant to continue to address the approach and other challenges to the survey process. One

Chris Cihlar, Director, Office of Legislative Oversight  
July 14, 2016  
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concern with conducting the survey in alternate years is that some employers/worksites provide inadequate initial survey responses. Therefore, conducting the survey every other year leads to a two-year gap in collecting adequate results from these employers/worksites.

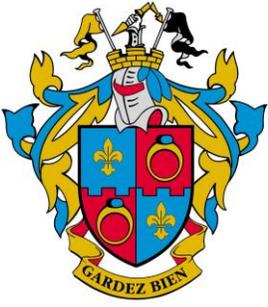
***OLO Recommendation #3: Review and discuss with MCDOT and staff from other agencies the implications of working to achieve residential mode share goals on programming, budgets, and data collection.***

**Response:** More extensive focus on multi-unit residential areas within TMDs will require an entirely different approach to staffing and marketing, and will undoubtedly require greater allocation of resources. We will discuss different approaches, and based on resource priorities, may considering exploring further.

Again, we thank the Office of Legislative Oversight for its work on this report. If you have any questions or need additional information, please contact Al Roshdieh, Director, Department of Transportation, at 240-777-7175 or [Al.Roshdieh@montgomerycountymd.gov](mailto:Al.Roshdieh@montgomerycountymd.gov).

TLF:slb

cc: Fariba Kassiri, Assistant Chief Administrative Officer  
Bonnie Kirkland, Assistant Chief Administrative Officer  
Al Roshdieh, Director, Department of Transportation  
David Gottesman, Manager, CountyStat



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# Appendix

Post-it* Fax Note	7671	Date	12/12	# of Pages	6
To	Tom Hojue	From	Suzana		
Co./Dept.		Co.			
Phone #		Phone #	217-7910		
Fax #	X 2957	Fax #			

ATTACHMENT C

Resolution No. 13-319  
 Introduced: October 31, 1995  
 Adopted: October 31, 1995

COUNTY COUNCIL  
 FOR MONTGOMERY COUNTY, MARYLAND

By: County Executive and County Council

Subject: Establishment of a Transportation Management District in North Bethesda with the Authority Given to Charge a Transportation Management Fee on New or Existing Development

Background

1. On July 1, 1992, the Director of the Department of Transportation established the North Bethesda Transportation Management District (TMD) Task Force to examine options to establish the North Bethesda TMD. This group included representatives of the Executive Branch, the Council, Maryland-National Capital Park and Planning Commission, the Transportation Action Partnership, Inc. (TAP), the Keep Montgomery County Moving Committee, and other business and Chamber of Commerce leaders.
2. On November 18, 1993, County Council enacted Bill No. 32-93, Transportation Management - Metro Station Areas. (Montgomery County Code, 1994 as amended, sections 42A - 20 through 30). This ordinance was patterned after the Silver Spring Transportation System Management District (SSTSMO)(as defined in Montgomery County Code, 1994 as amended, sections 42A - 10 through 20). It allowed flexibility in terms of establishing boundaries to include Metro station planning areas, appointing advisory committees, reporting annual performance of TMDs, and financing of TMD activities.
3. In Bill No. 32-93, the Council stated that new development is important to stimulate the local economy and that focusing new development in highly transit serviceable areas is a County land use and economic development objective. Transportation demand management will help provide sufficient transportation capacity, reduce the demand for roads, promote traffic safety and pedestrian access, and help reduce vehicular emissions, energy consumption, and noise levels. Transportation demand management will also equitably allocate responsibility for reducing single-occupancy vehicle trips among government, developers, employers, property owners, and the public.
4. The Task Force released its report in November 1993. After discussions and solicitation of comments from the business community, the residential community, and the TAP membership, its report was finalized in April 1994. Briefings on the report and its recommendations were held in May 1994 with the County Executive and Council.
5. Under Bill No. 32-93, a Transportation Management Organization (TMO) can be

established to take actions towards achieving effective transportation demand management in a particular TMD. The TMO will:

- a. monitor and assess traffic patterns and pedestrian access and safety;
  - b. promote traffic and parking control measures;
  - c. provide or promote approved transportation-related capital projects;
  - d. promote or implement transit and ridesharing incentives;
  - e. promote cooperation between the County and other government agencies; and
  - f. create and implement cooperative County/private sector programs to increase ridesharing and transit use.
6. TAP, a not-for-profit organization, is the approved grantee to provide for the administration of the North Bethesda Transportation Management Organization pursuant to section 11B-42(d) of the Montgomery County Code, 1994 as amended. An advisory committee will be established by its Board of Directors as part of the organizational structure of TAP.
  7. The Department of Transportation will establish programs and policies in the North Bethesda TMD that will provide revenues to fund operation of the transportation management organization and the provision of other transportation services. Measures may include parking management programs, fees on new or existing developments, allocation of state or federal grant funds, etc. Monies from these revenue-generating endeavors will be designated for expenditure in the North Bethesda TMD.
  8. The Department of Transportation and the Montgomery County Planning Board jointly impose reasonable transportation demand management measures as conditions on the Board's approval of development in the North Bethesda TMD. These measures can include the requirement of traffic mitigation agreements in accordance with Chapter 42A of the Montgomery County Code, 1994 as amended.
  9. Certain employers located within the North Bethesda TMD may be required to submit traffic mitigation plans in Year Five of operation of the TMD. During the initial four years of the TMD, participation in these traffic mitigation plans will be voluntary. Traffic mitigation plans are subject to Chapter 42A of the Montgomery County Code, 1994 as amended.
  10. Annual monitoring of transportation demand management in the North Bethesda TMD will be required of the TMO. A biennial executive report must be submitted by the advisory committee of the TMO to the Director of the Department of Transportation by September 1 of each even-numbered year. The Director will transmit the report to the Executive and the Planning Board pursuant to provisions of section 42A-27 of the Montgomery County Code, 1994 as amended. The Director may recommend to the Executive corrective action if any peak period (the two hours of highest transportation use in the morning and evening) commuting goals set forth in the Annual Growth Policy are not met by Year Four after the establishment of the North Bethesda TMD.

Action

The County Council for Montgomery County, Maryland, approves the following resolution:

1. Pursuant to provisions of Chapter 42A of the Montgomery County Code, 1994 as amended, the North Bethesda Transportation Management District is established. Its boundaries include the Metro station policy areas of Grosvenor, Twinbrook and White Flint and surrounding areas served by the transportation network of these Metro station policy areas.

including Executive Boulevard, Rock Spring Park, and Montgomery Mall. Boundary lines are defined on Attachment A of this resolution.

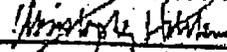
2. Pursuant to section 42A-29(a)(2) of the Montgomery County Code, 1994 as amended, the Department of Transportation is authorized to charge the Transportation Management Fee to all applicants for subdivision or optional method development in the North Bethesda Transportation Management District, and each successor in interest, and to owners of existing commercial and multi-unit residential properties in the North Bethesda Transportation Management District.

This is a correct copy of Council action.

  
Kathleen A. Freedman, CMC  
Secretary of the Council

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APPROVED AS TO FORM AND LEGALITY.  
OFFICE OF COUNTY ATTORNEY  
BY   
DATE 6-30-95

Resolution No. 14-56  
Introduced: November 24, 1998  
Adopted February 23, 1999

COUNTY COUNCIL  
FOR MONTGOMERY COUNTY, MARYLAND

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By: Councilmember Krahnke

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Subject: Establishment of a Transportation Management District in the Bethesda Central Business District

### Background

1. On November 18, 1993, County Council enacted Bill No. 32-93, Transportation Management: Metro Station Areas (Montgomery County Code, Sections 42A-20 through 42A-30). This ordinance was patterned after the Silver Spring Transportation System Management District (SSTSMMD) (as defined in the County Code, Sections 42A-10 through 42A-20). It allowed flexibility in terms of establishing boundaries to include Metro station planning areas, appointing advisory committees, reporting annual performance of TMDs, and financing of TMD activities. In 1995 the North Bethesda Transportation Management District was established by resolution under the authority of this enabling law.
2. Section 42A-22 of the County Code states that new development is important to stimulate the local economy and that focusing new development in highly transit serviceable areas is a County land use and economic development objective. Transportation demand management will help provide sufficient transportation capacity, reduce the demand for roads, promote traffic safety and pedestrian access, and help reduce vehicular emissions, energy consumption, and noise levels. Transportation demand management will also equitably allocate responsibility for reducing single-occupancy vehicle trips among government, developers, employers, property owners, and the public. Implemented in business districts, transportation demand management would also have the effect of mitigating the traffic and parking effects of new development on nearby residential neighborhoods.
3. Under Section 42A-23 of the County Code, a Transportation Management Organization (TMO) can be established to take actions towards achieving effective transportation demand management in a particular TMD. The TMO will:
  - a. monitor and assess traffic patterns and pedestrian access and safety;
  - b. promote traffic and parking control measures;
  - c. promote transportation-related capital projects;
  - d. promote or implement transit and ridesharing incentives;
  - e. promote cooperation between the County and other government agencies; and
  - f. create and implement cooperative County/private sector programs to increase ridesharing and transit use.

4. To realize the Bethesda Central Business District (CBD) Sector Plan goal of achieving a significant shift of travel from drive-alone auto use, the Plan recommends that a TMO be formed in the Bethesda CBD. A major TMO objective is to enlist employer support in achieving the Sector Plan's objective to increase to 37 percent the percentage of morning peak period work trips made by people who do not drive to existing and new jobs in the Bethesda CBD.

### **Action**

The County Council for Montgomery County, Maryland, approves the following resolution:

1. Under Chapter 42A of the County Code, a Bethesda Transportation Management District (TMD) is established. The Bethesda TMD's boundary is the same as that of the Bethesda CBD Sector Plan, except that single-family dwelling units are not included in the Bethesda TMD. Boundary lines are described on Attachment A.
2. Under Section 42A-29(a)(2) of the County Code, the Department of Public Works and Transportation may charge a Transportation Management Fee to all applicants for commercial subdivision or optional method development in the Bethesda TMD, to previously approved commercial subdivision and optional method development where participation in a transportation management district was a condition of approval, to applicants for multi-family residential development under the Annual Growth Policy's Alternative Review Procedure for Metro Station Policy Areas, to each successor in interest to any such applicant, and to owners of existing commercial properties in the Bethesda TMD.
3. The Department of Public Works and Transportation (DPWT) may take actions necessary to achieve effective transportation demand management in Bethesda by operating a TMO on its own or by contract with any employer, transportation management organization, or other party. The Bethesda Urban Partnership, Incorporated, a not-for-profit organization, is an approved grantee to administer the Bethesda Transportation Management Organization under Section 11B-42(d) of the County Code.
4. Under authority of Section 42A-23(e) of the County Code, a Bethesda Transportation Management Advisory Committee (BTMAC) must consist of eleven voting members and certain nonvoting members:
  - a. Three members must be nominated by the Greater Bethesda-Chevy Chase Chamber of Commerce;
  - b. Four members must be nominated by the Western Montgomery County Citizens Advisory Board, of which:
    - i. Two must be residents of the Bethesda TMD, one from the area north of a line defined by East-West Highway and Old Georgetown Road and one from the area south this line; and
    - ii. Two must be residents of neighborhoods adjacent to the Bethesda TMD, or the Town of Chevy Chase, but no more than one may be a resident from any single neighborhood or the Town of Chevy Chase. The Western Montgomery County Citizens Advisory Board should

solicit nominations from these neighboring communities and the Town of Chevy Chase;

- c. Two members must be employers of fewer than fifty employees in the Bethesda TMD; and
- d. Two members must be employers of fifty or more employees in the Bethesda TMD.

The following are nonvoting members of the BTMAC:

- a. The directors, or their designees, of the:
  - i. Bethesda-Chevy Chase Regional Services Center;
  - ii. DPWT, if it is not administering the TMO; and
  - iii. Bethesda Urban Partnership, Incorporated, if it is not administering the TMO.
- b. A designee of the County Planning Board;
- c. A representative of the County Police Department; and
- d. A representative of the National Institutes of Health or the National Naval Medical Center, appointed by the Executive.

The County Executive may reject individuals nominated to serve as voting members of the BTMAC and request additional nominations. All appointments are subject to confirmation by the County Council.

If the Bethesda Urban Partnership, Incorporated or another private organization receives a contract to administer the Bethesda TMD, the Executive may decline to appoint a BTMAC and the organization may, if permitted by the contract, select and convene an advisory body that includes a range of business, resident, and government members.

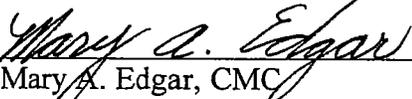
- 5. BTMAC voting members serve for a period of three years beginning July 1. However, when the BTMAC is first formed:
  - a. The period between appointment and the next July 1 is not counted as part of a committee member's term; and
  - b. The County Executive may designate up to five members to serve for only two years.

The County Executive may reappoint BTMAC members, subject to confirmation by the County Council.

- 6. The BTMAC may advise the TMO and the County government on all aspects of programs, management, and finances relating to the implementation of transportation system and demand management in the Bethesda TMD and vicinity. Specifically, the BTMAC must:
  - (a) propose guidelines for traffic mitigation plans;
  - (b) monitor the implementation of the traffic mitigation plans;
  - (c) evaluate progress in attaining the commuting goals specified in the Annual Growth Policy (AGP), if any;

- (d) recommend government, private or joint actions necessary to facilitate attainment of the commuting goals specified in the AGP, if any;
  - (e) advise the Director of DPWT on parking policies;
  - (f) review traffic patterns and control measures in the Bethesda TMD and vicinity, including any relevant issues relating to neighborhood parking and pedestrian access and safety; and
  - (g) submit comments and recommendations in the biennial report.
7. The TMO and DPWT must establish programs and policies that will encourage less reliance on the single-occupant vehicle. The Bethesda TMD may receive revenues to fund operation of the transportation management organization and the provision of other transportation services.
  8. Revenue that funds expenditure in the Bethesda TMD may include fee revenue from the Bethesda Parking Lot District, fees on new and existing development, and allocation of state or federal grant funds.
  9. The DPWT and the Planning Board jointly impose reasonable transportation demand management measures as conditions on the Board's approval of development in the Bethesda TMD. These measures can include the requirement of traffic mitigation agreements in accordance with Chapter 42A of the County Code.
  10. Certain employers located within the Bethesda TMD may be required to submit traffic mitigation plans in its fifth year of operation. During the initial four years of the Bethesda TMD, participation in these traffic mitigation plans must be voluntary. Traffic mitigation plans are subject to Chapter 42A of the County Code.
  11. The TMO must annually monitor of transportation demand management in the Bethesda TMD. A biennial report must be submitted by the TMO to the Director of DPWT by September 1 of each even-numbered year. The Director of the DPWT must transmit the report to the Executive, the BTMAC and the Planning Board pursuant to Section 42A-27 of the County Code. The Director of DPWT may recommend to the Executive corrective action if any peak period (the two hours of highest transportation use in the morning and evening) commuting goals in the AGP are not met by July 1, 2002.

This is a correct copy of Council action.

  
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Mary A. Edgar, CMC  
Clerk of the Council

## APPENDIX A

### BOUNDARIES OF THE PROPOSED BETHESDA CENTRAL BUSINESS DISTRICT TRANSPORTATION MANAGEMENT DISTRICT

Beginning at point on the east line of Wisconsin Avenue at the northernmost boundary of the Central Business District (CBD) and running east along the CBD boundary, then southward along same to Maple Avenue; then east along the north line of Maple Avenue to its intersection with Tilbury Street, then south along the west line of Tilbury until its intersection with Highland Avenue; then west along the south line of Highland until the CBD boundary; then rejoining the CBD boundary southward until its intersection with Cheltenham Drive; then east on the north line of Cheltenham until its intersection with Tilbury Street, then south along the west line of Tilbury until its intersection with Middleton Lane; then west along the north line of Middleton Lane to the west side of Middleton's Subdivision 7-502 Lot 3, turning south along Middleton's Sub 7-502 Lot 3 to the north side of G. Bradley Sub 7-001 Lot 5, then west along the north side of G. Bradley Sub 7-001 Lot 5, then along the west sides of G. Bradley Sub 7-001 Lot 5 and Lot 22; then turning east along the south sides of Lots 22, 21, 20, 19, 18, 17, 16, 15, and 14 to the intersection with the CBD boundary; then following coterminous with the CBD boundary until its intersection with Pearl Street; then turning north along the east line of Pearl Street until its intersection with Sleaford Road; then east along the south line of Sleaford until its intersection with Chelton Road; then south along the west line of Chelton until its intersection with East-West Highway; then east along the north line of East-West Highway until the west line of the Georgetown Branch right of way; then continuing southwestward along the west line of the Georgetown Branch right of way until its intersection with the CBD boundary; then following coterminous with the CBD boundary until its intersection with Willow Lane; then continuing east along the south line of Willow until its intersection with 46th Street; then going south coterminous with the Bethesda Sector Plan boundary until its intersection with the CBD boundary on Bradley Boulevard; then continuing west coterminous with the CBD boundary until just south of Miller Avenue; then following west along the south side of DPWT Parking Lot #31; then continuing southwest along the west line of the Georgetown Branch right of way, also known as Parcel P480 at this point; then at the northeastern corner of Parcel P330, turning westward along the northern side of Parcel P330 and becoming coterminous with the Bethesda Sector Plan boundary; then following the Bethesda Sector Plan boundary northward, including along the east line of Fairfax and Clarendon Roads; then turning east on Elm Street, then north along the Sector Plan boundary to Edgemoor Lane; then continuing north in a straight line along the west side of Parcel P8, then Parcel P5 Block 11 of Mapsheet HN122; then traveling west along the north line of Moorland Lane to its intersection with Clarendon Road; then continuing north along the east line Clarendon until its intersection with the Bethesda Sector Plan boundary; then following the Sector Plan boundary until the intersection of Glenbrook Road and Old Georgetown Road; then continuing along the south line of Glenbrook Road until it reaches Robertson's Sub 7-501 Block A Lot 4; then traveling along the southern then eastern sides of Robertson's Sub 7-501 Block A Lot 4; then continuing along the eastern sides of Robertson's Sub 7-501 Block A Lots 5, 6, 7, 8, 9, and PT. 10; then crossing Glenbrook Road and continuing along the northern side of Robertson's Sub 7-501 Block C Lots E, 2, 3, 4, 5, PT. 6, 10, PT. 7, 8, 9, and Parcel P816; then following the west side of Parcel P859, crossing Rugby Avenue, and continuing along the west side of Parcel P859; then following the east side of Parcel P869 until it intersects Old Georgetown Road and the Bethesda Sector Plan boundary; then following the Sector Plan boundary until the intersection of Keystone Avenue and North Brook Lane; then continuing along the west line of North Brook Lane until again intersecting the Bethesda Sector Plan boundary; then following the Sector Plan boundary to the point of beginning at the east line of Wisconsin Avenue and the northernmost boundary of the CBD.

There shall also be included in the foregoing described area any lot partially within and partially without such area zoned for commercial use.

Resolution No. 14-325  
Introduced: August 3, 1999  
Adopted October 26, 1999

COUNTY COUNCIL  
FOR MONTGOMERY COUNTY, MARYLAND

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By: Introduced by Council President Isiah Leggett, at the request of County Executive Douglas Duncan; co-sponsored by Councilmember Betty Ann Krahnke

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Subject: Establishment of a Transportation Management District in the Friendship Heights Sector Plan Area

**Background**

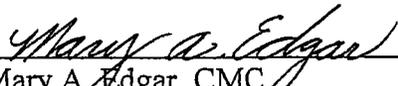
1. Montgomery County Code Sections 42A-20 through 42A-30 provides for Transportation Management in Metro Station Areas and authorizes the County to create Share-A-Ride Districts. These provisions allow flexibility in terms of establishing boundaries to include Metro station planning areas, appointing advisory committees, reporting annual performance of TMDs, and financing of TMD activities. In 1995 the North Bethesda Transportation Management District was established by resolution under the authority of this enabling law. In February of 1999, the Bethesda Transportation Management District was established by resolution under the authority of this enabling law.
2. Section 42A-22 of the County Code states that new development is important to stimulate the local economy and that focusing new development in highly transit serviceable areas is a County land use and economic development objective. Transportation demand management will help provide sufficient transportation capacity, reduce the demand for roads, promote traffic safety and pedestrian access, and help reduce vehicular emissions, energy consumption, and noise levels. Transportation demand management will also equitably allocate responsibility for reducing single-occupancy vehicle trips among government, developers, employers, residential and non-residential property owners, and the public. Implemented in business districts, transportation demand management would also have the effect of mitigating the traffic and parking effects of new development on nearby residential neighborhoods.
3. To realize the Friendship Heights Central Business District (CBD) Sector Plan goal of achieving a significant shift of travel from drive-alone auto use, the Plan recommends that a Transportation Management Organization (TMO) be formed in the Friendship Heights Sector Plan area. The Sector Plan further encourages the District of Columbia to participate in the TMO by enacting similar enabling authority and including the District of Columbia section of Friendship Heights within the TMO by appropriate legislation. A major TMO objective is to enlist employer, developer, and resident support in achieving the Sector Plan's objective to increase the percentage of people who do not drive to work from the existing 34 percent to 39 percent.

4. In addition to the use of the fees authorized in this resolution, the Department may provide additional revenues from other sources to fund TMD services. Revenue that funds programs in the Friendship Heights TMD may include fees on new and existing development, allocation of state or federal grant funds, appropriations from the County's general revenues, and other sources.
5. Under authority of Section 42A-23(e) of the County Code, a Friendship Heights Transportation Management District Advisory Committee (FHTMDAC) will be appointed by the Executive and confirmed by the Council. The Advisory Committee must consist of fourteen voting members and certain nonvoting representatives:
  - a. Four members must be nominated by the Greater Bethesda-Chevy Chase Chamber of Commerce, with two representing employers of fewer than 50 employees in the Friendship Heights TMD and two representing employers of 50 or more employees in the Friendship Heights TMD, and including one representative with retail employees.
  - b. Two members must be nominated by the Friendship Heights Village Council.
  - c. One member must be nominated by the Chevy Chase Village Board of Managers.
  - d. One member nominated by the Somerset Town Council.
  - e. One member nominated by the Somerset House Management Association.
  - f. One member nominated by the Citizens' Coordinating Committee on Friendship Heights.
  - g. Four members nominated from among the development projects mandated to participate in the TMD. These can be tenants and/or employers designated by the owners of these projects.
  - h. The following are nonvoting representatives of the FHTMDAC:
    - (i) The directors, or their designees, of the:
      - (A) Bethesda-Chevy Chase Regional Services Center; and
      - (B) DPWT;
    - (ii) A designee of the County Planning Board;
    - (iii) A representative of the County Police Department, and a representative of the Chevy Chase Village Police Department;
    - (iv) Three representatives of the District of Columbia, as follows:

implementation of the transportation system and demand management in the Friendship Heights TMD and vicinity. Specifically, the FHTMDAC may:

- a. propose guidelines for traffic mitigation plans;
  - b. monitor the implementation of the traffic mitigation plans;
  - c. evaluate progress in attaining the commuting goals specified in the Annual Growth Policy (AGP), if any;
  - d. recommend government, private or joint actions necessary to facilitate attainment of the commuting goals specified in the AGP, if any;
  - e. advise the Director of DPWT on parking policies;
  - f. review traffic patterns and control measures in the Friendship Heights TMD and vicinity, including any relevant issues relating to neighborhood parking and pedestrian access and safety.
8. DPWT may take actions necessary to achieve effective transportation demand management in Friendship Heights on its own or by contracting with: (a) a TMO, (b) any employer, or (c) any other party. Ideally, DPWT will contract with a bi-jurisdictional TMO administered by an organization spanning both sides of the District of Columbia/Maryland line.
9. DPWT on its own or by contract with a TMO, employer or other party must establish programs and policies that will encourage less reliance on the single-occupant vehicle. The level of transportation demand management services in the Friendship Heights TMD will be provided in accordance with the amount of funds available to pay for the services.
10. DPWT and the Planning Board may jointly impose reasonable transportation demand management measures as conditions on the Board's approval of development in the Friendship Heights TMD. These measures can include the requirement of traffic mitigation agreements in accordance with Chapter 42A-25 of the County Code.
11. DPWT must annually monitor transportation demand management in the Friendship Heights TMD. The Director of DPWT must cause a biennial report to be prepared by September 1 of each even-numbered year. The Director of the DPWT must transmit the report to the Executive, the Friendship Heights Transportation Management District Advisory Committee (FHTMDAC) and the Planning Board pursuant to Section 42A-27 of the County Code. The Director of DPWT must recommend to the Executive corrective action if any peak period (as defined in Local Area Review Guidelines) commuting goals in the Annual Growth Policy (AGP) are not met by the end of the fourth year following creation of the TMD.

This is a correct copy of Council action.

  
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Mary A. Edgar, CMC  
Clerk of the Council

GREENHORNE & O'MARA, INC.

October 26, 1999

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**APPENDIX A TO COUNCIL RESOLUTION  
BOUNDARY OF THE PROPOSED  
FRIENDSHIP HEIGHTS  
TRANSPORTATION MANAGEMENT DISTRICT**

4. Thence continuing with said the westerly outline of said plat of subdivision recorded in Plat Book 60 at Plat No. 5074 to a point said line being the same as the northeasterly out line of said plat of subdivision recorded in Plat Book 27 at Plat No. 1698, further said line being the South 67°35' East line as shown on a plat of subdivision entitled "PLAT OF ROAD AT FRIENDSHIP HEIGHTS," recorded among said Land Records in Plat Book 2 at Plat No. 119,
5. Thence with said South 67°35' East line and with said northeasterly plat outline, to a point on the northerly right of way line of Willard Avenue, said line being the southeasterly line of Tax Parcel P359,
6. Thence with said the northerly right of way line of Willard Avenue, said line being the southeasterly line of Tax Parcel P359, to a point at the southwesterly most corner of Lot 12, Block B, as shown on a plat of subdivision entitled, "LOT 12, BLOCK B, FRIENDSHIP HEIGHTS", recorded among said Land Records in Plat Book 77 at Plat No. 7779,
7. Thence with the westerly and northerly outline of said Lot 12, Block B, to a point at the northwesterly most corner of Saratoga Avenue, as shown on a plat of subdivision entitled, "LESTER B. COOK'S SUBDIVISION, FREIDNSHIP HEIGHTS", recorded among said Land Records in Plat Book 9 at Plat No. 664,
8. Thence with the northerly outline of said plat of subdivision recorded in Plat Book 6 at Plat No. 664, to a point at the northwest corner of a plat of subdivision entitled "LOT 2, BLOCK C, LESTER G. COOK'S SUBDIVISION, FRIENDSHIP HEIGHTS", recorded among said Land Records in Plat Book 41 at Plat No. 2979,
9. Thence with the northerly outline of said plat of subdivision recorded in Plat Book 41 at Plat No. 2979, to a point at the northwest corner of a plat of subdivision entitled, "LOT 2, BLOCK 8, FRIENDSHIP HEIGHTS", recorded among said Land Records in Plat Book 92 at Plat No. 10053,
10. Thence with the northerly outline of said plat of subdivision recorded in Plat Book 92 at Plat No. 10053, to a point at the southwesterly most corner of Parcel A, Block 9, as shown a plat of subdivision entitled, "PARCEL A, BLOCK 9, SOMERSET HEIGHTS", recorded among said Land Records in Plat Book 78 at Plat No. 7813,
11. Thence with the westerly and northerly outlines of said Parcel A, Block 9 to a point on the westerly right of way line of Wisconsin Avenue, Maryland Route 355,

Resolution No.: 14-1511  
Introduced: September 24, 2002  
Adopted: November 26, 2002

COUNTY COUNCIL  
FOR MONTGOMERY COUNTY, MARYLAND

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By: Council President

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Subject: Transportation Management District in the Silver Spring Central Business District  
Sector Plan Area

**Background**

1. County Code Sections 42A-21 through 42A-30 authorize the County to create Transportation Management Districts. These provisions allow flexibility in terms of appointing advisory committees, reporting annual performance of TMDs, and financing of TMD activities.
2. Code Section 42A-22 states that new development is important to stimulate the local economy and that focusing new development in high transit service areas is a County land use and economic development objective. Transportation demand management will help provide sufficient transportation capacity, reduce the demand for roads, promote traffic safety and pedestrian access, and help reduce vehicular emissions, energy consumption, and noise levels. Transportation demand management will equitably allocate responsibility for reducing single-occupancy vehicle trips among government, developers, employers, residential and non-residential property owners, and the public. Implemented in business districts, transportation demand management will also mitigate the traffic and parking effects of new development on nearby residential neighborhoods.
3. To realize the Silver Spring Central Business District (CBD) Sector Plan goal of achieving a significant shift of travel from drive-alone auto use, the Plan recommends that a Transportation Management Organization (TMO) be formed in the Silver Spring CBD Sector Plan area.

**Action**

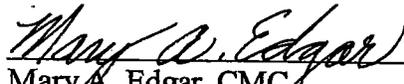
*The County Council for Montgomery County, Maryland, approves the following resolution:*

1. Under Code Section 42A-23 a Silver Spring Transportation Management District (TMD) is established. The Silver Spring TMD's boundary is the same as that of the Silver Spring central business district as defined in Code Section 59-C-6.12(c).
2. Under Code Section 42A-29(a) (1)-(2) the Department of Public Works and Transportation is hereby authorized to charge a Transportation Management Fee to each:
  - (a) applicant who files an application for commercial subdivision or optional method development approval in the [Friendship Heights] Silver Spring TMD after January 1, 1994, under the Annual Growth Policy;
  - (b) applicant for commercial subdivision or optional method development;
  - (c) previously approved subdivision and optional method development where participation in a transportation management district was a condition of approval;
  - (d) applicant for multi-unit residential development;
  - (e) successor in interest to any applicant or development listed in this paragraph; and
  - (f) owner of an existing commercial property in the Silver Spring TMD.
3. In addition to the use of the fees authorized in this resolution, the Department may use additional revenues from other sources to fund TMD services. Revenue that funds programs in the Silver Spring TMD may include fees on new and existing development, allocation of state or federal grant funds, transfers from the Silver Spring Parking Lot District, appropriations from the County's general revenues, and any other authorized source.
4. As authorized by Code Section 42A-23(e), the Executive may appoint a Silver Spring Transportation Management District Advisory Committee (SSTMDAC). The Advisory Committee must consist of 12 voting members and 4 nonvoting representatives.
  - (1) The Executive must appoint the voting members as follows:
    - (a) Three members nominated by the Silver Spring Chamber of Commerce;

- (b) Three members nominated by the Silver Spring Advisory Board, of which:
    - (1) one is a resident of the district;
    - (2) one is a resident of the North and West Silver Spring Master Plan Area; and
    - (3) one is a resident of the Four Corners Sector Plan Area, the East Silver Spring Master Plan Area, or the Takoma Park Master Plan Area;
  - (c) Three employers of fewer than 50 employees in the district; and
  - (d) Three employers of 50 or more employees in the district.
- (2) The non-voting members must be:
- (a) The Director or a designee of the Department of Public Works and Transportation;
  - (b) The Director or a designee of the Silver Spring Regional Services Center;
  - (c) The Director or a designee of the Department of Police; and
  - (d) A designee of the Montgomery County Planning Board.
5. Each SSTMDAC voting member serves for 3 years, beginning July 1. The County Executive may reappoint a member, subject to confirmation by the County Council. Current SSTMDAC members may continue to serve until their term expires and a successor is confirmed.
6. The SSTMDAC may advise the TMO, any employer, and any other party with whom the County contracts under this resolution and Section 42A-23(b) and the County government, on all aspects of programs, management, and finances relating to the transportation system and demand management in the Silver Spring TMD and its vicinity. Specifically, the SSTMDAC may:
- (a) propose guidelines for traffic mitigation plans;
  - (b) monitor the implementation of the traffic mitigation plans;
  - (c) evaluate progress in attaining the commuting goals specified in the Annual Growth Policy;

- (d) recommend government, private, or joint actions to facilitate attainment of the commuting goals specified in the Annual Growth Policy;
  - (e) advise the Director of DPWT on parking policies;
  - (f) review traffic patterns and control measures in the Silver Spring TMD and vicinity, including neighborhood parking and pedestrian access and safety; and
  - (g) submit comments and recommendations on the Director's report required under Code Section 42A-27.
7. DPWT must annually monitor transportation demand management in the Silver Spring TMD. The Director must cause a biennial report to be prepared under Code Section 42A-27. The Director must transmit the report to the Executive, the Silver Spring Transportation Management District Advisory Committee (SSTMDAC), and the Planning Board under Section 42A-27. The Director must recommend to the Executive corrective action if any peak period (as defined in Local Area Review Guidelines) commuting goals in the Annual Growth Policy are not met by the end of the fourth year after a TMD is created.

This is a correct copy of Council action.

  
Mary A. Edgar, CMC  
Clerk of the Council

Resolution No.: 15-1432

Introduced: October 18, 2005

Adopted: May 2, 2006

**COUNTY COUNCIL  
FOR MONTGOMERY COUNTY, MARYLAND**

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By: County Executive and County Council

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**SUBJECT:** Establishment of a Transportation Management District in Greater Shady Grove with the Authority Given to Charge a Transportation Management Fee on New or Existing Development

**Background**

1. Montgomery County Code, 2004 as amended, sections 42A - 10 through 30 provides for transportation management in Metro Station Areas and authorizes the County to create Transportation Management Districts (TMDs). These provisions allow flexibility in terms of establishing boundaries to include Metro station planning areas, appointing advisory committees, reporting annual performance of TMDs, and financing of TMD activities.
2. Section 42A-22 of the Montgomery County Code provides that new development is important to stimulate the local economy and that focusing new development in highly transit serviceable areas is a County land use and economic development objective. Transportation demand management will help provide sufficient transportation capacity, reduce the demand for roads, promote traffic safety and pedestrian access, and help reduce vehicular emissions, energy consumption, and noise levels. Transportation demand management will also equitably allocate responsibility for reducing single-occupancy vehicle trips among government, employers, property owners, and the public.
3. In 1996, Council directed the creation of a TMD in the Shady Grove vicinity as part of its Shady Grove Sectional Map Amendment process. Planning Commission staff recommended TMD boundaries follow those of the Shady Grove Study Area Master Plan of 1990 and include new development in Rockville and Gaithersburg. These boundaries included the Shady Grove Metro Station Policy Area and the R & D Village Policy Area and major areas of commercial development. Planning Commission staff also recommended an initial program of services including carpool/vanpool matching, a transportation demand management educational outreach program with employers and building owners, and monitoring. This resolution implements the Council's directive.

4. The Department of Public Works and Transportation (DPWT) conducted extensive background work for establishment of the Greater Shady Grove TMD. Public forums and briefings were held with the business community, civic representatives, and members of the general community to explain TMD purposes and operations and to apprise them of the progress in implementing the TMD for Shady Grove. Elected officials and appropriate staff from the County, and the cities of Gaithersburg and Rockville were also briefed on several occasions. Negotiations were conducted over an extended period of time with representatives of both municipalities regarding participation in the proposed TMD, including operational and funding mechanisms.
5. The Department of Public Works and Transportation (DPWT) may use a Transportation Management Organization (TMO) to assist it in providing services to implement transportation demand management. In addition to use of the fees authorized in this resolution, the Department may provide additional revenues from other sources to fund these services. The level of transportation management demand services in the Greater Shady Grove TMD will be provided in accordance with the amount of funds available to pay for the services. It is expected that as development, and corresponding revenues, in the TMD increase, the level of services provided will also increase.
6. While the cities of Gaithersburg and Rockville are included within the boundaries of the Greater Shady Grove TMD, their participation in the TMD is intended to be reflected in agreements with each municipality. TMD services will only be provided within the municipalities to the extent that they have entered into agreements with the County and paid their proportionate share of the costs of such services.
7. Montgomery County Code 2004, as amended, Section 42A-24 enables the Council to authorize use of traffic mitigation plans in a TMD. This resolution authorizes the Director of DPWT to require the submission of traffic mitigation plans.
8. DPWT and the Planning Board may jointly impose reasonable transportation demand management measures as conditions on the Board's approval of development in the Greater Shady Grove TMD. These measures can include the requirement of traffic mitigation agreements in accordance with Chapter 42A of the County Code.
9. The TMO must annually monitor transportation demand management in the Greater Shady Grove TMD. A biennial report must be submitted by the TMO to the Director of DPWT by December 1 of each even-numbered year. The Director of DPWT must transmit the report to the Executive, the Greater Shady Grove Transportation Management Advisory Committee, and the Planning Board pursuant to Sector 42A-27 of the County Code, 2004, as amended. The Director of DPWT may recommend to the Executive corrective action if any peak period (the three hours of highest transportation use in the morning and evening) commuting goals set forth in the Annual Growth Policy are not met within a reasonable period of time after the establishment of the TMD.

**Action**

The County Council for Montgomery County, Maryland, approves the following resolution:

1. Under Chapter 42A-23 of the Montgomery County Code, 2004 as amended, the Greater Shady Grove Transportation Management District (TMD) is established. Its boundaries include the Shady Grove Metro Station Policy Area as well as the R&D Village Policy area and portions of the cities of Rockville and Gaithersburg. Boundary lines are defined on Attachment A of this resolution.
2. Pursuant to Section 42A-29(a)(1) and (2) of the Code, the Department of Public Works and Transportation (DPWT) is hereby authorized to charge a Transportation Management Fee in the Greater Shady Grove TMD to:
  - all applicants who file an application for subdivision or optional method development approval in the Greater Shady Grove TMD under the Alternative Review Procedures in the Annual Growth Policy, and each successor in interest; and
  - all applicants for subdivision or optional method development approved after the Sectional Map Amendment of June 11, 1996, and each successor in interest; and
  - owners of existing commercial and multi-unit residential development.
3. The Director of DPWT may require traffic mitigation plans in the Greater Shady Grove TMD in accordance with Section 42A-24 of the County Code.
4. Under authority of Section 42A-23(e) of the County Code, a Greater Shady Grove Transportation Management District Advisory Committee will be appointed by the Executive and confirmed by the Council, according to a structure to be designated by Executive Regulation.

This is a correct copy of Council action.

  
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Linda M. Lauer, Clerk of the Council

**APPENDIX A**

**BOUNDARIES OF THE GREATER SHADY GROVE  
TRANSPORTATION MANAGEMENT DISTRICT**

Beginning at a point on the west line of I-270 at its intersection with the west line of Muddy Branch Road and running southeast along the west line of I-270 to its intersection with the north line of I-370;

then east along the north line of I-370 to its intersection with the western boundary of Parcel "C" (N881) as shown on Plat 9659;

then in a northeasterly direction along the western boundaries of Parcel "C" (N881), the Right of Way of Nancy Place, and Parcel "B" (N738) to the west boundary of the Right of Way of Frederick Road (MD 355) as shown on Plat 9659;

then crossing directly Frederick Road (MD 355) to the southwestern-boundary of the remainder of Parcel "D" as shown on Plat 20275,

then continuing along the Right of Way line of I-370 in a southeasterly direction to the south corner of the remainder of Parcel "D" (Plat 20275), then continuing in a northeasterly direction along the Right of Way line of I-370 to the south line of Parcel P385;

then northerly along the west boundary of Parcel P385, Parcel K (N327), Parcel P266, Parcel E (N211), Parcel G (000), and Parcels P103, P048, N007, N977, P925, and P913;

then northerly along the west boundary of Parcel K (N327), Parcel P266, Parcel E (N211), Parcel G (000), and Parcels P103, P048, N007, N977, P925, and P913;

then continuing northeasterly along the western boundary of Parcel P871 and north along the west boundary of Parcel P817;

continuing in a northern direction along the west boundary of Parcel P762;

continuing easterly along the northwest boundary of Parcel P762;

then crossing directly Oakmont Road and the CSX Railroad to the western-most corner of Parcel P747;

continuing northeast along the northwest boundary of Parcel P747;

then southeast along the northeast boundary of Parcels P747, Parcel P743 and Parcel P131;

continuing in a southerly direction along the east arc boundary of Parcel P131 to Parcel N730;

then running in a southerly direction along the west boundary of Parcel N730 to the north line of I-370;

then east along the north line of I-370 to its intersection with Shady Grove Road;  
continuing along the east line of I-370 to its intersection with the north line of Crabbs Branch  
Way;

then southeast along the east line of Crabbs Branch Way to its intersection with the north  
boundary of Parcel 'N' (Plat 14070);

then running east along the north boundary of Parcel 'N';

continuing south along the east boundary of Parcels 'N', 'M' (Plat 14070) and 'A' (Plat 13887) to  
the southeast boundary of Parcel 'A';

then crossing Monona Drive directly to the northwest corner of Parcel P960;

then running east along the north and northeast boundaries of Parcel P960 to the intersection with  
north boundary of Parcel N075;

then running in an east and southerly direction with the north boundaries of Parcels N075 and  
N136;

then running southwest with the southeast boundary of Parcel N136 to the northern line of Gude  
Drive East;

continuing in a direct line across Gude Drive East to the northwest corner of Parcel N353 at the  
south line of Gude Drive East;

then west along the south line of Gude Drive East to the intersection with the east line of the CSX  
Railroad tracks;

then south along the east line of the CSX Railroad tracks to an extension of the north line of  
College Parkway;

then following the extension of the north line of College Parkway in a southwesterly direction to  
the north line of Rutgers Street;

then following the north line of Rutgers Street to the east line of Yale Place;

then following the east line of Yale Place to the south line of Gude Drive West;

continuing westward along the south line of Gude Drive West to its intersection with the west line  
of I-270;

then south along the west line of I-270 to its intersection with the west line of West Montgomery  
Avenue;

then following the west line of West Montgomery Avenue in a northerly direction to the south  
line of Darnestown Road;

then west along the south line of Darnestown Road to its intersection with the east line of Shady  
Grove Road;

then following the east line of Shady Grove Road to its intersection with the eastern boundary of  
Parcel P781;

then following the eastern boundary of Parcels P781 and P840 in a southerly direction;

then continuing along the south boundaries of Parcel P840 to its intersection with the east line of Willow Tree Drive;

then following the east line of Willow Tree Drive north to a point directly opposite the southeast corner of Lot 214 of Willows of Potomac, Block D (Plat 18778);

then following directly across Willow Tree Drive to the above-referenced point;  
then continuing along the east boundary of Lot 214 described above;

continuing along the southeastern boundary of Traville, Block B, Parcel E (N850) (Plat 22293) to its intersection with Traville, Block B, Parcel D (N983), also shown on Plat 22293;

then following the boundary of Parcel D in a south and westerly direction to the intersection with Parcel N862;

continuing in a westerly direction along the southern boundary of Parcel N862;

then north and west along the west boundaries to the east line of Shady Grove Road;

then following a direct line across Shady Grove Road to the southeast point of Parcel P836 at the west line of Shady Grove Road;

continuing northwest on the south boundary of Parcel P836 to the west boundary;

then following the west boundary in a northerly direction to its intersection with Parcel P834;

continuing in a westerly direction along the south boundary of Parcel P834 to its west boundary;

then northerly along the west boundary to Parcel N777;

then westerly along the south boundary of Parcel N777 to the east line of Travilah Road;

then following directly an extension of the south boundary of Parcel N777 to a point on the west line of Travilah Road;

then following the west line of Travilah Road to its intersection with the south line of Darnestown Road;

then westward along the south line of Darnestown Road to its intersection with the west line of Quince Orchard Road;

then northeast along the west line of Quince Orchard Road to its intersection with the east line of Great Seneca Highway;

then following the north line of Quince Orchard Road to a direct line to the north line of Dosh Drive, continuing along the north line of Dosh Drive to its intersection with the east line of Quince Orchard Road;

then northeast following the east line of Quince Orchard Road to its intersection with the south line of Parcel P067;

then continuing along the south boundaries of Parcels P067 and P95 and the western edge of NIST to its intersection with the east boundary of Parcel P95 and the western boundary of NIST;

continuing in a northeast line along the NIST boundary to its intersection with the northern boundary of Parcel P015;

then continuing west along the northern boundary of Parcel P015 to its intersection with the east line of Quince Orchard Road;

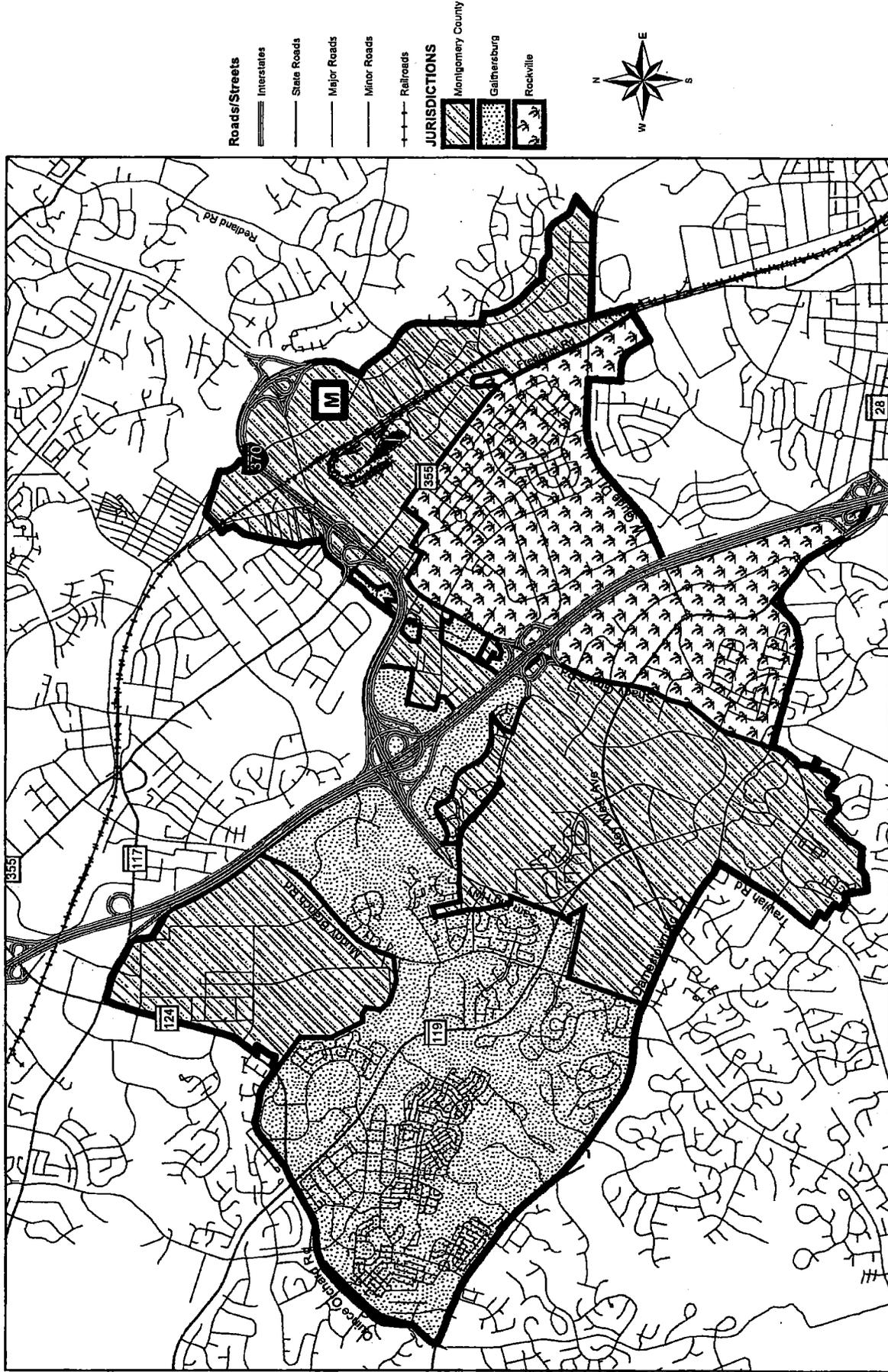
then proceeding northeast along the east line of Quince Orchard Road to its intersection with the south line of Diamond Avenue and the northern boundary of NIST;

then continuing southeast along the northern boundary of NIST to its intersection with the east boundary of NIST and the west line of I-270 ;

then proceeding south along the eastern boundary of NIST to the point of beginning, which is at the west line of I-270 at its intersection with the west line of Muddy Branch Road.

There shall also be included in the foregoing described area any lot partially within and partially without such area that is zoned for commercial or multi-unit residential use.

Greater Shady Grove Transportation Management District (TMD)



Montgomery County  
 Department of Public Works & Transportation  
 Office of Project Development  
 February 28, 2006

The Greater Shady Grove TMD includes properties within Montgomery County as well as the cities of Rockville and Gaithersburg. TMD services will be provided within the Cities of Rockville and Gaithersburg to the extent that each municipality enters into financial agreements with Montgomery County. Commercial and residential developments will be subject to the laws of each municipality with regard to TMD participation.

Resolution No.: 18-26  
Introduced: November 25, 2014  
Adopted: January 20, 2015

**COUNTY COUNCIL  
FOR MONTGOMERY COUNTY, MARYLAND**

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By: County Council

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**SUBJECT:** Establishment of a Transportation Management District in the White Oak Policy Area with the Authority Given to Charge a Transportation Management Fee on New or Existing Development

**Background**

1. Montgomery County Code, 2004 as amended, sections 42A-21 through 30 provides for transportation management and authorizes the County to create Transportation Management Districts (TMDs). These provisions allow flexibility in terms of establishing boundaries to include Metro station planning areas, appointing advisory committees, reporting annual performance of TMDs, and financing of TMD activities.
2. Section 42A-22 of the Montgomery County Code provides that new development is important to stimulate the local economy and that focusing new development in highly transit serviceable areas is a County land use and economic development objective. Transportation demand management will help provide sufficient transportation capacity, reduce the demand for roads, promote traffic safety and pedestrian access, and help reduce vehicular emissions, energy consumption, and noise levels. Transportation demand management will also equitably allocate responsibility for reducing single-occupancy vehicle trips among government, employers, property owners, and the public.
3. On July 29, 2014 Council directed the creation of a TMD in the area as part of its approval of the White Oak Science Gateway Master Plan. The Plan recommended at full build-out cumulative non-auto driver mode shares (NADMS) of 25% for all new development in the White Oak and Hillandale Centers, and 30% NADMS for all new development in the Life Sciences/FDA Village Center. The TMD's boundary follows that of the White Oak Policy Area in the 2012-2016 Subdivision Staging Policy, as amended. Planning Board staff also recommended an initial program of services including carpool/vanpool matching, a transportation demand management educational outreach program with employers and building owners, and monitoring. This resolution implements the Council's directive.

4. The Department of Transportation (DOT) may use a Transportation Management Organization (TMO) to assist it in providing services to implement transportation demand management. In addition to use of the fees authorized in this resolution, the Department may provide additional revenues from other sources to fund these services. The level of transportation management demand services in the White Oak TMD will be provided in accordance with the amount of funds available to pay for the services. It is expected that as development, and corresponding revenues, in the TMD increase, the level of services provided will also increase.
5. Montgomery County Code 2004, as amended, Section 42A-24 enables the Council to authorize use of traffic mitigation plans in a TMD. This resolution authorizes the Director of DOT to require the submission of traffic mitigation plans.
6. DOT and the Planning Board may jointly impose reasonable transportation demand management measures as conditions on the Board's approval of development in the White Oak TMD. These measures can include the requirement of traffic mitigation agreements in accordance with Chapter 42A of the County Code.
7. The TMO must annually monitor transportation demand management in the White Oak TMD. A biennial report must be submitted by the TMO to the Director of DOT by December 1 of each even-numbered year, starting in 2016. The biennial report must contain information on the level of congestion on road links and intersections, and on residential cut-through traffic. The Director of DOT must transmit the report to the Executive, the White Oak Transportation Management Advisory Committee, and the Planning Board pursuant to Section 42A-27 of the County Code, 2004, as amended. The Director of DOT may recommend to the Executive corrective action if any peak period (the three hours of highest transportation use in the morning and evening) commuting goals are not met within a reasonable period of time after the establishment of the TMD.

#### Action

The County Council for Montgomery County, Maryland, approves the following resolution:

1. Under Chapter 42A-23 of the Montgomery County Code, 2004 as amended, the White Oak Transportation Management District (TMD) is established. Its boundary is coincident with the White Oak Policy Area in the 2012-2016 Subdivision Staging Policy, as amended.
2. Pursuant to Section 42A-29(a)(1) and (2) of the Code, the Department of Transportation (DOT) is hereby authorized to charge a Transportation Management Fee in the White Oak TMD to:

all applicants who file an application for subdivision or optional method development approval in the White Oak TMD under the Alternative Review Procedures in the Subdivision Staging Policy, and each successor in interest; and

all applicants for subdivision or optional method development approved after the Sectional Map Amendment effective October 31, 2014, and each successor in interest; and

owners of existing commercial and multi-unit residential development.

3. The Director of DOT may require traffic mitigation plans in the White Oak TMD in accordance with Section 42A-24 of the County Code.
4. Under authority of Section 42A-23(e) of the County Code, a White Oak TMD Advisory Committee will be appointed by the Executive and confirmed by the Council. ~~The Advisory Committee must consist of thirteen voting members and four nonvoting representatives.~~ The voting members will consist of:
  - a. One member who is a resident in the area within the TMD north of Paint Branch;
  - b. One member who is a resident in the area within the TMD south of Paint Branch, east of new Hampshire Avenue, and north of the Food and Drug Administration;
  - c. One member who is a resident in the remaining area within the TMD south of FDA or west of New Hampshire Avenue;
  - d. One member representing the Food and Drug Administration;
  - e. Three members who must be residents of neighborhoods adjacent to the TMD; and
  - f. Six members representing private sector employers within the TMD area.

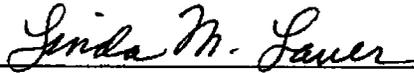
The non-voting members will consist of:

- a. A representative from DOT;
  - b. A representative of the Planning Board staff;
  - c. A representative from the East County Regional Services Center; and
  - d. A representative from the County Department of Police.
5. The Advisory Committee's voting members serve for a period of ~~three years~~ beginning July 1. However, when the Advisory Committee is first formed:
    - a. The period between appointment and the next July 1 is not counted as part of a committee member's term.
    - b. The County Executive may designate up to five members to serve for only two years.
    - c. The County Executive may reappoint committee members, subject to confirmation by the County Council.
    - d. Any appointee will serve until a replacement appointee commences his or her term.
  6. The Advisory Committee may advise the TMO, any employer, and any other party with whom the County contracts under this resolution and the County government, on all

aspects of programs, management, and finances relating to the transportation system and demand management in the White Oak TMD and its vicinity. Specifically, the committee may:

- a. propose guidelines for traffic mitigation plans;
- b. monitor implementation of traffic control plans;
- c. evaluate progress in attaining the commuting goals specified in the Subdivision Staging Policy;
- d. recommend government, private, or joint actions to facilitate attainment of the commuting goals specified in the Subdivision Staging policy;
- e. advise the Director of DOT on parking policies;
- f. review traffic pattern and control measures in the White Oak TMD and vicinity, including neighborhood parking and pedestrian and bicycle access and safety; and
- g. submit comments and recommendations on the Director's report required under County Code Section 42A-27.

This is a correct copy of Council action.

  
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Linda M. Lauer, Clerk of the Council