

ATLANTA REGIONAL TRANSPORTATION DEMAND MANAGEMENT (TDM) PLAN



MOBILITY
CONNECTIONS
A Plan for Expanding Opportunity

ARC



ARC Mission, Vision, and Goals



VISION

ONE **great** REGION

MISSION

Foster thriving communities for all within the Atlanta region through collaborative, data-informed planning, and investments.

GOALS



Healthy, safe, livable communities in the Atlanta Metro area.



Strategic investments in people, infrastructure, mobility and preserving natural resources.



Regional services delivered with operational excellence and efficiency.



Diverse stakeholders engage and take a regional approach to solve local issues.



A competitive economy that is inclusive, innovative and resilient.

VALUES

Excellence – A commitment to doing our best and going above and beyond in every facet of our work allowing for innovative practices and actions to be created while ensuring our agency's and our colleague's success.

Integrity – In our conduct, communication, and collaboration with each other and the region's residents, we will act with consistency, honesty, transparency, fairness and accountability within and across each of our responsibilities and functions.

Equity – We represent a belief that there are some things which people should have, that there are basic needs that should be fulfilled, that burdens and rewards should not be spread too divergently across the community, and that policy should be directed with impartiality, fairness and justice towards these ends.



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- Atlanta-Region Transit Link Authority (ATL)
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- Centers for Disease Control and Prevention
- Central Atlanta Progress/Atlanta Downtown Improvement District City of Atlanta
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- Gwinnett Technical College
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Table of Contents

Acronyms and Abbreviations	v
Letter from the Director	1
Executive Summary	2
1. Plan Overview.....	6
1.1 The Current TDM Program.....	7
1.2 Methodology.....	8
1.2.1 Needs Assessment.....	9
1.2.2 Strategy Development.....	10
1.2.3 Implementation Planning.....	11
1.3 Stakeholder Engagement.....	11
1.3.1 Role of the TDM Coordinating Committee	12
1.3.2 Engagement on Transportation Needs	13
1.3.3 Engagement on Strategy Development	15
1.3.4 Engagement on Implementation	16
1.4 Key Findings.....	17
1.4.1 Transportation Needs.....	18
1.4.2 Implementation and Funding Considerations	23
2. Equity Analysis	26
2.1 Equity Analysis Approach	26
2.2 Regional Equity Context.....	28
2.3 Existing Services and Transportation Needs	28
2.4 Equity Analysis Key Takeaways.....	30



3.	Goals and Strategies	31
3.1	Goals.....	31
3.2	Regional Service Delivery Model.....	31
3.2.1	Direct Service.....	33
3.2.2	Capacity Building.....	34
3.2.3	Lead Roles	34
3.2.4	Partnerships.....	35
3.2.5	TDM-Supportive Environment.....	36
3.2.6	Traveler Behavior.....	36
4.	Action Plan	37
4.1	Recommended Services and Priority Actions	37
4.1.1	Direct Services.....	37
4.1.2	Capacity Building.....	49
4.2	Funding Strategy	57
4.3	Performance Evaluation	60
4.3.1	Current Performance Evaluation Approach	61
4.3.2	Performance Evaluation Recommendations	62
	Appendix A: TDM Inventory.....	67
	Appendix B: TDM SWOT Analysis.....	68
	Appendix C: Equity Analysis	69
	Appendix D: Action Planning Worksheet for Plan Implementation.....	70



Acronyms and Abbreviations

Acronym/Abbreviation	Explanation
AARP	American Association of Retired Persons
ACS	American Community Survey
AECOM	Architecture, Engineering, Construction, Operations, and Management
AERO	Airport Employee Ride Options
ARC	Atlanta Regional Commission
ASAP	Atlantic Station Access Program
ATL	Atlanta-Region Transit Link Authority
B2B	Business-to-Business
B2C	Business-to-Customer
CAV	Connected and Autonomous Vehicles
CEDS	Comprehensive Economic Development Strategy
CID	Community Improvement District
CCTMA	Clifton Corridor Transportation Management Association
CMAQ	Congestion Mitigation and Air Quality
CRM	Customer Relationship Management
DCA	Georgia Department of Community Affairs
DOT	Department of Transportation
ESO	Employer Service Organization
ETC	Employee Transportation Coordinator
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
GCO	Georgia Commute Options
GDOT	Georgia Department of Transportation
GHG	Greenhouse Gas
GRTA	Georgia Regional Transportation Authority
HR	Human Resources
HSIP	Highway Safety Improvement Program
HST	Human Services Transportation
ITS	Intelligent Transportation Systems
IJA	Infrastructure Investment and Jobs Act
LCI	Livable Centers Initiative
MARTA	Metropolitan Atlanta Rapid Transit Authority
MPP	Metropolitan Planning Program (of ARC)
MSD	Mobility Services Department (of ARC)
MT	Midtown Transportation
MTP	Metropolitan Transportation Plan (past updates referred to as RTP)
NHPP	National Highway Performance Program
ROI	Return on Investment
RSDM	Regional Service Delivery Model
RTP	Regional Transportation Plan (future updates referred to as MTP)
SILC	Statewide Independent Living Council Georgia
SOV	Single-Occupant Vehicle



Acronym/Abbreviation	Explanation
SRTA	State Road and Tollway Authority
STBG	Surface Transportation Block Grants
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TDM	Transportation Demand Management
TDMCC	Transportation Demand Management Coordinating Committee
TMA	Transportation Management Association
TSMO	Transportation Systems Management and Operations
VMT	Vehicle Miles Traveled



Overview

Transportation Demand Management (TDM) is a key method for ARC and partners to support and improve regional mobility. The demand for mobility options and pressure on our current transportation system will continue to rise with projected population growth. To accommodate this growth, managing demand through TDM can be a cost-effective alternative to expanding transportation infrastructure. TDM provides multi-faceted benefits that touch each of ARC's goals, including: healthy, safe, livable communities; strategic investments and preserving natural resources; operational excellence and efficiency; diverse stakeholder engagement; and a competitive economy that is inclusive, innovative, and resilient.

Major TDM activities began in the Atlanta region in 1995, when ARC began working with area employers to educate and encourage employees on commute options. Over the next quarter of a century, the regional TDM program continued to evolve and grow, expanding beyond conventional TDM practices while encompassing a broader array of organizations, stakeholders, and services. As this growth happened, the need for a comprehensive plan became clear. The first Atlanta Regional TDM Plan, published in 2013, was intended to help stakeholders leverage existing programs and build on the TDM concepts within the region's long-range comprehensive plan. Many of the specific strategies developed for the 2013 TDM Plan have been embraced and pursued in the intervening years. This current update to the TDM Plan will ensure the program advances ARC's mission to foster thriving communities for all within the Atlanta region through collaborative data-informed planning and investments.

Since 2013, changes in both national and regional travel trends have led to new program priorities in line with ARC's values of integrity, equity, and excellence. Specifically, the increasing prevalence of emerging mobility services, the importance of a strong telework infrastructure in the face of the coronavirus pandemic, and economic and social shifts have significantly altered travel patterns and the evolution of the TDM program.

Maintaining and increasing mobility across the Atlanta region, and doing so in an equitable manner that serves all residents in an increasingly diverse population, remains critical for achieving ARC's vision of One Great Region. This update to the Regional TDM Plan, **Mobility Connections: A Plan for Expanding Opportunity**, was a highly collaborative process to enable ARC and partners to continue to grow our collective impact. The plan sets us on a path of continued success in improving mobility and access.



Executive Summary

The Atlanta Regional Transportation Demand Management (TDM) Plan, **Mobility Connections: Expanding Opportunity**, supports the region's mobility needs and long-range goals in an era of unprecedented change. Led by the Atlanta Regional Commission (ARC), this plan seeks to ensure that TDM remains a key approach to deliver better environmental outcomes, connect individuals with economic opportunity and essential services, improve public health and social equity, foster stronger communities, and create more prosperous and livable places.

The first Atlanta Regional TDM Plan, completed 10 years ago in 2013, set the regional TDM program on a trajectory of holistic services with the concept of TDM+. TDM+ expands traditional TDM to increase and market travel choices beyond work commutes. It connects traditional TDM programs with livability, sustainability, transit, walking and biking, transportation, and land use planning, systems operations, economic development, climate change, healthy communities, and active aging. This plan update builds on the concept of TDM+ to ensure the regional TDM program is equitably serving the region's diverse mobility needs beyond TDM's traditional focus on improving air quality and reducing traffic congestion during peak commuting hours.

Plan Approach

The Final Report distills the process, key findings, and recommendations from the Plan update, including the equity analysis, goals and strategies, and action plan. Because successful partnerships are fundamental to the continued expansion of the regional TDM program's impact, the Plan development process emphasized stakeholder engagement at every step under the guidance of the TDM Coordinating Committee (TDMCC). Figure 1 on the next page illustrates this engagement, which involved the seven employer service organizations (ESOs), over 40 stakeholder partners, and over 4,000 members of the traveling public through the needs assessment, strategy development, and implementation phases of the planning process. Ongoing action is the final outcome of the planning process to operationalize the Plan's recommendations and drive the continuous evolution of the TDM program to meet regional goals.

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About TDM and TDM+

TDM is a set of strategies that maximize traveler choices. These travel choices include the mode, route, and time of travel, as well as home and work location decisions. TDM has traditionally focused on reducing drive-alone trips during peak commuting hours to improve air quality and reduce traffic congestion. In 2013 ARC pioneered TDM+ to include a broader set of economic and livability objectives.

This TDM Plan update expands on TDM+ to create broad **Mobility Connections** across the region's diverse needs and opportunities.

Equity Analysis

A dedicated equity analysis evaluated the impact of TDM strategies on underserved populations to ensure the Plan supports equitable outcomes.

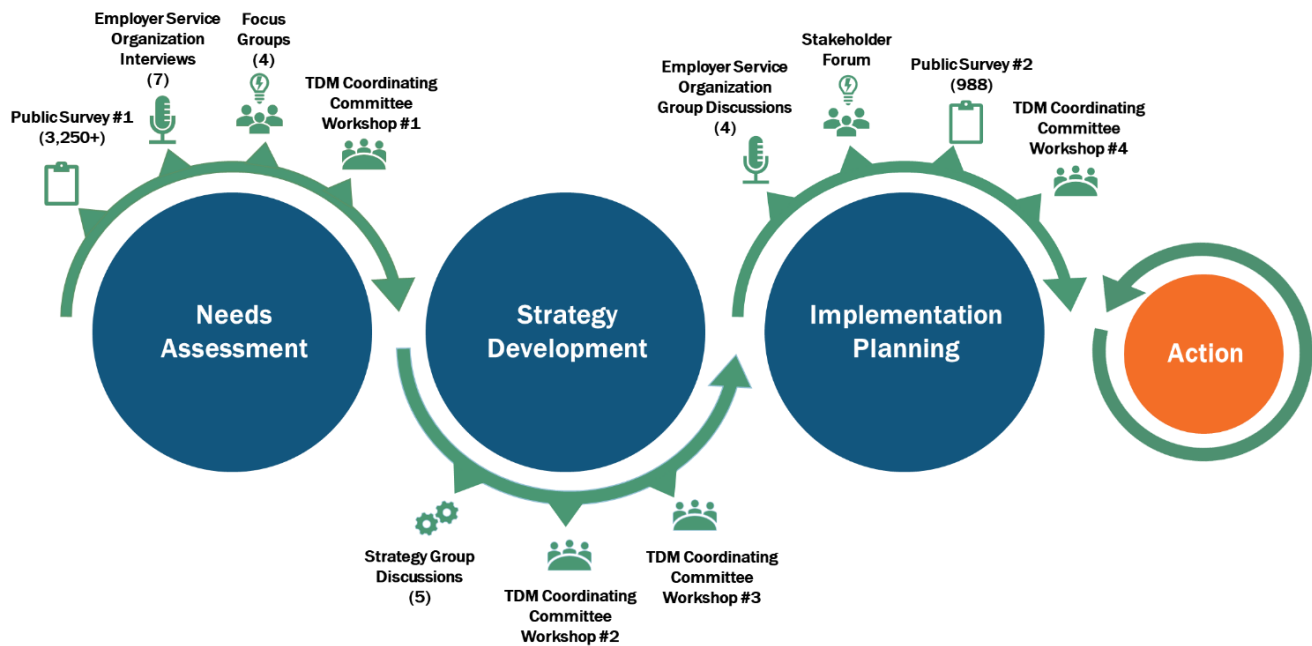


Figure 1. Stakeholder Engagement in Plan Development Process

Regional Goals

The Regional TDM Plan goals reflect the desired long-term direction for the TDM program, with an emphasis on broadening services to support an increasingly diverse set of the region's economic and mobility needs. Figure 2, below, illustrates the goals.



Figure 2. Regional TDM Plan Goals



Framework for Service Delivery

The Regional Service Delivery Model (RSDM), shown in Figure 3 below, provides a high-level framework for the continued evolution of the TDM program to serve the growing and diverse population. TDM services include those that provide **direct service** to partners and travelers for improved access and mobility and **capacity building** services that create a **TDM-supportive environment**. **Core services** are well-established within the existing program. **Regional emphasis areas**, which some ESOs have started implementing, represent opportunities for further expansion based on Plan goals, stakeholder feedback, and equity analysis. **ARC** leads capacity building for the TDM program in alignment with broader regional goals, whereas **ESOs** lead delivery of TDM direct services to partners and travelers. Meanwhile, ESOs also support ARC in building the capacity of TDM to improve access and mobility in their respective service areas. **Partnerships** amplify TDM's reach to a broader set of users and enable the program to tap into additional resources for expanding services. The key program outcome is travelers empowered with greater knowledge, access, and mobility, reinforced by a TDM-supportive environment through land use, infrastructure, transportation services, and policy. As access and mobility needs change, the RSDM aims to identify ways to continuously improve in any or all its core functions.

Regional Emphasis Areas Reflect Priorities for Program Growth

Regional emphasis areas include:

- Residential outreach
- Industry outreach
- Tailored marketing and communications
- Adaptation to flexible mobility needs
- Community partner engagement
- Planning and programming
- Land use and development

See the Action Plan in Section 4 for implementation details on the complete set of recommended TDM services.

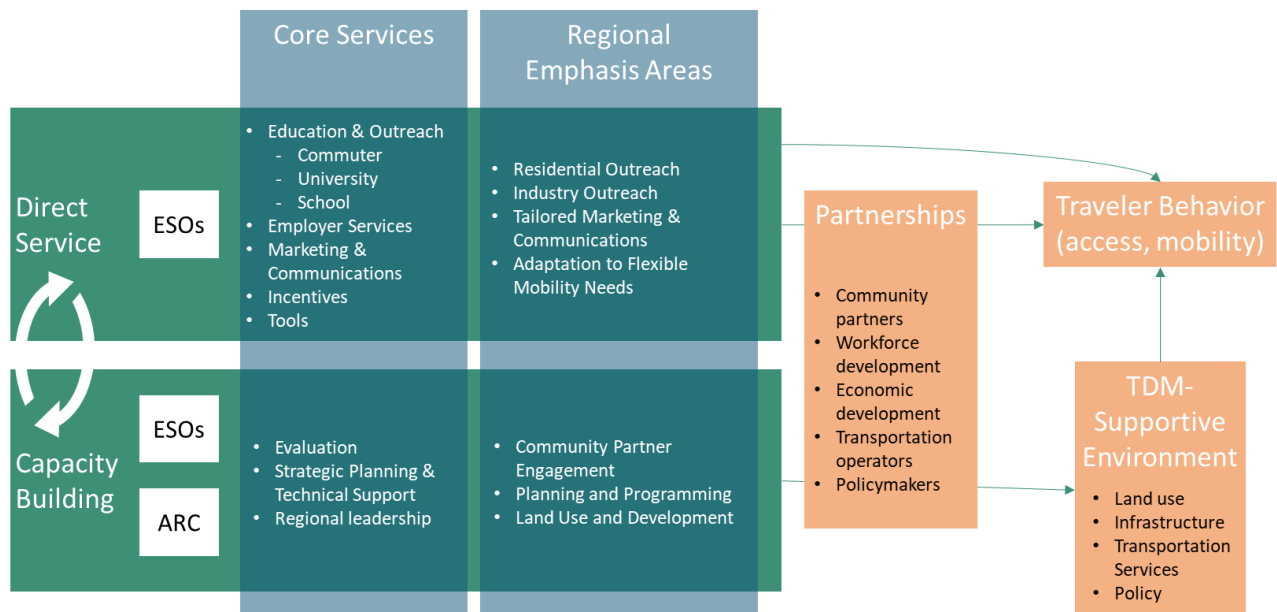


Figure 3: Regional Service Delivery Model



Action Plan

The Action Plan in Section 4 of the Final Report details the scope, lead roles, partnerships, resources, and priority actions of each TDM service comprising the RSDM. The Action Plan includes a funding strategy to diversify program resources to meet a broader set of traveler needs and refines the current TDM program performance evaluation framework based on the Regional TDM Plan goals and regional emphasis areas.



Funding Strategy

To expand the scope and reach of TDM services, the program will need to consider diversifying funding and resources, which could take the form of the following strategies:

- leveraging existing resources internal to ARC, including Aging, Community Development, and Workforce Development;
- seeking additional state and/or federal funds beyond Congestion Mitigation and Air Quality (CMAQ), such as new opportunities with the Infrastructure Investment and Jobs Act and Inflation Reduction Act;
- implementing partnerships with Community Improvement Districts (CIDs), human services organizations, and other stakeholders to reach new users and provide warm leads and creative incentives not typically administered by CMAQ-funded programs; and
- using private funding partnerships to support innovative pilot testing of TDM services in new or underserved travel markets.

Performance Evaluation

To measure progress toward achieving the region's goals, the TDM Plan links strategies to performance measures that can be tracked over time. ARC has already established a strong TDM performance evaluation framework in collaboration with ESOs to develop an aligned set of TDM performance measures that evaluate awareness, influence, participation, and impact of TDM services. The Action Plan includes a review of the current performance evaluation approach and then recommends enhancements to that approach to better align performance measures with the TDM Plan goals. It also recommends measures for regional emphasis areas, annual performance targets, and a mechanism to track implementation of the TDM plan over time.

Get Involved!



Partnerships between ARC and a wide range of stakeholders are essential to creating mobility connections and expanding opportunity in our region. The Action Plan highlights these partnership opportunities. For more information or to become involved with implementation, please visit www.arctdmplan.org.



1. Plan Overview

ARC has a long and well-established history of successful TDM planning and implementation. The region's TDM program, Georgia Commute Options (GCO), is now over 25 years old and often is considered a best practice model for integrated and coordinated TDM services. ARC's TDM planning efforts have grown significantly, guided by recommendations from ARC's Regional Transportation Plan (RTP)¹ and the Region's Plan; the first Atlanta Regional TDM Plan completed in 2013; and the GDOT Statewide Strategic Transportation Plan, which emphasizes TDM as a key strategy in the Atlanta region. This work and collaboration has led to a regional TDM program that delivers the multi-faceted benefits illustrated in Figure 4.

The region is changing rapidly, and TDM service delivery must evolve to continue to meet the needs of the growing and diversifying population. Over the last several years, the COVID-19

pandemic introduced unprecedented disruption with widespread impacts on public health, government spending and revenues, supply chains and goods movement, and system operations. The pandemic has sparked a dramatic shift toward telework and teleservices, as well as greater awareness and discussion of racial injustice and underlying issues of health, employment, and other social inequities driven by many institutions and systems, including those related to transportation. At the same time, rapid technological, environmental, and social change continue to influence all aspects of daily life.

Through this update to the Atlanta Regional TDM Plan, **Mobility Connections: Expanding Opportunity**, ARC seeks to channel the changes that the region is experiencing today and to ensure that TDM remains an active and critical component of a vital regional economy. The first Atlanta Regional TDM Plan set the regional program on a trajectory of holistic services with the concept of TDM+. TDM+ expands traditional TDM to increase and market travel choices beyond work commutes. It connects traditional TDM

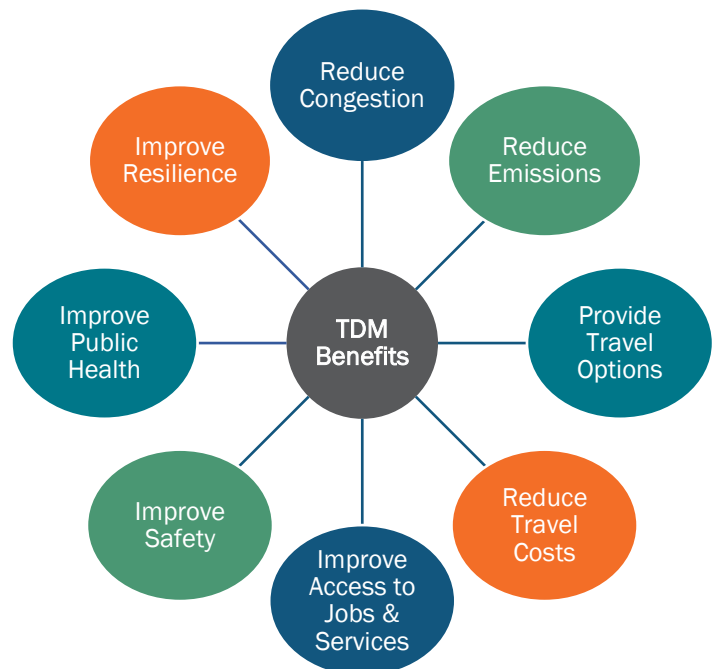


Figure 4: Regional TDM Benefits

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¹ Future updates to the Regional Transportation Plan will be referred to as the Metropolitan Transportation Plans (MTP).



programs with livability, sustainability, transit, walking and biking, transportation and land use planning, systems operations, economic development, climate change, healthy communities, and active aging. The current update, **Mobility Connections: Expanding Opportunity**, builds on the concept of TDM+ to ensure that the regional TDM program is equitably serving the region's diverse mobility needs. Regional emphasis areas address trip types beyond the commute, populations traditionally underserved by the TDM program, and policy and planning opportunities to create a TDM-supportive environment.

This update to the Regional TDM Plan is occurring at a pivotal point in time where these influences can be channeled into positive advances for the TDM program. It provides an opportunity to leverage the momentum around telework driven by the pandemic and to shift new energy to expanding and refining the program to be inclusive of a broader social and employment profile. It allows TDM partners to rethink implementation in the age of disruption and to develop mobility solutions that are flexible, resilient, and adaptable.

1.1 The Current TDM Program

ARC manages the Atlanta Regional TDM Program, with oversight by the Georgia Department of Transportation (GDOT). GCO is the regional TDM service provider, which currently covers 20 counties. ARC also partners with six Transportation Management Associations (TMAs) to tailor and localize TDM planning and services in employment centers around the region. These TMAs include:

- Airport Employee Ride Options (AERO);
- Atlantic Station Access Program (ASAP);
- Clifton Corridor TMA (CCTMA);
- Livable Buckhead;
- Midtown Transportation; and
- Perimeter Connects.

Collectively, GCO and the TMAs are known as ESOs, which support commuters, employers, property managers, and other program partners to decrease drive-alone trips and increase the availability and use of other mobility options. ESOs support commuters and partners by providing resources including information and tools, incentives, and services. Figure 5 below illustrates the GCO and TMA geographic service areas.



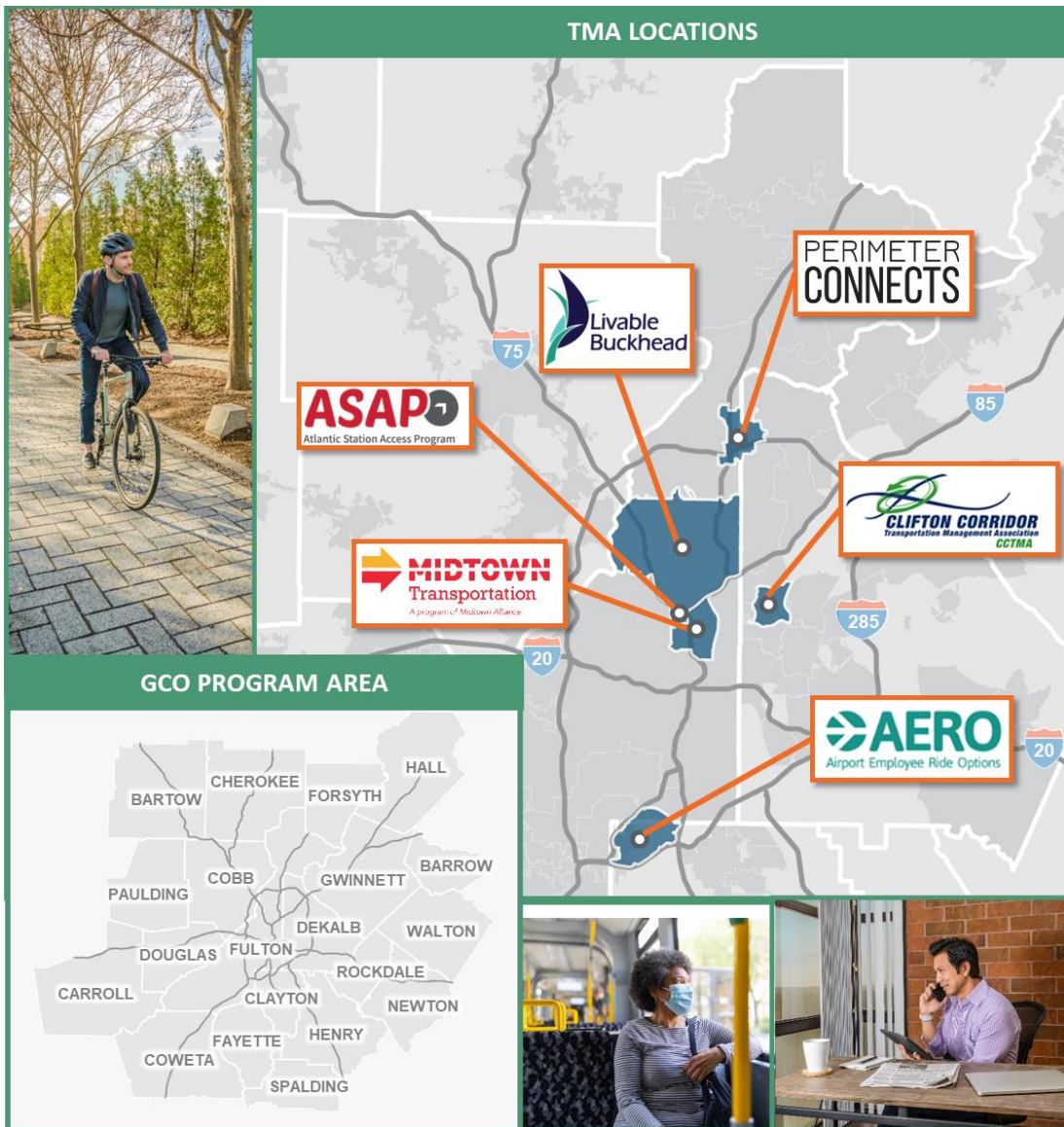


Figure 5: Regional TDM Program Area, including Georgia Commute Options (GCO) and Transportation Management Associations (TMAs)

1.2 Methodology

The methodology for the update to the Regional TDM Plan involved the following process areas, which culminated in an Implementation Action Plan and this Final Report:

- needs assessment,
- strategy development, and
- implementation planning.



This section summarizes each step of the methodology. Stakeholder engagement was a critical element throughout each step of the methodology and is detailed separately in Section 1.3. Figure 6 below illustrates the timeline for the Plan development.



Figure 6: Plan Development Timeline

1.2.1 Needs Assessment

The first step of the planning process was to conduct a regional TDM needs assessment and program evaluation of factors influencing the current TDM program and its performance outcomes. Information collected through an inventory of TDM-related policies, plans, and programs in the region, as well as best practices across the country, informed a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. This technical work, along with stakeholder engagement on needs obtained through a public survey, ESO interviews, and a TDMCC workshop, informed the TDM Plan goals.

TDM Inventory

The project team first conducted a TDM inventory, which involved a review of key sociodemographic and mobility trends, plans, policies, and initiatives, to define the policy, planning, and physical and social context in which the regional TDM program is currently operating.



SWOT Analysis

Supporting evidence for the inventory key themes highlighted in the previous section included a synthesis of the strengths, weaknesses, opportunities, and threats (SWOT) for each element of the regional TDM inventory.

Stakeholder Engagement on Needs

Stakeholder engagement on needs included a public survey, ESO interviews, focus groups, and a TDMCC workshop. ESO interviews informed strategy-based discussions with stakeholders later in the Plan development process. Section 1.3.2 describes this engagement.

Goal Setting

The TDM inventory, SWOT analysis, and stakeholder engagement on needs informed the goals for the Regional TDM Plan, which the TDMCC vetted during a workshop in February 2022. Identifying Regional TDM Plan goals was a critical milestone for the project because they guided strategy development and program evolution. Section 3.1 presents the final goals.

1.2.2 Strategy Development

The needs assessment findings guided the strategy development process, which identified specific tactics and recommendations for achieving the Plan goals through stakeholder engagement, implementation and funding research, and equity analysis.

Strategy Set Development

Using the needs assessment and plan goals, the project team synthesized a set of regional TDM strategies and tactics to define discrete actions that can be implemented to make progress toward Plan goals. These strategies reflected the core set of existing services administered through the regional TDM program, and new strategies proposed through stakeholder and community outreach. These strategies did not reflect Plan recommendations. The subsequent equity analysis and stakeholder engagement on strategies informed the final set of TDM strategies recommended for the Plan, as well as the recommended RSDM needed to advance Plan goals.

Equity Analysis

The project team conducted an equity analysis to evaluate the impact existing and proposed TDM strategies would have across the 20-County Metro Atlanta region on diverse populations based on demographic, socioeconomic, employment, and transportation characteristics. Section 2 presents key findings from the equity analysis, and **Appendix C** provides the full equity analysis documentation.

Stakeholder Engagement on Strategies

Stakeholder engagement on strategy development included group discussions with stakeholders on specific strategies and two TDMCC workshops to first establish the strategy framework and then prioritize strategies for implementation planning. Section 1.3.3 summarizes this engagement.



1.2.3 Implementation Planning

The RSDM framed implementation planning. The project team validated the RSDM with stakeholders and synthesized priorities and research findings into the Implementation Action Plan, which provides the roadmap for overall implementation of the Regional TDM Plan, including recommended services, priority actions, lead roles, partnerships, and key outcomes. Finally, the team developed a Communication and Distribution Strategy to share the Regional TDM Plan and advance implementation with regional partners.

Regional Service Delivery Model

The RSDM was developed after TDM program needs and goals were confirmed, and after strategies were prioritized during the third TDMCC workshop. This enabled discussions of the RSDM and implementation actions to align. Section 3.2 presents the RSDM.

Implementation Action Plan

The project team conducted research on implementation and funding considerations for TDM strategies in the RSDM, including ARC and partner roles, resources, scale of service delivery, and outcomes for each strategy. The Implementation Action Plan synthesized this research with stakeholder engagement to recommend TDM services, priority actions, an overall funding strategy, and performance evaluation for implementation.

Communication and Distribution Strategy

As a supplement to the Final Report, the project team prepared a concise Communications and Distribution Strategy with recommendations for how to best target plan outcomes to different audiences and through various means. This strategy provides alternative methods of summarizing and distributing key findings, recommendations, and action items in a way that is accessible and user-friendly across the broad and multicultural audience the Plan is intended to serve.

Stakeholder Engagement on Implementation

Stakeholder engagement on implementation included a second public survey, ESO follow-up group discussions, a stakeholder forum, and final TDMCC workshop. Section 1.3.4 describes this engagement.

1.3 Stakeholder Engagement

Because successful partnerships are fundamental to the continued expansion of the regional TDM program's impact, the Plan development process emphasized stakeholder engagement at every step, including the needs assessment, strategy development, and implementation planning. Figure 7 below illustrates this engagement, which involved the TDM program's seven ESOs; over 40 stakeholder partners spanning transportation agencies, private sector employers, and human services organizations; and over 4,000 members of the traveling public.



Note that following the adoption of this plan, ongoing action is the final outcome of the planning process to operationalize the Plan's recommendations and drive the continuous evolution of the TDM program to meet regional goals. **Appendix D** provides an Action Planning worksheet to support ongoing action.

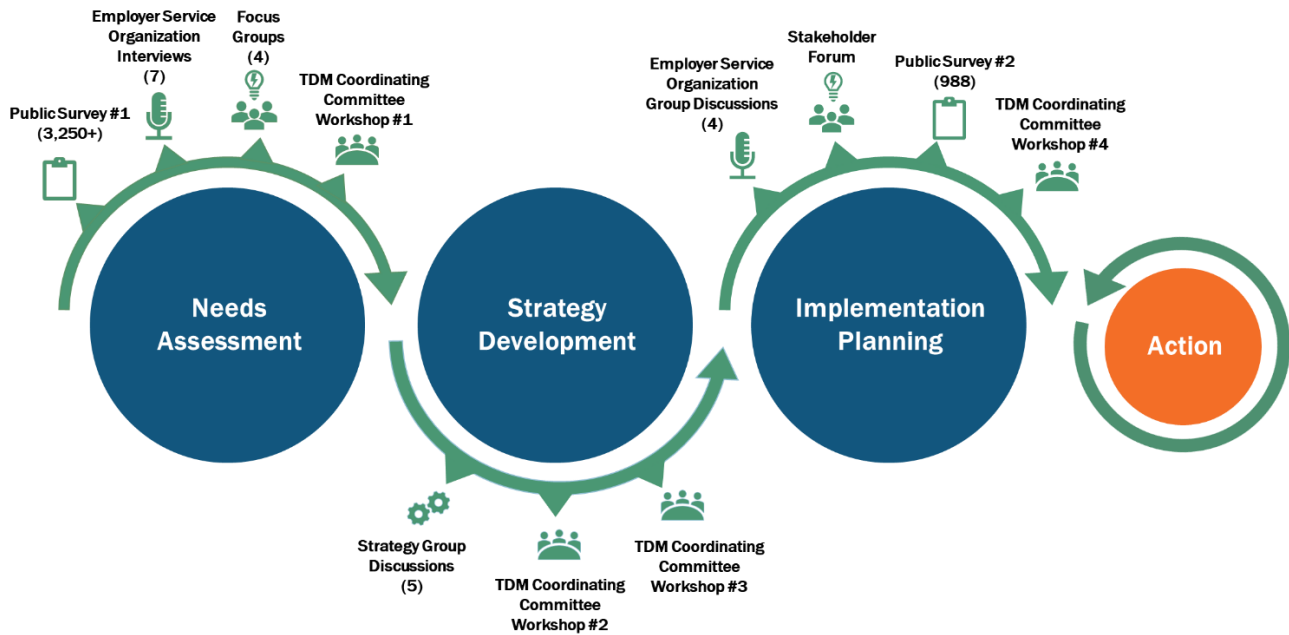


Figure 7. Stakeholder Engagement in Plan Development Process

1.3.1 Role of the TDM Coordinating Committee

The TDM Coordinating Committee served as a high-level advisory and thought leadership committee for those involved in TDM in the region, including ARC's Mobility Services Department, TMAs, transit organizations, local governments, and others. Aligned with the Regional Plan, the TDMCC focuses on improving transit and non-single-occupant vehicle travel options by encouraging alternative commute options. The committee also supports other core goals of the TDM Plan, including promoting livability, sustainability, transit, walking and biking, transportation and land use planning, systems operations, economic development, climate change, healthy communities, and active aging.

The TDMCC functioned as the project steering committee and served as a sounding board and testing ground for project elements. The TDMCC was convened for four workshops over the course of the project. These workshops focused on gathering input on Plan goals, reviewing and prioritizing TDM strategies, creating the TDM Implementation Action Plan, and developing a Communications and Distribution Strategy for the final Regional TDM Plan. The four workshops provided a forum for TDMCC members to deliver their feedback and share their vision for the direction of the project.



1.3.2 Engagement on Transportation Needs

Stakeholder engagement on transportation mobility needs was a critical component of the TDM regional inventory and SWOT analyses, enriching the technical analyses with the direct experiences of partners and the traveling public. Stakeholder engagement on needs included a public survey, interviews with ESOs, and a workshop with the TDMCC on Plan goals.

Public Survey #1 on Transportation Preferences and Needs

An initial public survey on transportation preferences and needs helped inform TDM Plan goals and strategies. The survey was conducted from late February to early April 2022 and collected 3,252 valid responses from across the Atlanta region. ARC developed a project-specific web page (arctdmplan.org, displayed in **Error! Reference source not found.**), which served as the primary portal for public engagement. The web page linked to the survey and provided general project information. Promotional materials developed for ARC and partners to distribute through localized networks directed people to the web page and survey. ARC shared with partners a promotional toolkit including social media and newsletter content to help advertise the Plan and encourage survey input across diverse audiences.



Figure 8. ARC Regional TDM Plan project web page.

ESO Interviews

The project team led a series of interviews with ESOs on TDM strategies and services needed to make progress toward the Plan goals. Seven one-hour interviews, one with each ESO, were held in late April 2022. The seven ESOs included AERO, ASAP, CCTMA, GCO, Livable Buckhead, Midtown Transportation Alliance, and Perimeter Connects. The interviews addressed the following topics:

- current strategies that have been most successful and would best align to the adopted goals, and new strategies to consider adopting to align with the goals;
- any new employers or markets the ESOs would like to serve; and
- community partners that might be helpful in implementing these strategies.

Focus Groups

The project team convened four focus groups to gather information about mobility needs and priorities from key organizational partners on critical topics including workforce development, economic development, accessibility, and transit and TDM. Objectives of the focus groups were to better understand transportation challenges related to user needs, to test awareness and understanding of current TDM program and



strategies, and to identify areas where the TDM program can better address user needs. **Error! Reference source not found.** below summarizes participating organizations for each focus group.

Table 1. Summary of Focus Groups

Focus Group	Description	Organizations Participating
Workforce Development	How can TDM help workers and job seekers reliably access meaningful training and employment opportunities?	Atlanta CareerRise Black Rock Cobb County Workforce Development Agency Georgia Restaurant Association Gwinnett Technical College Kaiser Permanente Multi-Agency Alliance for Children
Economic Development	How can TDM foster equitable economic development and opportunities, particularly for underserved communities?	AARP Latin American Association Partnership for Southern Equity TransFormation Alliance
Accessibility	How can TDM improve accessibility of transportation options across the Atlanta region?	Atlanta Regional Collaborative for Health Improvement Grady Health Foundation Gwinnett Newton Rockdale Health Statewide Independent Living Council
Transit and TDM	How can TDM support transit promotion and operations, especially as agencies navigate a “return to ridership” from the pandemic?	Atlanta-Region Transit Link Authority ARC Cobb County Gwinnett County Metropolitan Atlanta Rapid Transit Authority

TDMCC Workshop #1

During an initial workshop in February 2022, the TDMCC reviewed a synthesis of stakeholder input, as well as findings from the TDM inventory and SWOT analysis. The TDMCC then refined goals for the TDM Plan through facilitated discussion. TDMCC formally adopted the Plan goals during a meeting in April 2022.



1.3.3 Engagement on Strategy Development

Stakeholder engagement informing strategy development included group discussions on specific TDM strategies that emerged from the needs assessment, as well as two workshops with TDMCC to refine the strategy framework and set priorities for the RSDM.

Strategy Group Discussions

The project team led five small group discussions with employers and other stakeholders to explore TDM strategy themes needed to make progress toward the Plan goals. Potential strategy sets and employers or markets identified during the ESO interviews in April 2022 informed development of specific topics and interview groups. These group discussions were organized by specific TDM strategies so that the interviews could explore strategies in more detail. The project team developed discussion questions to align with the industry, geography, and potential TDM services that are under consideration for the respective employer and employer market. Table 2 below summarizes the five strategy group discussion topics and attendees.

Table 2: Strategy Group Discussions

Strategy	Description	Attendees
Municipal Policy	TDM as a stronger component of capital investment planning and decision-making process	City of Seattle, City of Los Angeles, UrbanTrans Atlanta, UrbanTrans Denver, ARC
Mainstreaming TDM as an Economic Development Priority	Integrating TDM into economic development strategy across a range of public, private, and nonprofit partners	Clayton Chamber of Commerce, ARC
Housing Policy	TDM as part of "live local" policies that support home locations closer to employment Statewide Independent Living Council	Livable Buckhead Initiative, Midtown Alliance
Essential Worker Mobility	Targeted marketing and benefits distribution aligned with commuting needs for hourly/shift workers	Robinson Weeks, Latin American Association, City of Atlanta Airport
Incident Management	Coordinated communications with ESO partners on incidents, response, and recovery	Cobb County DOT, MARTA, SRTA, GRTA, ATL, Gwinnett County DOT, and Georgia DOT ITS and District 6.

TDMCC Workshop #2 (Strategy Framework)

In June 2022 TDMCC members participated in a second workshop on TDM strategies needed to advance Plan goals. The project team presented findings from the strategy discussions and discussed implementation roles for ARC and partners to inform the RSDM. The discussion addressed additional strategies for consideration, ARC's role in service delivery (lead, partner, or influence), TDMCC member organizations' roles, and other implementation concerns.



TDMCC Workshop #3 (TDM Priorities and Regional Service Delivery Model)

In October 2022 the project team held a third workshop with the TDMCC on strategy prioritization and refinement of the RSDM. The objectives of the workshop were to present the findings of the implementation and funding research as well as equity analysis, summarize and prioritize TDM strategies, and discuss implementation needs for priority TDM strategies. After the presentation of the equity analysis results, participants selected their top three priority strategies out of a roster of 67 TDM strategies (existing and new). The top selections among participants are listed below:

- Develop tailored marketing messages for specific industry or employer types (12%).
- Integrate TDM into regional policy initiatives (9%).
- Refine MARTA’s employer pass program (5%).
- Expand “Middle housing” development policy resources (5%).
- Offer shuttle partnerships (4%).

Participants separated into break-out discussion groups for the priority TDM strategies to address implementation needs, including the most critical first step, necessary short and long-term actions, lead roles and other key partners, and TDMCC’s role to help move the strategy forward.

1.3.4 Engagement on Implementation

A final round of engagement conducted in early 2023 validated the Plan’s recommended TDM services and identified implementation needs. This engagement included:

- four follow-up group discussions with ESOs on implementation considerations,
- one stakeholder forum with partners involved in initial engagement,
- A public survey on interest and likelihood of using TDM services, and
- TDMCC Workshop #4 to finalize the recommended services and implementation plan.

ESO Group Discussions

The project team led four 90-minute group discussions with ESOs in January 2023 to refine the Plan implementation strategy. The objectives of the group discussions were to review the draft RSDM and regional emphasis areas and to identify opportunities and challenges for implementation, including partnerships and resources. The discussions addressed the following topics:

- alignment of the RSDM and regional emphasis areas with the ESO’s strategic direction;
- anticipated roadblocks in implementing any of the regional emphasis areas, and resources or partnerships to help overcome barriers; and
- services or regional emphasis areas where the ESO is particularly strong or experienced.



Stakeholder Forum

Stakeholders who participated in the focus groups and strategy discussions in earlier phases of the project were invited to a virtual forum for providing feedback on the Implementation Action Plan. The objectives of the stakeholder forum were to provide understanding of project status and next steps, review the draft RSDM and regional emphasis areas for the regional TDM program, and identify stakeholders' roles in implementation, including potential opportunities and challenges for partnership. The discussion addressed the following topics:

- scope of the RSDM and any potential gaps with the stakeholder's understanding of the regional TDM program;
- opportunities for stakeholders to partner on implementation and any specific services, resources, or geographic areas in which they fit; and
- anticipated roadblocks to partnering on implementation of TDM services.

Public Survey #2 on Plan Recommendations

ARC and partner networks promoted a second public survey on Plan recommendations in January 2023 through use of digital newsletters and social media. The objective of the survey was to gather feedback on the Plan recommendations to ensure they adequately address public concerns. The survey was conducted for 14 days in mid-January 2023 and received 1,090 valid responses. Questions addressed the following topics:

- ranked interest in the recommended services,
- how likely respondents would be to interact with or use the services, and
- the types of trips for which respondents would be most likely to use these services (e.g., commuting, errands).

TDMCC Workshop #4 (Final Review and Implementation Planning)

The fourth and final TDMCC Workshop held in February 2023 updated TDMCC members on project status, presented the draft Final Report and Communications and Distribution Strategy, and refined the implementation strategy.

1.4 Key Findings

This section presents key findings from the Plan development process that informed the Regional TDM Plan goals and strategies. Because improving equity through TDM service delivery was a central theme identified during the needs assessment, Section 2 presents the results from the equity analysis separately.



1.4.1 Transportation Needs

Overall, the TDM inventory and stakeholder engagement revealed that the TDM program must expand and diversify the scope of its service offerings and beneficiaries, as the region's mobility needs continue to grow and evolve. The regional TDM program must cast a wider net to promote existing services to new users, while also creating new services tailored to specific mobility needs and geographies. This expansion will rely on partnerships with stakeholders beyond traditional employers (including human services and community-based organizations), new messaging and marketing strategies, and new funding sources. Because the benefits of TDM span environmental, health, equity, and economic development goals, ARC has a strong foundation for coordinating partnerships and resources across a wide range of interests and organizations.

Themes from the needs assessment spanned demographic, geographic, funding, programmatic, economic, and modal considerations. These key themes framed the synthesis of the regional inventory, provided a framework for the SWOT analysis, and informed the Plan goals:

- Demographic Themes:** The region is forecast to age significantly and to become more racially and ethnically diverse. TDM must support more inclusive transportation options that are accessible to travelers with a diverse range of mobility needs. This places greater priority on alternative transportation services that expand access to resources and opportunity and that are communicated and marketed across a broader audience.

Geographic Themes: Population and job growth are forecast at varying rates across the region, with a growing mismatch between job location and housing location, which results in increased transportation costs and often increased transportation and housing instability. This trend has disproportionate impacts on lower wage workers due to continued challenges with affordable housing in economic and activity centers. Many areas with high projected growth are not well served by transit. TDM will need to continue to include services and strategies tailored to the needs of specific geographic areas, implemented in partnership with local TMAs and CIDs.
- Funding Themes:** Reliance on CMAQ funding, which funds 80% of program operations with limited scope of eligible projects, inhibits the ability of the TDM program to respond to the region's varied and rapidly evolving transportation needs beyond congestion management. The TDM program will need to consider diversifying resources through such strategies as leveraging existing ARC resources, seeking additional state and/or federal funding, and partnering with stakeholders.
- Programmatic Themes:** There was a noted shift in expressed priority outcomes for the TDM program among TDM stakeholders, shifting from traditional benefits for congestion and air quality to equitable access to opportunity and resources. To achieve this, the TDM program will need to expand the trip types that it offers beyond traditional, 9-5 peak-period commute trips. The TDM program will also need to broaden the communities it serves; expand strategies to support the full employment lifecycle; and mitigate barriers related to technology, language, and other social factors that might impede understanding or efficient access to TDM services. Implementation of an expanded program will also require a strategic focus on integrated communications coupled with other regional or local initiatives related to housing, transit, health, and economic opportunity.



- **Economic Themes:** The significant shift to telework, teleservices, and home deliveries propelled by the pandemic has impacted work and non-work trips as well as truck and freight-related trips. The pandemic also served as a catalyst for a growing divide between available job opportunities and an available trained and motivated workforce. Many of the region’s jobs are in essential industries that require in-person services and on-site laborers—particularly, lower-wage jobs, often decentralized from the urban or metropolitan core. Reliable transportation options beyond personal vehicles are a critical need for workforce development and regional economic success. TDM will need to evolve to support an economy and workforce development needs that require a more flexible, equitably distributed service model.
- **Modal Themes:** Fixed-route transit does not currently meet the broad range of mobility and access needs of transit-dependent residents or “choice” riders. Additionally, the decline in transit ridership during the pandemic is expected to persist, which has compromised transit revenues and capacity to maintain service levels. There is a need for alternative solutions to fill transit gaps, particularly to support connection to vital economic, health, or other social resources. To maximize the benefits of TDM, strategies will need to expand access and education on the transportation system, inclusive of transit and TDM services. In parallel, TDM policy will need to guide regional and local activities designed to reshape the built environment with more dense, mixed-use, and multimodal development patterns to include complementary transit-oriented development and first- and last-mile investments.

SWOT Analysis

Insights from the SWOT analysis with greatest potential to influence TDM program outcomes were considered in drafting the Regional TDM Plan goals.

Strengths

In the Atlanta region, there are already significant resources committed to advancing TDM:

- **Diversity of skillsets, experience, and tools:** ARC’s TDM program provides a robust set of services and addresses planning, programming, technology, and evaluation. It has one of the most rigorous independent evaluation components of any TDM program in the country.
- **Adaptable and impactful programs:** TDM programs have adapted to telework opportunities and maintained relevancy during the evolving conditions of the pandemic. TDM programs catalyze behavior change among users who received services from GCO or a TMA: 64% took an action after receiving the service to try to change how they traveled to work.

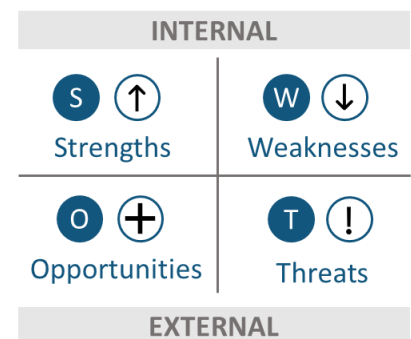


Figure 9. SWOT Analysis Framework





- **Funding allocated to TDM:** The regional TDM program allocates more federal funding than most regions toward commuter outreach. The program uses diverse funding sources, including tax allocation districts, private sector grants, and community improvement districts. Local partners are also matching ARC resources with additional funds and grants.

Weaknesses

Relative to the desired scope of the regional TDM program, there is limited funding, awareness and participation, and lack of coordinated information and technology:

- **Differences in TDM program scales across commute types and service areas:** There is an overemphasis on the 9-5 commute; TDM programming is still not aligned with the needs of travelers outside of the white-collar office worker. Additionally, due to varying population and density of employment and infrastructure, commuters in TMA areas have access to significantly more transit service and alternative mobility options.
- **Limited awareness, participation, and mode shift:** Only 15% of regional commuters knew of the GCO program (a decline from 23% in 2014) in the 2019 Regional Commute Survey. TDM services/benefits did not motivate mode shift for 2019 Regional Commute Survey (RCS) respondents to increase their use of commute options. Total TDM program registration had been declining even before the pandemic began.
- **Information coordination and performance measurement challenges:** Externally, there is not one clear hub of TDM information. Internally, there is no centralized data hub or data management structure to maintain or distribute modal information. Data needed to support the TDM evaluation framework is decentralized and distributed across employers, partners, and TDM service providers.
- **Limited funding:** The Atlanta Region's Plan allocates 3% of funding toward explicitly TDM-focused programs. State and local transit funding and fares represent a smaller percentage of operating revenues for the region compared to national averages. It can be difficult for under-resourced communities to put together funding applications and provide matching funds for projects.

Opportunities

There are many opportunities to build the TDM program, including leveraging existing assets and trends:

- **Partnerships:** ARC can build on existing partnerships, such as TMA relationships with CIDs and Livable Centers Initiative (LCI) project relationships, to advance TDM programming. Additionally, ARC can build new partnerships with diverse community-based and private organizations to reach a broader demographic and access new funding and communications channels.
- **Economic trends:** ARC can leverage momentum around telework to support a more robust and sustainable TDM program. High population and employment growth can be channeled into smart growth development.
- **Coordinated traveler technology:** Agencies can share technologies, use interoperable technologies, and/or consolidate traveler tools into one application (app) directly to allow users to connect with TDM initiatives, such as links to incentives programs or adding vanpool options. The region might



benefit from non-commute technology, such as a Regional One-Click System to provide integrated regional travel information and booking for older adults, people with disabilities, low-income workers, and veterans.

- **New funding opportunities:** ARC can diversify funding allocated to TDM and expand programming beyond the commute, including county sales tax referenda for transit/multimodal projects; the new state bond package; a rideshare per-trip fee; and the IJJA's expansion of project eligibility for Highway Safety Improvement Program (HSIP) funds, Surface Transportation Block Grant (STBG) funds, and CMAQ funds to support TDM strategies.
- **Leverage safety and system management efforts:** ARC can leverage safety efforts to promote TDM. ARC can expand the focus of Transportation System Management and Operations (TSMO) beyond optimizing travel on the road network into optimizing people movement via shared and active modes and telework.
- **Leverage micro mobility and active transportation:** TDM programs can leverage the recent proliferation of shared use bike and micro mobility vehicles to provide travel options beyond driving and transit.

Threats

Many trends threaten non-SOV mode share, including gaps in transit service and continued emphasis on capacity expansion:

- **Unreliable funding:** Funding for some of the Infrastructure Investment and Jobs Act's (IIJA) TDM-supportive programs must be secured through the congressional annual appropriations process. Many organizations that support underserved communities rely on external donations and irregular funding to continue programming. Regional CMAQ guidance requires a focus on the commute trip and limits policy-related TDM work. Declines in local revenues due to the pandemic impact the ability to fund transit-supportive or active transportation needs.
- **Transit gaps:** Paratransit, fixed-route, and first-/last-mile coverage is geographically limited, and costs can be high, often limiting job and labor force access. Mobility management approaches do not always incorporate Human Service Transportation (HST) populations or serve those without smartphones/cellphones. Lack of or poor condition of amenities and supporting infrastructure can deter riders, along with concerns about affordability and inconveniences like transfers.
- **Inequitable and unsafe multimodal options:** Atlanta is ranked as one of the 10 most dangerous places to walk. Bike crashes occur disproportionately within equitable target areas. Research has demonstrated that land use patterns and unequal access to transportation contribute to very low social mobility in Atlanta.
- **Continued car-oriented development and investment:** There is a growing mismatch between job and housing locations, especially for the essential workforce, due to continued challenges with affordable housing in central and core activity centers. TDM programs and financial incentives typically are not enough to move commuters from driving alone when parking is free. The rise of transportation network companies and Connected and Autonomous Vehicles (CAVs) might threaten transit, bicycle,



and pedestrian mode share. The ARC RTP project list includes several state route-widening projects, and GDOT 2050 emphasized capacity expansion; induced demand might undermine TDM efforts and related goals.

- **Climate change:** Climate-related risks to the Atlanta region are growing and could damage transportation infrastructure and impede success of various travel options if system resiliency needs take precedent in the coming years.
- **Lack of policy mandates:** Engagement with TDM is voluntary in the Atlanta region; there are few regulations or mandates for employers, developers, municipalities, and other local partners to reduce vehicle trips.

Appendix B includes SWOT matrices containing additional details from the SWOT analysis, organized by the key themes defined in the regional inventory.

Public Feedback on Transportation Needs

Among the 3,252 valid responses from across the Atlanta region to the first public survey on transportation needs, 46% lived in urban locations, while 54% were suburban and 0.5% were rural, as shown in Figure 10. Key findings from the survey included:

- The top factors that would prompt respondents to consider shifting their commute mode were faster options (29%), expanded transit routes (20%), and increased transit service (14%).
- Survey results indicated 34% of respondents drive alone most often to get to work or school, while 25% ridehail, 13% bike or scooter, and 9% telework. Public transit had the lowest mode share at 2%. Compared to the most recent RCS, this sample underrepresents people who drive and take transit relative to other modes.²
- Reasons for current commute mode choice were evenly split across the responses of mode being, safe,

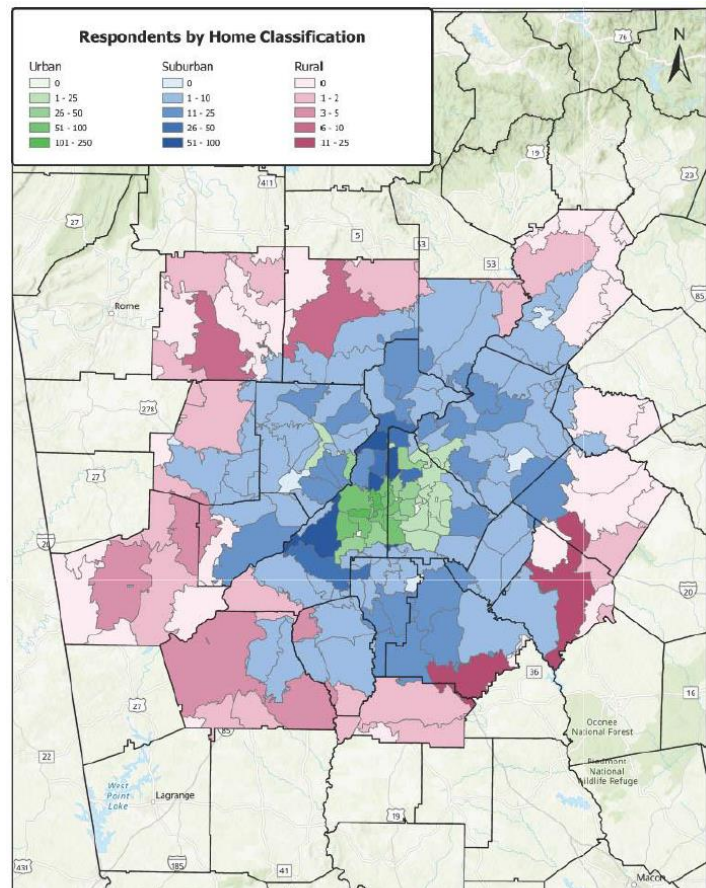


Figure 10. Geographic Distribution of Responses to Public Survey #1 on Transportation Needs

² ARC (2020). 2020 Regional Commuter Survey Results Technical Report. <https://cdn.atlantaregional.org/wp-content/uploads/rcs-c19-followup-2020.pdf>



reliable, less expensive, and taking less time, with slight emphasis on being productive.

- Among those surveyed, 14% reported difficulty walking and 17% reported another mobility challenge.
- Respondents felt that factors most likely to impact the future of transportation in Atlanta were technology (19%), increases in telework (17%), and funding (14%)

1.4.2 Implementation and Funding Considerations

Key findings from implementation and funding research that informed the RSDM are summarized below:

- ARC is the nucleus of meaningful TDM growth and adoption in the region. Their leadership, TDM program resources, and technical capabilities enable them to convene partners, contribute research, develop tools and resources, provide policy guidance, and lead promotion to elevate TDM in the region.
- Consistently measuring TDM impacts on the travel network can provide success indicators and inform future decisions. The Regional TDM Performance Evaluation Framework establishes performance measures that can track implementation of existing and new strategies.
- Partnerships are crucial to TDM adoption, diversifying resources, and reaching new users, including those with the most need. Implementation partners include TDM service providers, mobility operators, policymakers, community partners, workforce development, and economic development.
- Ample existing resources, including ARC staff time and USDOT federal formula funding programs, can be used for TDM, though they require buy-in from MPO member agencies to divert resources from other project types and priorities. Significant federal formula programs include the Surface Transportation Block Grant (STBG) program, the National Highway Performance Program (NHPP), and the HSIP, among others.
- New federal funding opportunities available through the IIJA are competitive grants (and thus are not suited to ongoing programming), except for the Carbon Reduction Program. Local funding sources from municipalities, CIDs, and tax assessment districts provide greatest opportunity for ongoing, reliable funding, but they are limited geographically.

Public Feedback on Implementation

Results from the second public survey on Plan recommendations included a final sample of 988 valid responses. Response patterns to several questions suggested some respondents did not take time to complete the survey authentically, perhaps because they were primarily motivated by the chance to receive an incentive. The responses generated the following insights, some of which are accompanied by caveats on data quality:





- **Communications:** Email is the most popular medium by which respondents receive information (17%), followed by the social media platforms Facebook (13%), Twitter (11%), and Instagram (10%), then traditional media outlets of television (10%), newspaper (10%), and radio (7%). Other communication channels included text (7%), TikTok (6%), call (5%), and friends and family (4%). “Other” responses included a local podcast, MARTA buses, NextDoor, LinkedIn, neighborhood meetings, and agency meetings.
- **Mobility Services:** Respondents were asked to rank their interest in a list of mobility services representing Plan recommendations, and then to rate on a scale of one to five how likely they would be to use or interact with each service. Responses to the ranked-interest question closely aligned to the order in which services were presented in the survey platform, suggesting that many respondents spent minimal effort to modify the ranking order. The exception is that “Join a carpool” ranked lower on weighted average than “Use active transportation,” moving it from third to fourth place in the ranking. The mobility service with the highest interest ranking was “Receive incentives” followed by “Use apps.” Mobility services with the highest average rating on likeliness to use or interact with the service were “Receive incentives” (3.74), “Use apps” (3.59), “Use active transportation” (3.57), “Use new transit service” (3.56), and “Use amenities for biking” (3.53). All services had an average rating of at least three out of five; the lowest-rated service was “Mobility program (school)” at 3.22.
- **Trip Types:** Respondents were asked to select the trip type(s) that they were most likely to use mobility service for. The most highly-selected trip types were commute to work or school (22% of all selections), shopping or other errands (20%), and social trips to meet family and friends (19%). Other trip types were healthcare appointments (14%), transporting others for drop-off or pick-up (13%), and recreational trips (11%).
- **Mode Choice:** Respondents indicated how many days per week, on average, they use each mode of transportation. Responses to this question deviated significantly from expectations, given the dispersed distribution of respondents’ home and work locations across the region relative to the availability of transportation services. For example, 64% of respondents reported using bikeshare one day or more per week, and 75% use the bus or train one or more day per week.

Among the sample of respondents, 82% work or go to school full-time and 15% part-time, 98% have regular, stable access to internet, and 98.3% speak English as a first language (1.4% speak Spanish as a first language.)

Stakeholder Feedback on Implementation

Stakeholders identified ESOs as an important partner to market, sell, and distribute transit passes to employers, and to support job seekers with transit vouchers and passes at career fairs. Workforce development organizations have also been vital partners to find transportation options for students and trainees. Overall, ESOs help employers and program partners interface with transit operators about use and marketing of available services.

Stakeholder discussion reinforced several Plan recommendations. These included the integration of TDM policies and communications to the Development of Regional Impacts (DRI) program, and partnering with



organizations serving youth and young people to engage these users directly to understand desired services and incentives. Stakeholders also suggested exploring bulk transit discounts and other incentives for non-employer partners and non-commute trips, for example, for businesses to distribute to customers or for residential buildings to distribute to tenants.

ESO Feedback on Implementation

ESOs identified the City of Atlanta and neighborhood civic associations as partnerships that have been important to success. ESOs would like to strengthen relationships with the City of Atlanta, CIDs, GDOT District offices, and economic development organizations such as the Metro Chamber and Invest Atlanta.

ESOs noted transportation operators like MARTA as particularly important partners in promoting transit service as an alternative to driving alone through transit station murals and programming. Property managers, especially those with Class A office space, have also been dependable partners in the past. Some TMAs have funding partners beyond ARC, such as the City of Atlanta or the Hartsfield-Jackson Atlanta International Airport. TMAs are interested in expanding financial partnerships with large employers, as additional funding enables ESOs to work beyond the bounds of traditional TDM, for example on first- and last-mile solutions and infrastructure projects. New financial partnerships would require ESOs to provide a strong value proposition to prospective funders, and it might also require TMAs to adjust their administrative structures.

While there is variation between employment centers in the extent to which employers are expecting staff to return to working in-office, it has been challenging for ESOs to engage a hybrid workforce and promote transit with monthly fare media being the only discounted option. ESOs can help program partners coordinate and save on facilities costs associated with remote and hybrid work arrangements by sharing parking, office space, or even vehicle fleets. ESOs focusing on lower-income workers have seen that incentives motivate commuters to engage with the program, and that carpooling is still the most cost-effective solution to fill transit gaps in areas such as the airport.

Several ESOs identified opportunities to improve internal operations, including:

- establish ESO operating procedures for staff transition and onboarding to preserve institutional knowledge;
- enhance thought leadership and knowledge transfer from ARC to ESOs, particularly for national best practices and case studies, as well as technical support with tools such as geographic information systems;
- establish a coordinated process for ESOs to refer employers and private partners with questions (e.g., on transit investments, construction coordination, regulatory processes) to appropriate public partners; and
- review the scope of existing CMAQ rules to determine regional emphasis areas and activities that are eligible for funding and identify resources through the LCI and Community Development Assistance (CDAP) programs.



2. Equity Analysis

The many social and economic forces of the pandemic have highlighted the needs of essential jobs and workers as well as underserved communities, elevating equity as a critical topic to address in TDM. The project team conducted a dedicated equity analysis for the Regional TDM Plan to achieve the following objectives:

- evaluate the impact of TDM strategies across a broad income, employment, and social profile;
- identify opportunities for tailoring strategies to better reach underserved populations; and
- ensure that the final, priority TDM strategy set supports equitable outcomes.

Note, the equity analysis is not a reflection of ESO performance or funding needs. **Appendix C** provides the full equity analysis.

2.1 Equity Analysis Approach

The equity analysis was conducted in five key steps, outlined in Figure 11 below: identify traditionally underserved areas, define regional equity context, map TDM services in relation to underserved areas, identify overlap or gaps between existing services and transportation needs, and cross-check new strategies against gaps in coverage.

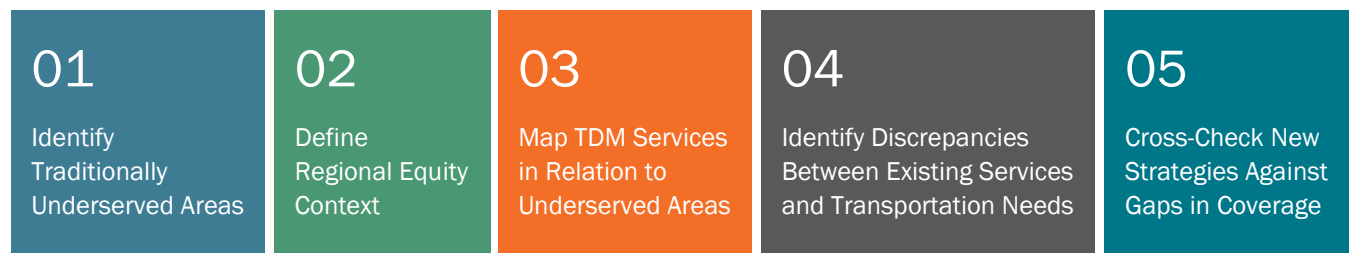


Figure 11. Equity Analysis Approach

ARC's Comprehensive Economic Development Strategy (CEDS) index helped identify traditionally underserved areas. ARC updates the CEDS every five years, as required by the Economic Development Administration. Developed using 2019 American Community Survey (ACS) data at the Census tract level, the most recent CEDS aims to capture areas with demographic and socioeconomic characteristics most severely impacted economically due to the COVID-19 pandemic. ARC sets a threshold of a CEDS score of four or more as being considered an "equitable target tract" to capture the top quartile of tract-level CEDS scores in the region. Figure 12 below shows a map of the region by CEDS score relative to ESO boundaries. **Error! Reference source not found..** Twenty-four percent of tracts in the region have a CEDS Index Score of 4 or more.

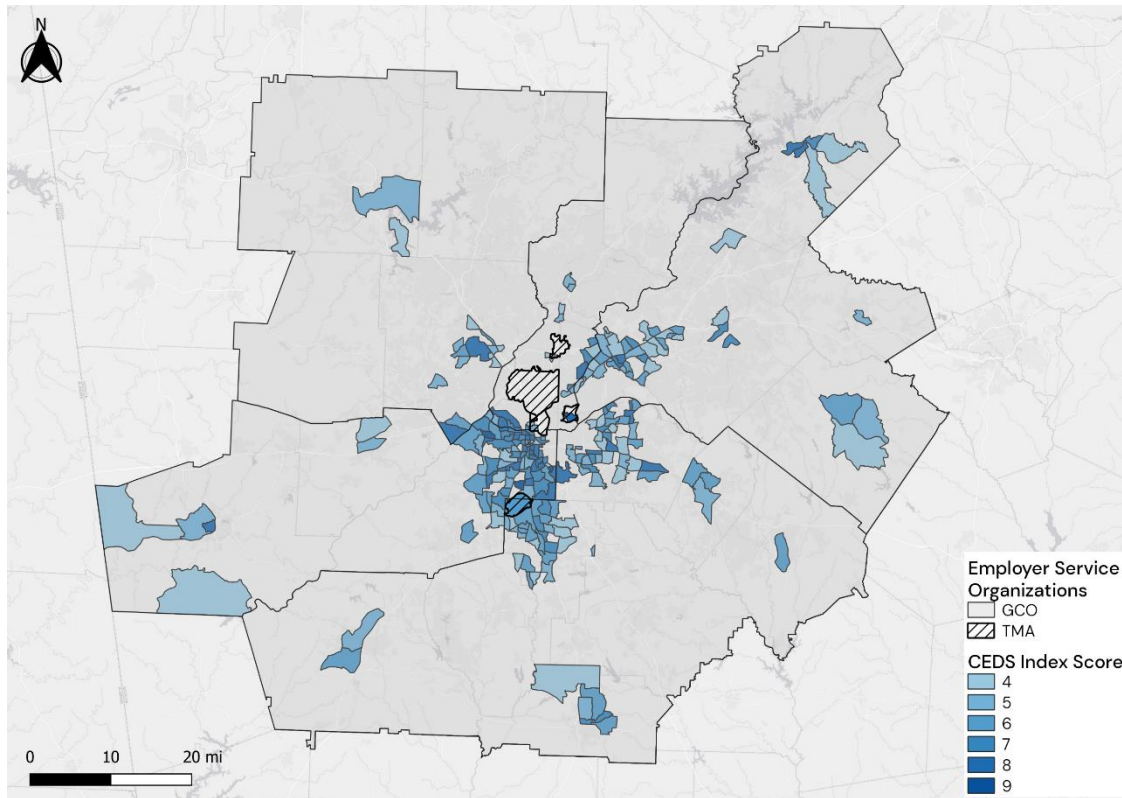


Figure 12: ESO Boundaries Overlaid on High-Scoring CEDS Index Tracts

To further identify target opportunities for the TDM program, data comprising the full CEDS index helped build three break-off indices. These indices are similarly structured to the CEDS index (i.e., tracts received a score of “1” if they fell into the top 20% or bottom 20% score of a specific indicator; the overall score is the sum of these individual scores), but include refined versions of indicators. High-scoring index thresholds were determined based on inflection points at which these tracts exhibited higher concentrations of these populations compared to the full CEDS index. The break-off indices developed, and the indicators they relied on, included:

- **Traditionally Underserved Index** – 17% of tracts are high-scoring (have a score of three or higher). This index relies on five indicators:
 - not Hispanic, Black population,
 - Hispanic or Latinx population,
 - poverty rate,
 - unemployment rate, and
 - cost-burdened households (i.e., households who spend 30% or more of their incomes on housing costs).
- **Cost-Burdened/High-Renter Occupancy Index** – 14% of tracts are high-scoring (have a score of two). This index relies on two indicators:



- renter occupancy, and
- cost-burdened households (i.e., households who spend 30% or more of their incomes on housing costs).
- **Technology-Limited Index** – 26% of tracts are high-scoring (have a score of 1 or 2). This index relies on two indicators:
 - households with(out) computers at home, and
 - households with(out) broadband internet at home.

2.2 Regional Equity Context

Analysis of the regional equity context, including workforce composition by earnings, transit stop density, zero-car households, and off-peak commuting, yielded the findings below:

- In the last decade, low-earning jobs have stagnated, while mid-earning jobs have begun to decline in the region.
- Transit coverage does not extend to many low- and mid-earning jobs.
- Not owning a car is a transportation pain point, particularly in traditionally underserved areas.
- Off-peak commuting is observed at higher levels in traditionally underserved areas.
- The analysis of existing conditions and stakeholder engagement revealed several transportation pain points—or key mobility barriers—in the region. These pain points were used, in combination with the mapping of TDM services in relation to underserved areas, to evaluate the program’s existing strategy set and new proposed strategies. The identified pain points include:
 - not owning a car (zero-car households),
 - transportation expenses (cost-burdened households),
 - no access to transit at work or home,
 - no first/last-mile option,
 - off-peak commuting (due to less access to services),
 - information is inaccessible due to language barriers, and
 - information is inaccessible due to lack of technology access.

2.3 Existing Services and Transportation Needs

Mapping of existing services relative to transportation needs included ESO boundaries, equitable target areas, the distribution of GCO member home locations, university outreach pilots, RTP investments, and home locations of ESO workers. Table 3 below summarizes for the region and each ESO, the percentage of workers whose home locations are within equitable target areas. ESOs with more workers living in underserved areas (relative to the regional average) include AERO and ASAP. Clifton Corridor TMA and



Midtown have above-average rates of workers living in underserved areas for all indices except for technology-limited tracts. ESOs with below-average rates of workers living in underserved areas include Livable Buckhead (excluding cost-burdened, high-renter tracts, which are above-average), and Perimeter Connects.

Table 3: Share of Workers Living in Equitable Target Areas

Work Territory	Equitable Target Tracts	Traditionally Underserved Tracts	Cost-Burdened High-Renter Tracts	Technology-Limited Tracts
Region	16.9%	11.3%	9.7%	19.3%
AERO	18.9%	14.0%	10.0%	21.1%
ASAP	21.6%	15.0%	13.3%	21.4%
Clifton Corridor TMA	17.0%	12.4%	10.5%	18.8%
Livable Buckhead	16.7%	11.2%	10.4%	16.4%
Midtown Transportation	18.0%	12.8%	10.7%	19.2%
Perimeter Connects	14.1%	9.1%	9.3%	13.2%

The analysis of ESO workers' home locations relative to equitable target areas yielded the following insights regarding TDM strategies:

- Strategies that support commutes from the ESO to the high-scoring CEDS home location tracts—particularly to those high-scoring on the traditionally underserved and cost-burdened high-renter occupancy index—might help improve equitable service delivery and provide transportation services to those populations with the greatest need.
- There might be opportunities for ESO collaboration to target residential strategies toward high-scoring, cost-burdened, high-renter occupancy tracts if workers living in these areas commute to a different ESO for work.
- Any marketing strategies toward commuters living in high-scoring, technology-limited tracts should include a mix of digital and physical mediums to increase reach toward technology-limited populations. Strategies should not solely rely on a technological solution (e.g., a mobile phone app or website to book a service) and should have alternative access options (e.g., being able to call to book service or find out about commute options).



- Overall, expanding residential-targeted strategies might help ESOs more effectively target populations who face housing cost burden and who have been traditionally underserved, or those who are disadvantaged economically. This presents a major opportunity for the TDM program.

2.4 Equity Analysis Key Takeaways

Below are other key takeaways from the equity analysis that informed the RSDM and strategy development:

- Expanded mobility services for workers in low- and mid-earning jobs, including additional access to transit services, would support economic growth and diversity in the region. Underlying this need is the concentration of centrally located transit services, while low- and mid-earning job locations are dispersed throughout the periphery.
- Traditionally underserved populations are located throughout the region, and ESOs have opportunities to deploy both residential and employment-focused strategies to better serve these areas and increase the reach of the TDM program.
- There is a need for a diverse marketing and engagement plan that goes beyond the digital realm, particularly for populations living in areas with limited access to technology.
- The newly proposed strategies help fill gaps in the existing strategy set by addressing less-supported pain points such as off-peak commuting, language barriers, and limited technology access. These strategies also provide additional support for other pain points.

Persona profiles were developed based on the transportation pain points and alignment with existing and new strategy types to illustrate how these equity considerations translate to the daily lived experience of residents in the region. Each persona represents a hypothetical Atlanta region resident embodying diverse characteristics who might be impacted by direct services that are regional emphasis areas within the RSDM. The section on implementation of recommended services provides persona profiles for each of these emphasis areas. They include a summary of the person's transportation characteristics, pain points, and impacts of the service. The Action Plan in Section 4 highlights these persona profiles in regional emphasis areas for direct services.





3. Goals and Strategies

The TDM Plan goals and strategies are the primary outputs of the needs assessment and strategy development stages of the planning process. They reflect the region's priorities for the next evolution of the TDM program and frame the recommended services and priority actions in the Implementation Action Plan.

3.1 Goals

The goal statements developed for the Regional TDM Plan reflect the desired, long-term direction for the TDM program with an emphasis on broadening services to support an increasingly diverse set of economic and mobility needs in the region. The TDM inventory, SWOT analysis, and stakeholder engagement conducted during the needs assessment informed the goals, which are illustrated in Figure 13 below.



Figure 13. Regional TDM Plan Goals

3.2 Regional Service Delivery Model

The RSDM provides a high-level framework for the TDM program's continuous evolution to meet regional goals. The building blocks of the RSDM are lead roles, TDM services, partnerships, and key outcomes. TDM services span strategies that build capacity for a TDM-supportive environment in the region and strategies that directly serve partners and travelers to improve access and mobility. Core services are well-established within the existing program, while regional emphasis areas represent opportunities for further expansion based on plan goals, stakeholder feedback, and equity analysis. Some ESOs have begun to implement regional emphasis areas, so while these areas are not necessarily new to the program, they will receive greater priority and coordination on a regional basis going forward. The expansion into regional emphasis



areas continues ARC's delivery of "TDM+," a concept developed during the first Regional TDM Plan that encompasses non-commute travel and cross-sector coordination on active transportation, land use integration, and system operations. Partnerships amplify TDM's reach to a broader set of users and enable the program to tap into additional resources for expanding services. The key program outcome is travelers empowered with greater knowledge, access, and mobility, reinforced by a TDM-supportive environment through land use, infrastructure, transportation services, and policy. As access and mobility needs change, the RSDM aims to identify ways to continuously improve in any or all its core functions. Figure 14 below depicts the RSDM.

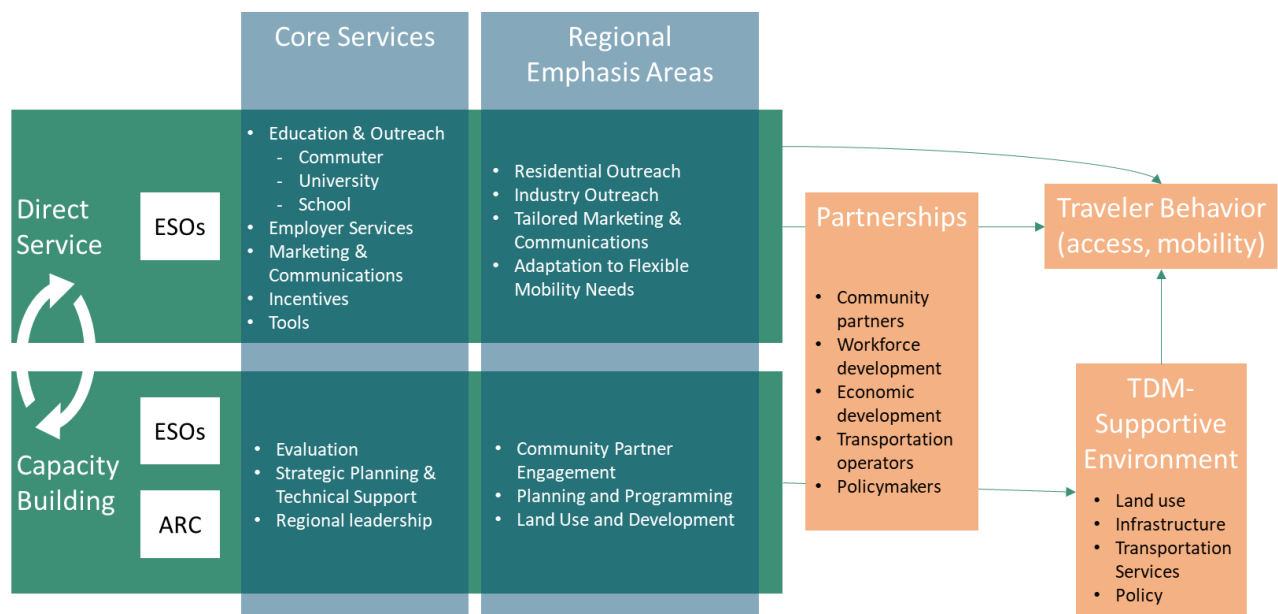


Figure 14. ARC TDM Regional Service Delivery Model

Table 4 below summarizes the broad relationships of the service types presented in the service delivery model to advancing the Regional TDM Plan goals. Overall, the services work synergistically to achieve each goal across a robust set of direct service and capacity building activities. In particular, regional emphasis areas enhance the program's ability to support flexible and tailored TDM strategies (goal 4), support integrated communications to expand the program reach (goal 5), and leverage and diversify funding sources (goal 6), while reinforcing core services to reach diverse mobility needs (goal 1), addressing workforce development needs (goal 2), and improving first- and last-mile connections (goal 3).


Table 4. Regional TDM Service Types Supporting Plan Goals

Service Type	Goals					
	1 Diverse Needs	2 Workforce Development	3 First- and Last-Mile Connections	4 Flexible and Tailored	5 Integrated Communications	6 Diversify Funding
Direct Service						
Core Services						
Education and outreach to commuters and students	•	•	•	•	•	
Employer services	•	•	•	•		
Incentives	•	•	•			•
Tools	•	•	•	•	•	•
Marketing and communications	•				•	
Regional Emphasis Areas						
Residential outreach	•		•	•	•	•
Industry outreach	•	•	•	•	•	•
Adaptation to flexible mobility needs			•	•	•	•
Tailored marketing messages to reach diverse audiences	•	•		•	•	
Capacity Building						
Core Services						
Evaluation	•	•	•	•	•	•
Strategic planning & technical support		•	•	•		•
Regional leadership	•	•	•	•	•	•
Regional Emphasis Areas						
Land use and development	•	•	•	•		•
Planning and programming	•	•	•	•	•	•
Community partner engagement	•		•	•	•	•

3.2.1 Direct Service

Direct service is a concept borrowed from social and advocacy work that refers to hands-on involvement with people or organizations to address their near-term needs. Direct services typically provide an attributable and measurable result to an individual, group, or community. Direct services in the Atlanta region's TDM program include the core functions of outreach, employer services and technical assistance, marketing and communications, and provision of incentives and tools. Regional emphasis areas include residential and industry outreach to engage historically underserved neighborhoods, employment sectors, and trip types (beyond the commute); tailored marketing and communications tactics to reach diverse audiences; and adapting strategies to reflect post-COVID needs for flexibility (with commuters choosing their modes daily



rather than monthly). Recipients of these services might be individual travelers or organizational partners grappling with transportation issues.

3.2.2 Capacity Building

Capacity building is critical to creating a TDM-supportive environment through land use, infrastructure, transportation services, and policy. Compared to the operational focus of direct service, capacity building is structural in focus, and tends to happen in the background of public-facing activities. Capacity building is defined as “the process of developing and strengthening the skills, instincts, abilities, processes, and resources that organizations and communities need to survive, adapt, and thrive in a fast-changing world.”³ Compared to direct services, the eligibility of TDM capacity building functions for funding by the Congestion Mitigation and Air Quality (CMAQ) program, the region’s primary funding source for TDM, has traditionally been more limited. Core capacity building strategies of planning and technical support, evaluation, and regional leadership are well-established in the region, while regional emphasis areas are land use and development, planning and programming, and community partner engagement.

3.2.3 Lead Roles

ARC leads capacity building for the TDM program in alignment with broader regional goals. Unless otherwise noted, ARC refers to the Mobility Services Department (MSD) specifically, though coordination with other ARC operational programs such as Workforce Development will facilitate partnership development and implementation. ARC’s regional scope, stewardship of funding, and technical capabilities provide a strong foundation for the organization to convene partners, contribute research, develop tools and resources, provide policy guidance, and lead promotion to elevate the profile of TDM in the region. Table 5 below summarizes ARC’s key roles across TDM strategies.

Table 5. ARC Roles Across TDM Strategies

ARC Role	Key Themes Across TDM Strategies
Convene	Convene roundtables or communications forums to foster stakeholder coordination (human resources, developers/jurisdictions, community/human services, Regional Business Coalition, Connect ATL) and identify pilot opportunities.
Research	Identify needs and existing conditions, surveying and gathering information from existing and potential future program partners/participants. Research best practices and lessons learned from other regions.
Tool/Resource Development	Enhance existing tools and develop toolkits, best practices, and tailored marketing collateral to support awareness and implementation of TDM strategies.

³ United Nations. Nd. Capacity-Building. <https://www.un.org/en/academic-impact/capacity-building>



ARC Role	Key Themes Across TDM Strategies
Policy Guidance	Influence or lead policy change that prioritizes TDM internally within ARC (e.g., TIP project ranking) and among external policy partners.
Promotion	Promote TDM and GCO services to community partners, transportation operators, and policymakers through regional leadership, planning and programming, and sharing evidence of TDM effectiveness.

ESOs refer to GCO and six regional TMAs: AERO, ASAP, CCTMA, Livable Buckhead, Midtown Transportation, and Perimeter Connects. ESOs lead delivery of TDM direct services to partners and travelers and support ARC in building the capacity of TDM to improve access and mobility in their respective service areas.

3.2.4 Partnerships

ARC and ESOs cannot achieve regional TDM goals on their own; partnerships are critical to creating mobility connections and expanding opportunity for all. Among ARC’s program areas, TDM is uniquely suited to bringing together disparate interest groups to work together toward shared goals because TDM can improve outcomes for environmental sustainability, public health, economic development, and equity in the region. ARC and ESOs can develop partnerships to reach a broader demographic with direct services while accessing new leads and resources. Collaboration with transportation operators and public partners can increase availability of transit and active transportation infrastructure. There is support among stakeholders for ARC to serve as a regional TDM convener and facilitator to improve and expand TDM services. Partners can also interweave TDM messaging into their own communications strategies. Table 6 below summarizes partner roles across strategies.

Table 6. Partner Roles Across TDM Strategies

Partner Role	Examples	Key Themes Across Strategies
Community Partners	Community-based organizations, human services providers, neighborhood associations	Collaborate to tailor TDM services to constituents’ needs and then promote those services.
Workforce Development	Employers, industry associations	Collaborate to tailor services to constituents’ needs (leverage existing convening of stakeholders). Invest in TDM at worksites.
Economic Development	Real estate developers, property managers, CIDs, Invest Atlanta, chambers	Invest in TDM at properties, headquarter relocations and special events. Promote TDM services as an amenity that increases regional competitiveness.
Transportation Operators	MARTA, GRTA, SRTA, ATL-LINK, Ride Gwinnett, CobbLinc, CATS, Hall Area Transit, micromobility providers, parking operators, shuttle operators	Enhance employer pass program, Commuter Credits, microtransit, ride with respect, and “Try Transit” programs. Target TDM around priority investments and pilot new services.



Partner Role	Examples	Key Themes Across Strategies
<p>Policymakers</p>	<p>Local governments, GDOT and other state agencies, state legislature</p>	<p>Set priorities for funding programs, ordinances, and development requirements (land development and transportation project development.) Create incentives and disincentives for investment and travel behavior, sharing best practices and lessons learned.</p>

3.2.5 TDM-Supportive Environment

TDM needs a supportive environment to thrive and offer travel choices that meet a diverse set of social and economic mobility needs. This environment has traditionally been beyond the scope of TDM’s demand-focused services; it refers to the “supply” side of the transportation system including land use (e.g., transit-oriented development,) transportation infrastructure (e.g., bike lanes, sidewalks,) and transportation services (e.g., transit and bikeshare.) ARC and ESOs can use capacity building strategies to influence partners to create a TDM-supportive environment through policy (e.g., development requirements, parking pricing, tolls, taxes, and fees,) and investment.

3.2.6 Traveler Behavior

The primary outcome of the Atlanta region’s TDM program is changing traveler behavior to include alternative travel modes to driving, traveling at various times of day, using different routes, or avoiding a trip entirely. The regional TDM program’s performance measure framework aligns with the key stages of travel behavior change:

- awareness – knowledge of modes and TDM services;
- influence – number and types of TDM services provided;
- participation – use of TDM services; and
- impacts – benefits derived from TDM services.

The RSDM broadens the scope of traveler behavior change beyond TDM’s traditional focus on reducing single-occupancy vehicle trips to encompass improved access and mobility across a diverse set of needs, including needs of those who do not drive. Access refers to the ability to reach destinations (amenities, services, and opportunities,) while mobility refers to the ability to move from one place to another. Improved traveler access and mobility relates to a broad range of performance measures marking TDM program success.



4. Action Plan

This section details the scope, lead roles, partnerships, resources, and priority actions of each TDM service comprising the RSDM. Following the implementation details for recommended services is a funding strategy to diversify program resources to meet a broader set of traveler needs. Finally, the Plan refines the current TDM program performance evaluation framework based on the Regional TDM Plan goals and regional emphasis areas, recommends regional targets, as well as an approach for tracking plan implementation over time.

Importance of Partnerships



Partnerships with community-based organizations and a wide range of stakeholders are essential to successfully serve broader audiences and needs through TDM. Partnership opportunities are highlighted throughout the Action Plan.

4.1 Recommended Services and Priority Actions

This section provides implementation considerations for the recommended services identified in the RSDM. The section first presents direct service activities then capacity building activities, with each category broken out into core services and regional emphasis areas. Each service type includes the following elements:

- **Overview** of the scope of the service, including any target populations or geographies,
- **Lead Roles** for ARC and ESOs,
- **Partnerships** to facilitate implementation and reaching diverse audiences,
- **Resources** needed for implementation, and
- **Priority Actions** for services where stakeholder feedback and the regional TDM needs assessment recommend new strategies beyond current program operation. These priority actions are outlined along with expected timeframes in a summary table at the end of each subsection.

Persona profiles from the TDM equity analysis are provided for direct services that are considered regional emphasis areas, including residential outreach, industry outreach, adaptation to flexible mobility needs, and tailored marketing messages to reach diverse audiences. These profiles showcase how these new TDM services might impact the daily lived experiences of diverse residents from an equity perspective.

4.1.1 Direct Services

Direct service is operational in focus and includes the regional TDM program's core functions of commuter and school/university traveler outreach, employer services, incentives, tools, and marketing and communications. Regional emphasis areas for direct service include residential outreach, industry outreach, adaptation to flexible mobility needs, and tailored marketing messages to reach diverse audiences.



Core Services

Core services directly delivered by ESOs include education and outreach to commuters and students, employer services, incentives, tools, and marketing and communications.

EDUCATION AND OUTREACH TO COMMUTERS AND STUDENTS

Overview: Outreach and education through employers, schools, and universities is fundamental to the regional TDM program; it promotes available transportation options and TDM services directly to travelers, focusing on the commute trip for work and/or school. This outreach takes place through regional modal promotions and site-level outreach to employees and students through virtual and in-person events intended to provide basic understanding of TDM services, benefits, and encouragement to attendees. A university pilot program and K-12 partner engagements have been influenced by need and opportunity to deliver outreach and other program support.

Lead Roles: ARC leads decision making and provides oversight on regional modal promotions. The ESOs implement the education and outreach activities to commuters and students in their service areas.

Partnerships: ESOs reach commuters through the employers, schools, and affiliated universities. Georgia Commute Schools, an initiative of GCO that works with educational institutions to develop curricula for K-12 students on transportation options, safety, and air quality impacts, supports school-based partnerships.

Resources: ARC, via GDOT, funds existing programming with CMAQ dollars. Activities can expand over time as new funding is available.

Priority Actions: This is an existing service that the regional TDM program will continue to deliver while expanding into regional emphasis areas.

EMPLOYER SERVICES

Overview: Employer services include employer-based technical assistance and business-to-business (B2B) services to address commuter needs related to jobs access, congestion, employee satisfaction, and corporate environmental, social, and governance goals. These services can serve common needs across employers and geographic areas, or ESOs might tailor these services to the specific needs of an individual employer, industry, or district.

The regional TDM program has developed a robust set of employer services. Program consultations align technical services with employer needs, including program development and assistance with implementation. Targeted employer-based surveys to collect site- or district-level information on traveler awareness and participation with TDM services as well as travel patterns. The TDM program can provide relocation commute planning in response to employer needs by exploring transit route connections that align with relocation decisions, telework/flexwork consulting, TMA or employer-managed transit pass sales and distribution, and employer education series on TDM services, among other services. Employer recognition that highlights outstanding commuter and employer servicers through local media spotlights and annual awards is an important strategy to integrate TDM into corporate and organizational culture across the region.



Lead Roles: ARC provides oversight, resources, and decision making on key programs, such as employer recognition, while ESOs deliver employer-based services across the region within their service areas.

Partnerships: Employers and property managers are the direct recipients of technical assistance and B2B services. Transportation operators such as transit agencies and vanpool providers partner on bulk discount and other employer benefit programs.

Resources: ARC, via GDOT, funds existing programming with CMAQ dollars. Activities can expand over time as new funding is available. Employers and property managers provide in-kind resources through staff time to coordinate or administer TDM services.

Priority Actions: This is an existing service that the regional TDM program will continue to deliver while expanding into regional emphasis areas.

INCENTIVES

Overview: Incentives encourage travel behavior change through rewards (monetary, in-kind, or other benefits), pricing, and/or discounted services or fees (e.g., transit passes, vanpool fares, parking, or tolls). The regional TDM program offers a range of existing incentives through GCO and TMAs listed below:

- Guaranteed ride home offers a free or low-cost ride home from work in cases of emergency for commuters who do not drive alone.
- Vanpool subsidies (40% of operating costs) and implementation support provide cost support to customers to encourage ridership and administrative resources to get a vanpool active.
- Incentives for logging clean commute trips (coupons and \$25 monthly raffle) allow customers who participate in regular trip logging activities to be eligible for gift raffles and discount coupons at select locations.
- Gimme Five (\$5 A Day) Program provides eligible participants the opportunity to earn \$5 a day for trying a new commute to work. Carpooling, vanpooling, transit, walking, and biking are all eligible options.
- \$40-\$60 Gas Card Program allows carpool riders to earn monthly gas cards for 12 months within a 3-year period. If the carpool includes at least three people, riders can earn a \$40 gas card each month. If the carpool includes four or more people, riders can earn a \$60 gas card each month.
- Vanpool Referral Incentive provides participants the opportunity to receive a monetary incentive for referring a new vanpool rider.

Lead Roles: ARC funds and administers regional TDM incentives available to commuters who register for the regional program. ARC sets rules for participants to be eligible for incentives. ESOs promote regional incentives as well as district-





specific incentives to their constituents. Some TMAs manage transit pass sales and distribution to employer partners.

Partnerships: Employers are important partners for implementing nontaxable qualified transportation fringe benefits for their employees for transit, vanpool, or parking expenses. Transportation operators including transit agencies establish fares, passes, and discount programs (e.g., MARTA Partnership Program.) SRTA has piloted Commuter Credits incentives providing toll credits to Peach Pass holders for carpooling, using transit, or driving off-peak on I-85 Express lanes. The ATL provides a regional Vanpool subsidy that covers 40% of Vanpool operating expenses.

Resources: ARC, via GDOT, funds incentives offered by the regional TDM program with CMAQ dollars. The ridematching and trip logging software vendor offers additional discounts and brand offers to users at no cost to the regional TDM program. The ATL uses FTA 5307 funds for the regional vanpool subsidies.

Priority Actions:

Action/Strategy	Description	Timeframe
Explore incentives for non-commute trips	Explore bulk transit discounts and other incentives for non-employer partners and non-commute trips, e.g., for businesses to offer to customers or for multifamily residential buildings to distribute to residents.	6–12 months

TOOLS

Overview: In the context of the regional TDM program, tools refer to digital apps (mobile or desktop-based) that influence travel behavior by providing users with information on available transportation services and options, travel times, costs, and other impacts. In addition to trip planning information, tools might also enable users to book and pay for trips, track trips, and receive incentives. The GA Commute App is a digital platform that assists users with ridematching, such as finding commute partners with similar travel patterns with whom to carpool or otherwise travel. Additionally, the platform offers multimodal trip planning, vanpool matching, guaranteed ride home, and an incentives-based trip tracking feature to encourage users to track their sustainable trips (carpool, vanpool, public transit, bicycling, etc.). GCO also offers a commute calculator that shows the total cost of a user’s commute and how much they can save by choosing an alternative mode, such as carpooling or riding transit. Internally, ESOs use a customer relationship management (CRM) tool to track employer and program partner contacts, engagement, and other activities for program management and evaluation purposes. There are opportunities to expand the functionality of TDM tools as technologies evolve. For example, passive trip tracking would more accurately capture travel behavior, and new modules within the GA Commute App could support mobility managers and volunteer drivers. Priority actions identified by stakeholders are to establish an open-source TDM data portal and digital wallet program.



Lead Roles: ARC leads regional TDM tool development by allocating resources, priority setting on tool functionality, and coordinating with partners. ESOs share tools with program partners (including employers) as well as directly with travelers through outreach and marketing.

Partnerships: Technology vendors could be used for tool development and customization. Transportation operator partners are also developing multimodal tools to support seamless travel across the region in coordination with ARC and ESOs. For example, GRTA and ATL are currently developing the ATL Rides app, which will provide travelers with complete information on the time and cost of various modes (including the impacts of parking, tolls, and gas on their driving trip), as well as payment integration across transit providers.

Resources: ARC, via GDOT, funds core TDM tools including the GA Commute App and program CRM with CMAQ dollars. Competitive federal grants such as the FTA's Innovative Mobility Integration and USDOT's ITS4US are funding development of partner tools such as ATL Rides.

Priority Actions:

Action/Strategy	Description	Timeframe
Open-source TDM data portal	Regional TDM database portal that is publicly available for sharing and uploading data	1–2 years
Digital wallet	Digital Mobility Wallet aims to simplify the incentives payment process by allowing riders or third –party stakeholders to load funds and/or connect bank accounts to a single platform.	2+ years

MARKETING AND COMMUNICATIONS

Overview: In parallel with outreach, marketing and communications is a core service to increase awareness of TDM and transportation options on a regional scale, both for reaching new audiences and maintaining relationships with those who are already engaged with the program. Marketing and communications strategies develop the content (which might be informational, persuasive, or both), that is distributed to partners and travelers through outreach and other communication avenues. Existing strategies include paid and earned mass marketing and public relations through such channels as billboards, radio and television advertisements, social media, and local news outlets. Regional and local promotions are marketing campaigns that increase awareness and use of transportation options with challenges and incentives. These promotions include Biketober, Air Quality Awareness Week, Try Transit, Million Air Challenge, Clear the Deck, and Telework Week. Coordinated communications with partners around major events, including construction, is a key to maintaining transportation system operations through disruptions. While the TDM program has had success with targeted marketing to priority audiences, this is a new emphasis area further discussed on page 48.

Lead Roles: ARC provides direction and coordination with partners on the content and promotional tactics for regional marketing efforts implemented by GCO and the TMAs. The ESOs are responsible for tailoring and local distribution of marketing and communications within their service areas.



Partnerships: Partnerships are key to amplifying TDM messaging through their own networks. Key partners for sharing general TDM services and regional and local promotions include employers, schools and universities, property managers, and community-based organizations. Media outlets broadcast TDM program announcements and campaigns across general audiences throughout the region. Partners for sharing information related to construction and special events include transportation operators, local governments, events venues, and tourism-focused organizations.

Resources: ARC, via GDOT, funds marketing and communications for the regional TDM program with CMAQ dollars. This includes content development and distribution costs such as advertising. ARC's and ESOs' regional leadership (a capacity building service detailed on page 52), is a key asset for attracting earned media, and distributing content through partner networks.

Priority Actions:

Action/Strategy	Description	Timeframe
Transit marketing partnerships	Strengthen partnerships and leverage marketing connections with transit partners to advance regional transit policies and funding opportunities that encourage and incentivize alternative modes of travel.	1–2 years
TDM communications forum on incidents and disruptions	Establish communications forum to formalize and expand communications on incidents and distributions to networks across the state, as well as regional and local partners. Expanded network will support broader coordination and collaboration on large-scale incidents and more localized, day-to-day disruptions.	2+ years

Regional Emphasis Areas

Regional emphasis areas for direct service respond directly to opportunities and stakeholder priorities for the regional TDM program to serve a broader set of traveler needs in the region, improve transportation equity, and adapt to evolving regional conditions affecting travel behavior including the pandemic and public health concerns, work arrangements (including telework and flexwork), housing and jobs markets, growing diversity, and other trends such as the aging population. Expanding the TDM program to new markets will require a focus on mitigating “small barriers” that might impede understanding or efficient access to TDM services whether they are related to technology, language, or other social factors. Each of these regional emphasis areas contains a persona profile from the TDM equity analysis, showcasing a hypothetical Atlanta region resident potentially impacted by the services.



RESIDENTIAL OUTREACH

Overview: Residential outreach comprises tailored outreach and marketing to property managers and directly to residents, focusing on the residential end of a broad range of trips beyond the commute including trips to grocery stores and medical appointments. Under this new emphasis area, the TDM program can expand these services regionally. GCO and TMAs have piloted residential outreach through two-phases: the first phase was an equity-based pilot with property managers and direct outreach to single-family residences in select underserved areas, while the second phase used neighborhood-based online forums to share TDM services and communicate with residents within those initial

communities. The regional residential strategy has moved beyond a “pilot” approach to focus on working with community partners for business-to-consumer (B2C) communication opportunities and residential property managers for TDM interventions and evaluation. Going forward, TDM can mitigate congestion in residential neighborhoods surrounding commercial core areas adversely impacted by growing traffic. Targeting these residential areas just outside of commercial districts could also enhance jobs access and workforce development by aligning residents with local employment needs.

Lead Roles: ARC leads strategy setting, funding, and oversight of residential outreach strategies. ESOs implement outreach and marketing activities directly to residents and partners, and lead partnership development within their service areas.

Partnerships: Property managers for multifamily residential buildings distribute communications to occupants and can implement site improvements and amenities that improve multimodal transportation options. Neighborhood associations, block clubs, local governments (including Neighborhood Planning Units in the City of Atlanta), community investment districts, and locally oriented retail businesses (such as grocery stores) can also distribute communications to residents.

Resources: ARC, via GDOT, funds existing programming focused on the home end of the commute trip with CMAQ dollars. New funding sources are necessary for meaningful expansion of residential outreach, and especially for supporting trip types beyond the commute that are outside the scope of the CMAQ program.



Persona Profile: Resident Impacted by Residential Outreach

I’m currently unemployed. Finances have been tight, so I’ve had to move further out from the central region to save on rent. I don’t have a car, and don’t have transit access at my new apartment, which has made completing daily tasks like getting groceries, going

to the doctor, or checking in on my grandmother, more difficult. I recently got a flyer in the mail from my new apartment building about regional mobility service offerings that I didn’t know existed before. Other people in my building and I have formed carpools for daily travel, which allows me to get around more easily and for less money – we just split gas costs. I’m even able to join carpools to get to my grandma’s house when it’s on the way for other drivers. Through a new program in my area, I can even log my carpool trips as raffle entries for monetary prizes. I’m way less stressed out about getting around now.



Priority Actions:

Action/Strategy	Description	Timeframe
Expand outreach, technical assistance, marketing, incentives, program support tailored to access and mobility needs at the residential end of a trip	Dedicated engagement, technical assistance, and communications to encourage residential customers to try alternative modes of travel for a broad range of trip types beyond the commute. Technical assistance to property managers and developers might help new residential developments meet local requirements or obligations related to development approval.	6–12 months
Target residential-based strategies to underserved neighborhoods surrounding core commercial areas	Target strategies that connect traditionally underserved residents in neighborhoods just outside the boundaries of commercial areas to jobs and other resources. This strategy could also mitigate congestion in residential areas that are adversely impact by growing traffic into commercial cores.	6–12 months

INDUSTRY OUTREACH

Overview: ARC and ESOs have started to implement industry outreach strategies to meet the needs of shift workers outside of the traditional 9–5 white-collar commute. This new emphasis area will expand the level of service for this market segment, which tends to be characterized by lower-wage jobs, a decentralized location distanced from the urban or metropolitan core, and a labor market disproportionately impacted by transportation costs. It is important to note that while the pandemic has enabled much of the region's white-collar workforce to shift to telecommute, many of the region's jobs (and forecasted employment growth post-pandemic) are in essential industries that require in-person services and on-site laborers, i.e., requiring a commute.



Persona Profile: Commuter Impacted by Industry Outreach

I don't have a car. While there is a bus stop at my workplace in Gwinnett County, I can't access the network from home in Hall County. Walking or biking isn't an option because my commute is too long. I usually have to rely on friends to take me to work, especially because my shifts don't line up with the transit schedules. Since my employer started promoting carpool and vanpool services that extend to Gwinnett County, I am reliably commuting in a vanpool with my coworkers. I'm calling out of work less since transportation for my shifts is much easier than before. The vanpool is also much more affordable than taking a taxi, Uber, or Lyft!

GCO is currently piloting an industry-specific approach, with relevant marketing and messaging collateral and program support tailored to available TDM services available at industrial and manufacturing locations. The primary service for these industries is carpool matching and the GCO suite of incentives. The regional TDM program has also provided hard-copy marketing collateral for employees during shift meetings, with materials tailored as much as possible to TDM services available to the specific targeted industry and location.



Lead Roles: ARC leads decision making and provides direction on outreach and employer services. The ESOs implement outreach and marketing activities. ARC, including MSD and Workforce Development Solutions, will lead new strategies that require relationship building with regional partners, such as industry associations, and ensure that activities are in alignment with the regional WorkSource Metro Atlanta Plan and filling resource gaps.

Partnerships: Employers, temporary staffing agencies, and workforce development agencies are key partners to reach industry workers through outreach and marketing. Employers implement commuter benefits and other TDM strategies on-site with support from ESOs. Partnerships with industry associations will help ESOs to efficiently reach a broad base of employers within specific industrial sectors. Transit agencies and other transportation operators implement bulk discount programs and other incentives that could benefit industry workers and implement first- and last-mile solutions that extend the reach of fixed-route transit.

Resources: CMAQ dollars fund existing TDM industry outreach programming. The federal Workforce Innovation and Opportunity Act and the American Job Center network fund the programs offered through ARC's Workforce Solutions division, which might include transportation to job training and other supportive services. Employers fund commuter benefits for workers. Additional funding or new funding sources is necessary for meaningful expansion of industry outreach for TDM, particularly with regards to jobs access for workers without a personal vehicle.

Priority Actions:



Action/Strategy	Description	Timeframe
ARC Mobility Services Department and Workforce Development Solutions coordination process	ARC MSD and Workforce Development Solutions establish coordination process to leverage knowledge, resources, and contacts. MSD representatives could attend upcoming county economic development meetings to understand transportation issues different communities face.	6–12 months
Build relationships with industry associations	Establish relationship with broad-based Associations (e.g., Manufacturing Association, Property Managers Association) to build understanding and strategy around integrated TDM services.	6–12 months
Human Resources (HR) Roundtables	Establish (or support) HR roundtables on workforce needs with integrated TDM component.	1–2 years
Transit and TDM promotion with temporary staffing agencies	Formalize process with temporary staffing agencies to get transit passes and other TDM materials to employees early in the hiring process. Target materials distribution to temporary worker needs, e.g., free transit passes for first two weeks (until first paycheck).	1–2 years

ADAPTATION TO FLEXIBLE MOBILITY NEEDS

Overview: This new emphasis area represents an expansion of employer services with a focus on flexible commute needs. The COVID-19 pandemic has caused significant changes in traditional travel patterns, including work and non-trips, with a dramatic increase in telework, teleservices, and hybrid and flexwork arrangements. TDM direct services and commuter benefits offerings have not adapted to growing needs for flexibility, with pass and incentive programs for transit and parking still based on monthly rather than daily or weekly use. Monthly pricing creates a “sunk cost” mentality for driving and parking and it can pose a barrier for trying transit. While flexible commute services would benefit white-collar workers who often telework and commute to a worksite irregularly, increased flexibility would also benefit industry and other essential workers holding part-time and/or multiple jobs, who often have dynamic work schedules that change weekly or even daily. There is an opportunity for the regional TDM program to leverage lessons



Persona Profile: Teleworker Impacted by Flexible Commute Incentives

I recently got a new job. I now telework most of time, and only go into the office in Downtown Atlanta 1–2 times a week. At my last job, I purchased a discounted monthly MARTA commuter pass from my previous employer. My new employer offers the passes, too, but the

monthly cost doesn't make as much sense with my teleworking -- especially as I'm trying to rebuild my savings after finishing school. Then, I heard that the employer pass program is now going to be offered in a daily version -- I can get a commuter pass that will automatically give me a discount on my two-way transit trip up to two days a week. This makes much more sense for me financially right now and will help me continue to use transit during my commutes. My spouse is going to talk to their employer about signing up for the program, too!



learned post-pandemic on what has worked and what has not, in terms of reaching the essential workforce, disadvantaged populations, or populations resistant to change or interventions.

Lead Roles: ARC will provide thought leadership and facilitate partnerships needed to create flexible work arrangements and passes and pricing programs for parking, transit, and other mobility options. ESOs will deliver technical assistance to employers to implement flexible commuter benefits. ARC and ESOs can also offer policy guidance for employers considering changes to parking policies, telework options, and other commuter benefits.

Partnerships: This strategy will require partnerships with local and regional employers, transit agencies, and community-based organizations. Employers provide and implement commuter benefits for their employees. Transit benefit providers and employers are important partners to implement transit benefits beyond traditional monthly passes. Partners will include parking operators and local transit providers—MARTA, GRTA, CobbLinc, Ride Gwinnett, CATS, and Hall Area Transit—as well as The ATL for regional coordination. Partners could identify potential innovative benefits to incentivize transit use.

Resources: ARC, via GDOT, funds existing employer services related to flexible commute needs with CMAQ dollars. Staff time from ARC and partner agencies would be needed to coordinate on new pass, pricing, and incentive programs. Employers could subsidize fares or offer other incentives supporting flexible commute needs. Transportation operators (e.g., parking, transit) might require resources to implement new technologies accompanying flexible programs such as smart card or fare validation. The ARC LCI could provide funding for community telework hubs.

Priority Actions:



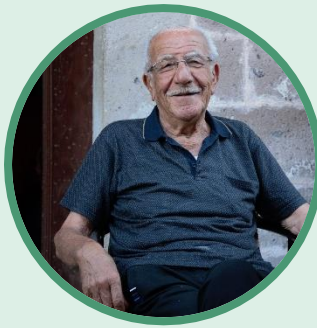
Action/Strategy	Description	Timeframe
Refine MARTA's employer pass program to reflect new post-pandemic, white-collar commuting patterns	Align benefits, marketing and distribution of transit passes with new transit policies that reflect post-covid mobility needs and different commute patterns. Align marketing with other key transit partner initiatives to leverage outreach and strengthen messaging (e.g., fare payment system(s), MARTA's Ride with Respect policy).	1–2 years
Facility sharing programs	Coordinate sharing of commercial space, parking, and fleets between employers and other program partners to reduce facility costs.	1–2 years
Flexible parking, telework, and transit programs	Work with parking operators, employers, and transit agencies to offer daily and/or flexible passes and telework programs.	2+ years
Community telework hubs	Work with community partners on providing internet-connected telework/meeting spaces, particularly in rural areas and for those without sufficient access at home.	2+ years

TAILORED MARKETING MESSAGES TO REACH DIVERSE AUDIENCES

Overview: Tailored marketing messages enable the regional TDM program to resonate with new audiences based on their specific needs or interests. Marketing messages about TDM services will need to reflect growing needs within underserved communities that might be English as a Second Language, aging in place, or supportive of independent living and economic access for diverse populations, the unemployed or underemployed, or for persons with disabilities. Integrated communications strategies will help

to extend the reach of the program by tying TDM into other regional or local campaigns related to sustainability, housing, transit, health, and economic opportunity. This will support a broader communications network and present TDM services in the context of localized community need. There is a need for a diverse plan for marketing and engagement that goes beyond the digital realm, especially for populations living in areas with limited access to technology.

Lead Roles: ARC leads regional partnership development on communications, as well as the strategic direction of the content and promotional tactics for marketing campaigns. GCO and the TMAs implement regional and local marketing efforts. The ESOs are responsible for tailoring and distribution of marketing and communications to diverse audiences in their service areas in coordination with local partners.



Persona Profile: Spanish-Speaking Older Adult Impacted by Tailored Marketing Materials

I live in an apartment building for seniors in DeKalb County. It's close to shopping and my doctor, but the bus doesn't come frequently and it's hard for me to walk on my own. For a long time, I relied on my brother and sometimes my niece to drive

me around. I didn't realize that there are free and low-cost transportation services I could use, like a volunteer driver program and a shuttle from the senior center. A few weeks ago, I saw a flyer posted in the lobby of my building that was in Spanish, so I could understand it easily. It explained the transportation services and gave me a number to call to sign up. I've used the services a few times now, and I love the freedom they give me to get where I need to go.



Partnerships: Community-based organizations, human services providers, employers, and local governments can collaborate on tailored messaging and on distribution of messages to diverse travelers. These partnerships would create a communications network that is able to promote a connected and comprehensive TDM program to diverse audiences and that aligns with other messaging campaigns. For example, given United Way of Greater Atlanta’s equity-centered engagement, events, and investments, they would be an excellent partner in helping to distribute information regarding regional TDM programs to a diverse set of communities. Community partners could assist with identifying help to translate TDM information into other languages or additional formats (e.g., audio formats) to effectively reach diverse communities.

Resources: ARC, via GDOT, funds marketing and communications for the regional TDM program with CMAQ dollars. Staff time from community partners is a vital resource to appropriately tailor messaging to diverse audiences, which might involve translation.

Priority Actions:

Action/Strategy	Description	Timeframe
Develop tailored marketing messages for specific employer or industry types that align TDM services to positive sustainability outcomes	Positive sustainability outcomes might include emissions reductions, air quality improvements, and cost savings to employers and employees.	6–12 months
Language translation support services	Work with local partners that represent minority or immigrant communities for on-call or standardized translation support services as it relates to TDM communications.	1–2 years

4.1.2 Capacity Building

Capacity building creates a foundation and structure for TDM program operations. ARC leads capacity building activities at the regional level, and ESOs provide support within their service areas. Capacity building includes the core services of evaluation, strategic planning and technical support, regional leadership, and the regional emphasis areas of land use development, planning and programming, and community partner engagement.

Core Services

Core services within the scope of the TDM program’s existing capacity building activities include evaluation, strategic planning and technical support, and regional leadership.

EVALUATION

Overview: TDM evaluation is essential for understanding program performance and to guide operational improvements. ARC hosts a Research & Analytics Division that leads evaluation (including data collection, sharing, and analysis) not just for TDM, but for a wide range of social, economic, and environmental trends



across the region. ARC administers and reports on recurring surveys (including the regional household survey and an annual Metro Atlanta Speaks survey on public sentiments) and collaborates with partners to compile and synthesize external data into meaningful indicators such as the Comprehensive Economic Development Strategy (CEDs). ARC also makes data accessible to the public and partners through numerous online data dashboards including a TDM Dashboard and an open data and mapping hub.

The regional TDM program has one of the most rigorous independent evaluation components of any TDM program in the country, which helps to create a business case for TDM investment. In recent years and under the guidance of a TDM performance evaluation framework, the evaluation focus has shifted away from process metrics and toward actions and outcomes. ARC and the ESOs use the RCS results to better design and deliver TDM marketing incentives and promotions to Atlanta region residents and employers. The RCS also helps to evaluate program effectiveness by establishing a baseline. The RCS and TDM Dashboard provides information to help ARC, GCO, and partner organizations tailor their services to meet commuter needs. Starting in April 2020 with additional iterations through 2023, ARC has conducted a Remote Work Survey to understand experiences and attitudes about remote work prior to and during the COVID-19 pandemic, as well as the desired future. Other evaluation activities have included employee transportation coordinator (ETC) surveys, incentive program surveys, focus groups of program participants or target markets, evaluation of regional modal promotions and monthly program operations data.

Lead Roles: ARC leads data collection, research, and evaluation of the reach of the program through survey results and program operations data from individual travelers and from employers and program partners who take action to implement TDM services. ARC publishes annual reports on the regional TDM program outcomes and measures. ESOs contribute to data collection through tracking operational activities and impacts through the CRM and by administering local surveys and other data collection efforts to tailor TDM strategies to local conditions.

Partnerships: Evaluation activities are supported by a strong network of program partners. Local governments and state agencies share data directly with ARC for regional forecasts and evaluations of socioeconomic trends. Employers, universities and schools, property managers, and other program partners receiving TDM services can distribute surveys to their constituents as part of local or regional evaluations.

Resources: ARC's general data and research integration and geospatial analysis functions (including ARC staff time) are largely funded through federal formula funds via the Metropolitan Planning Program (MPP). Evaluation activities conducted by ESO staff are funded with CMAQ dollars.

Priority Actions:

Action/Strategy	Description	Timeframe
Enhanced longitudinal surveys	Longitudinal survey and research efforts on the future of work to support longer-term approach for service delivery that reflects new normal, post-COVID-19. This strategy would build on ARC's remote work longitudinal survey deployed during the pandemic.	6–12 months



Evaluation of hybrid
workforce impacts

Evaluate financial implications (ROI, BC) of reduced parking and/or leasing costs due to new normal/hybrid workforce for white-collar work. Use findings to reinforce TDM messaging and refine/modernize TDM marketing needs for white-collar employers and employees.

1–2 years

STRATEGIC PLANNING AND TECHNICAL SUPPORT

Overview: The findings of TDM program evaluation indicate strategic planning and technical support are necessary for operationalization and refinement the implementation of existing TDM planning and service delivery to improve performance. Unlike external capacity building services, such as regional leadership planning and programming, strategic planning and technical support services are oriented internally toward regional ESO TDM program operations that advance a cohesive TDM strategy aligned to regional goals while enabling customization based on local geographic, demographic, modal, or economic needs. A critical element of this service is securing funding for TDM program operations, which is key to the Regional TDM Plan goal to leverage and diversify funding sources. Other specific areas of planning and technical support include development of program work plans for ESOs, ESO reviews with ARC, vetting strategic program actions with the TDMCC, and sharing resources on TDM best practices with ESOs and partners for planning and implementation purposes.

Lead Role: ARC leads regional goal setting and oversight for the regional TDM program in collaboration with ESOs and other partners. ARC’s leadership in setting the strategic direction for the TDM program stems from interpreting program evaluation results, regional planning efforts such as the Regional Transportation Plan (Metropolitan Transportation Plan), and thought leadership related to best practices and innovation opportunities. ESOs are responsible for implementing operational improvements to the TDM program with technical support from ARC.

Partnerships: Because strategic planning and technical support are focused internally on continual improvement to TDM program operations, partner roles are less prominent compared to other services. Partners, including employers, universities, economic development organizations, CIDs, and transportation operators, provide feedback on existing TDM services and collaborate with ESOs on refinement and implementation within established forums, such as the TDMCC and TDM Stakeholders meetings and the TMA annual review process.

Resources: Staff time from ARC MPP and ESOs (CMAQ funding) is the primary resource for strategic planning and technical support, which includes action planning for the program, fundraising, as well as development and distribution of best practices materials and other resources to partners.

Priority Actions:

Action/Strategy	Description	Timeframe
Review scope of CMAQ program relative to Plan	Formally review the scope of existing CMAQ rules to determine new emphasis areas and activities that are eligible for funding where there are gaps in new funding.	6–12 months



Establish ESO operating procedures	Establish ESO operating procedures for staff transition and onboarding to preserve institutional knowledge and support consistency across the regional program.	1–2 years
Establish program partner referral process	Establish a coordinated process for referring employers and private partners with questions (e.g., on transit investments, construction coordination, regulatory processes) to appropriate public agency or other partner.	1–2 years

REGIONAL LEADERSHIP

Overview: Regional leadership advances the profile of TDM in the region and influences partners with thought leadership and innovation around integrated TDM services that enhance equitable mobility and expand opportunity. The regional TDM program also evolves the scope of TDM services in the region through deployment of innovation pilots, which often focus on improving equity and access to services. For example, the TDM program’s initial residential outreach efforts began as innovation pilots that have since expanded into regional emphasis areas and core services, respectively.

Lead Roles: As the metropolitan planning organization and intergovernmental coordination body for the Atlanta region, ARC is the regional leadership on TDM. ARC’s influence as a regional leader derives from its stewardship of funding, expertise of its staff, and its relationships with member agencies, transportation operators, and other public and private partners. ESOs extend ARC’s leadership activities into their service areas, local partnerships, and through deployment of innovative pilots.

Partnerships: One of the most prominent areas of leadership is ARC and GCO’s development of regional partnerships; this includes collaboration with transportation operators (including transit agencies, transportation network companies, and vanpool providers), as well as other strategic partners, such as ATL, to increase service options and awareness among prospective riders. Formal partner agreements with CIDs, chambers, and economic development organizations can help to expand the reach of the TDM program and customize services to local needs.

Resources: Staff time from ARC MPP, ESOs (CMAQ funding), and regional partners is the primary resource for regional leadership. Funding and in-kind resources from transportation operators (e.g., free transit passes) might support implementation of promotions or new services associated with innovative pilots.

Priority Actions:

Action/Strategy	Description	Timeframe
Partner with Regional Business Coalition	Participate and partner with the Regional Business Coalition (14 Chambers across the region) to help “activate” the private sector. Discuss TDM services and opportunities and pose a call to action as it relates to workforce needs, how TDM services can support workforce attraction and retention, and employer participation and accountability for getting workers to jobs.	6–12 months



TDM for large-scale events	Define TDM training, marketing, and resource needs for large-scale upcoming regional events (e.g., Democratic National Convention in 2024, and the World Cup in 2026).	6–12 months
Educate on policy supporting TDM	Provide education on existing or proposed laws, policies or initiatives that encourage and incentivize greater transit use or support trip reduction incentives.	6–12 months
Integrate TDM into regional policy initiatives	Integrate and elevate TDM concepts within regional programs and initiatives targeted to policymakers and policy influencers (e.g., Connect ATL).	2+ years

Regional Emphasis Areas

Regional emphasis areas for capacity building include land use development, planning and programming, and community partner engagement.

LAND USE DEVELOPMENT

Overview: Land use development is the ultimate source or generator of travel demand; it creates the origins and destinations that people travel between, and therefore is a key element of a TDM-supportive environment. This new emphasis area advances and formalizes the integration of TDM within local land planning policies and development review requirements to support mobility options beyond driving alone. At the local level, municipalities can affect travel demand through comprehensive municipal plans; zoning ordinances (affecting density and mixture of land use as well as minimum parking requirements and other access amenities like bike storage); site plan review requirements for new developments, including traffic impact and parking analyses; and special ordinances for trip reduction or TDM. Large-scale development projects that are likely to have regional effects are subject to the State’s Developments of Regional Impact (DRI) review process.

Lead Role: ARC will serve as the lead facilitator and technical resource to integrate TDM strategies into the land use planning and development process. ARC lacks the land use and regulatory authority to implement TDM strategies into municipal planning efforts, so partnerships are key to the success of this strategy. ESOs would lead the tailoring of planning and policy support to their service areas and constituents. These strategies will be research-intensive and require staff for both research and implementation support to local governments.

Partnerships: Local governments are the primary partners responsible for implementation of land use development plans and policies. CIDs can advocate for TDM requirements and provide resources (including staff time) for TDM policy development and implementation in collaboration with TMAs. The Georgia Department of Community Affairs (DCA) can provide information and tools to local governments for planning. Other partners, including MARTA, Atlanta Land





Trust, Atlanta Beltline Housing Advisory Board, and municipal and county officials, would participate in round tables and workshops to develop policies and distribute educational materials about TDM.

Resources: Staff time from ARC MPP and ESOs is needed to support local governments and developers, research and collate best practices from across the region and country and identify opportunities for technical assistance and policy development. Local government staff time is key to the success of TDM policy implementation; without sufficient oversight, TDM requirements might go unenforced. Additional funding for ESO staff time is needed, because CMAQ does not fund policy work. CIDs might allocate special assessment revenue toward implementation of capital projects that support TDM. DCA administers grant and incentive programs for local governments and the private sector to foster land use and economic development.

Priority Actions:

Action/Strategy	Description	Timeframe
ARC-led developer and jurisdictional roundtables	ARC leads developer and jurisdictional roundtables to inform development approval guidelines that integrate TDM into development best practices and regulations (e.g., parking ratios, active transportation infrastructure). Short-term focus on a standardized and streamlined framework for TDM integration into the development review process. Longer-term focus on tailoring with local jurisdictions, training, and technical assistance (implementation detail, staffing and resource needs for review, monitoring, and enforcement).	6–12 months
Integrate TDM requirements/policies into large-scale Developments of Regional Impact (DRI) review processes for planned electric vehicle (EV) manufacturing sites	Integrate TDM requirements and policies into the large-scale DRI (or similar) review process for planned electric vehicle manufacturing sites, to align with state and regional needs associated with EV transition and workforce needs. The target population could include EV manufacturers and other large industrial employers. This could expand into requirements into other large-scale manufacturing developments in the future.	2+ years
Develop TDM policy resources for jurisdictions supporting “middle housing”	Develop TDM policy resources for jurisdictions supporting “middle housing” development (housing that is between single-family homes and high-density developments, e.g., DeKalb County Cottage policies). Emphasis on aligning cost-effective transportation services in areas targeted for affordable housing.	2+ years

PLANNING AND PROGRAMMING

Overview: Planning and programming involves direct integration of TDM policy into regional and local transportation planning and programming processes. While the new emphasis area for land use development focuses on policies related to land use, this service focuses on transportation planning and programming by ARC, GDOT, transportation operators (including transit agencies), as well as county and municipal departments of transportation. An important element of planning and programming is to support transit and complementary services, since the decline in transit ridership during the pandemic is expected to persist, and this has compromised operators’ capacity to maintain service levels. There is a need for flexible,



alternative solutions (for first- and last-mile as well as complete trip linkages) to fill transit gaps and particularly to support connection to vital economic, health, or other social resources. Planning and programming integrates these solutions among other TDM services into existing decision-making processes on transportation policy and investment.

Lead Role: ARC will be the lead the strategic direction and facilitation with partners to develop and integrate TDM policies into transportation planning and programming process. With ARC planning and programming processes such as the Transportation Improvement Program (TIP), TIP Prioritization Taskforce members, ARC's Transportation Coordinating Committee, and the LCI team will have lead roles. ESOs will support policy development with local governments and transportation operators in their service areas, and they will lead implementation of TDM strategies that are integrated into plans and programs. ESOs serve as an important linkage to the needs of the traveling public, employers, and other private sector partners that should be reflected in planning and programming.

Partnerships: Partners support regional-level planning and programming and receive technical assistance to integrate TDM into policy initiatives at the local level. Key partners are counties undertaking transit master plans, ATL, TIP project sponsors, local governments, and transportation operators, such as MARTA, as they engage in service planning and redesign.

Resources: Additional funding for ARC MPP and ESO staff time for conducting research, educating partners, and coordinating changes to planning and programming processes is needed because CMAQ does not fund policy work. Partner staff time and alignment with leadership, including local governments and transportation operators, is key to translating TDM strategies from ARC/ESO recommendations into practice. The ARC Community Development Assistance Program and LCI provide grants for local transportation planning studies.



Priority Actions:

Action/Strategy	Description	Timeframe
Integrate TDM in key planning efforts	Collaborate in transportation planning process to ensure consideration of TDM strategies in key transportation planning efforts, e.g., county-level transit plans, freight plans, and vision zero plans.	2+ years
Strengthen TDM in County transit plans and Livable Center Initiatives	Strengthen TDM requirements for county-level transit plans and localized Livable Center Initiatives (e.g., prioritizing TDM services in underserved/disadvantaged areas with limited transit access, or where mode shift is most likely).	6–12 months
TDM in ARC's Transportation Improvement Program (TIP) project ranking	Higher scores (TIP project ranking) for projects that have a demonstrated and committed TDM component (e.g., via incremental capital investment that supports active transportation; linkage to proximate transit service; construction mitigation services; integrated developer requirements in associated transportation plan(s); and/or integrated technology apps that support sustainable mobility decisions).	6–12 months
Complement priority transit investments with TDM	Enhance collaboration with regional transit operators on complementary TDM services for their priority investments and innovation strategies in early stages of development (e.g., ATL collar county strategies, MARTA REACH services (locations and service hours), similar on-call microtransit services for other operators).	6–12 months

COMMUNITY PARTNER ENGAGEMENT

Overview: Community partner engagement encompasses outreach, marketing, incentives, and program support to implement and expand TDM services across a broad network of community partners. Community partnerships resembling existing employer outreach and employer services can be reoriented to include established community-based organizations (CBOs) and human services providers, particularly those that serve disadvantaged communities. TDM services and strategies could support commute or non-commute travel needs. Community partner engagement advances regional goals to serve a diverse range of social and economic mobility needs, and to support integrated communications across a range of partners to expand the reach of TDM services and maximize marketing opportunities.

Lead Roles: ARC plays a lead role in building relationships and collaboration with community partners of regional scope, while ESOs build relationships within their service areas and collaborate on delivery of marketing and outreach to diverse audiences. ARC is responsible for preparing the region's coordinated public transit-human services transportation plan to coordinate individual HST programs to avoid duplication from overlapping individual program efforts and to encourage the use and sharing of existing community resources.





Partnerships: Partnerships are elemental to the success of this strategy. ARC and ESOs will collaborate with CBOs, human service providers, and advocacy groups, such as the Latin American Association, State Independent Living Council, and AARP, to develop new programs. Youth and young adult direct services providers, such as the Multi-Agency Alliance for Children (MAAC), Boys and Girls Club (and similar services) and recreational centers, are key partners for outreach to young people in coordination with Georgia Commute Schools and other school-based TDM outreach.

Resources: CMAQ funds can be used for programs serving commute and peak-period trips. Other funding sources include FTA 5310 (services for older adults and/or individuals with disabilities), local municipal funds, and external partnership funds. Other assets include free transit passes, active transportation product items (reflectors, lights, etc.), micromobility discounts, bike purchasing discounts, and in-kind resources such as customer support, technical analysis, and public engagement. ARC's Empowerline program already compiles transportation options and vouchers for aging, disability, and caregiver needs in Metro Atlanta.

Priority Actions:

Action/Strategy	Description	Timeframe
Expand "Try transit" and other modal promotions with new Community Partners	New community partners extend beyond the employer and property manager groups that TDM programming has traditionally targeted.	6–12 months
Shuttle partnerships	Explore formal partnerships with non-profits that currently provide shuttle services within their communities. Evaluate how to expand and utilize existing vehicle infrastructure and partner networks in "off-time" (e.g., YMCA, afterschool providers, senior centers). Model engagement based on existing employer outreach.	1–2 years
Formalize existing carpool networks within Hispanic community	Work with LAA to formalize car/vanpool structure through alimentadores ("feeders"). There is potential to strengthen and expand this network within Hispanic community.	1–2 years
TDM services for youth/young adults	Partner with Young Adult/Youth Services non-profits on TDM services to access jobs and job-training, prioritizing partnerships with direct service providers, schools, and job training programs.	1–2 years

4.2 Funding Strategy

Since its inception, the majority (approximately 80%) of funding for the regional TDM program has derived from the federal CMAQ program. There is a limited scope of activities eligible for CMAQ funding, which inhibits the ability of the TDM program to respond to the region's varied and rapidly evolving transportation needs beyond congestion management. Regional CMAQ guidance requires GCO and the TMAs to focus on the commute trip, and without a change in funding sources, this will limit expanded services. The TDM program will need to consider diversifying funding and resources, which could take the form of:



- leveraging existing resources internal to ARC (Aging, Community Development, Workforce Development);
- seeking additional state and/or federal funds beyond CMAQ (new opportunities with IIJA and Inflation Reduction Act);
- partnerships with CIDs, human services organizations, and other stakeholders to reach new users and provide warm leads and creative incentives not typically administered by CMAQ-funded programs; and
- private funding partnerships to support innovative pilot testing of TDM services to new or underserved travel markets.

Funding opportunities from federal, state, philanthropic, private, and local sources on the mission, selection process, funding organization, eligible recipient(s), eligible TDM expenses, potential monetary value, geographic scope, funding timelines, other eligibility requirements, and key considerations for TDM were researched and compiled. This funding research focused on revenue sources with the greatest potential application for advancing the goals of the ARC TDM Plan. Table 7 below summarizes the dominant funding sources and other resources identified.

Table 7. Summary of Funding Opportunities for Regional TDM Program

Resource Name	Resource Type	Key Themes Across Strategies
GCO Program Resources (CMAQ)	Existing federal	As the primary funding source for Georgia Commute Options and the TDM activities in the region that fall under that umbrella, CMAQ focuses on mitigating congestion and reducing emissions to meet national air quality standards. It provides operating assistance to administer or manage new or expanded TDM programs, TDM service delivery focused on peak-hour commutes, incentives, expanding reach and refining scope of existing TDM tools and services, and TDM performance evaluation. CMAQ does not fund policy and planning work, which is an important focus area identified by ESOs.
MPP (ARC staff time)	Existing federal	ARC staff time is a key resource for implementation of most services, including the policy and planning work that is not CMAQ-eligible.
FTA 5310	Existing federal	Section 5310 funds aid in meeting the transportation needs of elderly and disabled persons where public transportation services are unavailable, insufficient, or inappropriate. Potential projects include shuttle coordination, buses and vans, volunteer driver services, one-call programs, and ridesharing or vanpooling programs.



Resource Name	Resource Type	Key Themes Across Strategies
Other USDOT Formula Funding Programs	Existing federal	Existing formula funds programmed through the TIP focus on infrastructure projects. Significant programs include STBG, NHPP, and HSIP. These programs are broad in the range of project use, and there are other regions that lean heavily on these programs to fund TDM. For bicycle and pedestrian focused projects, USDOT provides a table of potential eligibility for a wide range of specific project types for surface transportation funding programs. ⁴
Infrastructure Investment and Jobs Act (IIJA)	New federal	There are ample new funding opportunities under the IIJA (passed in November 2021,) with an emphasis on mobility and access solutions for the underserved. The Carbon Reduction Program is notable because funding is available on a formula (or ongoing) basis rather than via competitive grants for projects that reduce carbon emissions. It funds technologies, strategies, and programs related to TDM; not just planning and capital projects. Other potential IIJA funding sources include the Mobility, Access & Transportation Insecurity: Creating Links to Opportunity Research and Demonstration program and the Innovative Coordinated Access and Mobility (ICAM) pilot program.
Inflation Reduction Act	New federal	The Inflation Reduction Act (passed in August 2022) created several greenhouse gas (GHG) and other air pollution reduction programs focusing on areas with environmental justice concerns. Specific opportunities related to TDM include Environmental and Climate Justice Block Grants to provide grants and technical assistance to community-based organizations, Climate Pollution Reduction Grants to help governments to develop and implement plans for reducing GHG emissions, and the Neighborhood Access and Equity Grant Program to improve walkability, safety, and affordable transportation access in communities.
Community Development Assistance Program (CDAP)	Existing regional	ARC's CDAP program provides planning, research, policy guidance, and other technical assistance to local governments, CIDs, and nonprofit organizations on projects that advance the goals of the Atlanta Regional Plan.
Atlanta-Region Transit Link Authority (ATL)	Existing regional	ATL manages all federal and state transit funding for the Atlanta region and prioritizes projects to invest in transit services and facilities.

⁴ FHWA. Nd. Pedestrian and Bicycle Funding Opportunities.
https://www.fhwa.dot.gov/environment/bicycle_pedestrian/funding/funding_opportunities.cfm



Resource Name	Resource Type	Key Themes Across Strategies
Local governments	Localized	Resources include planning, regulatory resource development (e.g., TDM ordinances), infrastructure investment, and mobility services. Can also assign new assessments/fees to support transportation with a portion of new revenues used to support TDM implementation programs (e.g., developer impact fees). It might be difficult to secure a dedicated funding source, but through education local governments can understand the long-term benefits of using general or capital funds for infrastructure improvements that complement a TDM program and TDM programming.
CIDs and Tax Allocation Districts (TADs)	Localized	Districts use self-imposed tax revenue from commercial businesses to address needs for governmental services and facilities as needed in high-growth, high-intensity, nonresidential areas. Funding could be used for a wide range of TDM initiatives including first/last-mile solutions, transit passes and other incentives, marketing, active transportation infrastructure, and micromobility.
Philanthropic Foundations	Private	Philanthropic and private funding sources tended to be smaller in scale (typically of \$50 to \$100,000) and nationally competitive. Pursuit of these opportunities is best suited to small-scale, time-limited projects well aligned with the mission of the foundation or the opportunity Priority areas include public health, climate solutions, and social justice.
Partner Staff Time and In-Kind Resources	In-Kind	As noted in the implementation of recommended services section above, partner staff time and in-kind resources are essential to expanding the reach of the TDM program to new audiences and needs. In-kind resources could include free transit passes, active transportation product items (reflectors, lights, etc.), micromobility discounts, among others.

4.3 Performance Evaluation

To measure progress toward achieving the region's goals, the TDM Plan links strategies to performance measures that can be tracked over time. ARC has already established a strong TDM performance evaluation framework in collaboration with ESOs to develop an aligned set of TDM performance measures that evaluate awareness, influence, participation, and impact of TDM services. This section reviews the current performance evaluation approach, and then recommends enhancements to that approach to better align



performance measures with the TDM Plan goals, measure regional emphasis areas, establish annual performance targets, and track implementation of the TDM Plan over time.

4.3.1 Current Performance Evaluation Approach

In 2019, ARC adopted a TDM performance evaluation framework and action plan following a transition in management of the regional TDM program from GDOT to ARC. The framework defines objectives, strategies, and performance measures to achieve the three goals of reducing SOV travel, keeping the Atlanta Region an attractive place to do business, and expanding travel options, opportunity, and regional accessibility. The framework identifies 23 performance measures, each linked to one of three goals, linked to a set of tailored strategies, and classified according to the key stages of behavior change, which include awareness, influence, participation, and impacts. The framework notes that newer measures will be considered and integrated into the performance evaluation process as new data, survey, and evaluation methods evolve over time, and that ARC and the ESOs will regularly consider new data opportunities and tools.

The performance evaluation process presumes that each ESO will be responsible for a required, uniform set of TDM strategies, in addition to a customized set of TDM Strategies that best align with the needs of each ESO service area. The uniform set of strategies to be measured across all ESOs can provide a baseline that is expected for regional TDM partners and supports comparison of performance across strategies that advance key goals. Outside of the uniform strategies, each ESO can select customized TDM strategies to measure and report progress reflecting unique needs within their service areas.

The framework has been partially operationalized through the TDM annual report and dashboard, and the framework provides flexibility to customize performance targets based on local conditions and tailored TDM strategies. Data collection methods for performance evaluation of the regional TDM program have included:

- a regional commuter survey, conducted in 2007, 2010, 2014, 2019 and 2020, which tracks awareness, attitudes, and use of transportation options among commuters living and working in the Atlanta region;
- standardized commuter surveys conducted at employer partner sites, which evaluate TDM program impacts;
- ETC surveys, conducted in 2012, 2016, 2018 and 2021, which evaluate employers' awareness and participation in TDM services;
- incentive program surveys which evaluate the effectiveness of incentives at changing behavior;
- focus groups of TDM program participants or target audiences focused on specific services of strategies;
- monthly program operations data through the program CRM and participant trip logging tool; and
- initiative-/project-specific evaluation to evaluate reach and impact of short-term TDM interventions (e.g., modal promotions such as Biketober).



ARC translates this data into annual outcome measures including reduced trips and miles traveled and emissions benefits. The data also supports strategic direction and programmatic recommendations to TDM stakeholders.

The ARC TDM Dashboard and annual reports publish TDM program performance measures, including metrics beyond those identified in the framework.

4.3.2 Performance Evaluation Recommendations

This section describes the performance evaluation framework and its alignment with the Regional TDM Plan goals, providing recommendations for ARC to evaluate the next evolution of the regional TDM program related to tracking regional emphasis areas, regional targets, and Plan implementation, with an emphasis on reaching new, diverse, and more specific audiences.

Enhancements to Current Performance Evaluation Approach

The project team compared the existing performance evaluation framework with the Regional TDM Plan goals and provided performance measure recommendations to improve alignment. The Implementation Action Plan describes these recommendations. Of note, the second Plan goal on workforce development is well supported by the existing performance measures due to their emphasis on the employee commute and employer engagement. The sixth goal to leverage and diversify funding sources is not reflected in the current performance measures because funding is related to program capacity rather than activities, outputs, and outcomes of operations. **Appendix D: Action Planning Worksheet for Plan Implementation** provides an approach for ARC and ESOs to monitor progress of capacity building activities, which include securing funding and other resources for the program. Many recommendations to better align the performance measures involve broadening the scope to include program partners beyond employers (e.g., property managers, schools, universities, CBOs, human services providers, and local governments), and to include users and trips beyond commuters and the journey to work.

Tracking Regional Emphasis Areas

Table 8 below summarizes tracking recommendations for regional emphasis areas within the RSDM, including existing performance measures within the evaluation framework, recommended new metrics or refinements to existing ones, and data considerations.



Table 8. Performance Evaluation for Regional Emphasis Areas

Regional Emphasis Areas	Existing Performance Measures	New Metrics	Data Considerations
Residential outreach	<ul style="list-style-type: none"> 1. Number of people receiving information on alternative commute options 19. Increased number of transportation disadvantaged communities receiving TDM services 	<ul style="list-style-type: none"> Refine existing participant and program partner measures to break out residential engagement, e.g., number of property manager program partners.⁵ 	<ul style="list-style-type: none"> GA Commute App reports CRM reports Web traffic analytics Focus groups with residents
Industry outreach	<ul style="list-style-type: none"> 5. Number of employers participating in TMA-supported programs 11. Number of new employers engaging with program and/or the increase in engagement of employers with program 17. Commuter cost savings calculated from reduced vehicle trips 18. Share of workforce with direct access to alternative modes and/or access to commuter services 23. Number of assisted users able to commute to a job using an alternative commute mode 	<ul style="list-style-type: none"> Refine existing participant and program partner measures to break out engagement by industrial sector. 	<ul style="list-style-type: none"> GA Commute App reports CRM reports Web traffic analytics Employer and employee surveys targeted to specific industries or geographic areas (e.g., AERO 2021 Workforce Survey).
Adaptation to flexible mobility needs	<ul style="list-style-type: none"> 3. Number of employers offering [or employees offered] flexible work schedule options 4. The number of (or increase in) telework or compressed work weekdays at partner sites 14. Number of tailored business commute plans completed 	<ul style="list-style-type: none"> Number of transportation operators offering daily or weekly pass options Number of flexwork implementations⁶ Transit passes distributed⁷ 	<ul style="list-style-type: none"> ARC and ESOs to partner with transit agencies, parking operators, employers, and property managers to track flexwork and flexible pass distribution.
Tailored marketing messages to reach diverse audiences	<ul style="list-style-type: none"> 1. Number of people receiving information on alternative commute options 2. Employer and employee awareness and comprehension of options 	<ul style="list-style-type: none"> Refine existing awareness measures to break out diverse participant and partner characteristics. Percent of marketing materials translated into other languages 	<ul style="list-style-type: none"> Program partner and participant surveys Web traffic analytics

⁵ Cited in 2021 TDM Annual Report. Atlanta Regional Commission (2022). Atlanta Regional Transportation Demand Management 2021 Annual report. <https://cdn.atlantaregional.org/wp-content/uploads/2021-annual-report-20220516.pdf>. 148 property manager partners in 2021.

⁶ Ibid. 14 employer implementations in 2021.

⁷ Ibid. 56,361 transit passes distributed in 2021.



Regional Emphasis Areas	Existing Performance Measures	New Metrics	Data Considerations
Land use development	7. Number/ Percent of new commercial and multifamily developments with TDM actions negotiated	Regional average parking spaces per population and parking ratios for major land use categories	Survey of municipalities and/or partnership between ESOs and municipal planning departments to track new developments.
	8. Number of existing employer / property manager ordinances / policies supporting TDM	Percent of DRIs with TDM policies	ARC could maintain a database of local parking ratios (regulated and actual)
	9. Average number of parking spaces provided per 1,000 square feet of new commercial/ residential development	Number/ Percent of jurisdictions with middle housing policies	
Planning and programming	None	Number/ Percent of TIP projects with TDM component RTP projects in demand management program area Regional investment levels in TDM (cross-agency) Percent of regional population within ½ mile of fixed-route transit and/or first- and last-mile services	Track annual investments in TDM-supportive activities across ARC, GDOT, SRTA, ATL, and transit operators. GIS-based accessibility analysis of population data relative to transit and first/last-mile services.
Community partner engagement	1. Number of people receiving information on alternative commute options 19. Number of transportation disadvantaged communities receiving TDM services	Refinement of existing participant and program partner measures to break out engagement by community partner type (e.g., CBOs, human services providers) and participant characteristics	Map location of program participants and partners relative to CEDs tracts Administer survey through community partners to assess reach of program

Targets

A set of overarching targets for the Regional TDM Plan enables ARC and ESOs to operate the TDM program with a desired level of performance to aim for. Program activities can be adjusted over time to meet targets, and alternatively, targets can be revised as external conditions evolve. For example, clean commute logging and transit pass distribution declined significantly with the onset of the COVID-19 pandemic. Recommended regional targets were based on review of the Atlanta Region's Plan for 2050,⁸ TDM program annual reports, and monthly TDM program metrics from January 2019 through September 2022 published on ARC's TDM Dashboard.

⁸ ARC. June 2022. The Atlanta Region's Plan. <https://atlantaregional.org/the-atlanta-regions-plan/plans-documents-and-resources/>



Table 9 below summarizes TDM program metrics, monthly averages and change from 2020 to 2022 for existing metrics, as well as recommended annual targets. Given the impacts of the COVID-19 pandemic on program participant and trip logging, as well as associated VMT and emissions reduced metrics, annual targets for these metrics in the near-term should be related to performance maintenance rather than growth. Meanwhile, the program has grown in awareness and influence metrics of social media followers and employer and property manager partners. Recommended targets for new metrics include community partners and new members affiliated with community partners, as well as clean trips logged that are not commute trips.



Table 9. Average Monthly Performance for TDM Program Metrics from January 2019 to September 2022

Metric	Phase	Average Monthly Values				Change 2020 to 2022	Recommended Annual Targets
		2019	2020	2021	2022		
Existing Metrics							
Social media followers	A	6,724	7,214	9,153	11,909	65%	10% growth
Program registrants	P	28,941	25,327	20,585	15,722	-38%	Maintain
Active users	P	Na	Na	7,728	Na	Na	Maintain
New members	P	419	368	231	305	-17%	Maintain
Clean commute trips logged	P	124,245	143,364	92,228	82,716	-42%	Maintain
Employer partners	In	685	759	840	790	4%	5% growth
Property managers	In	116	110	148	133	21%	10% growth
VMT reduced	Im	2,347,000	2,844,417	2,020,386	1,626,667	-43%	Maintain
Emissions reduced	Im	1,841,667	2,291,667	1,685,930	1,433,333	-37%	Maintain
New Metrics							
Community partners	In	Na	Na	Na	Na	Na	10% growth
New members affiliated with community partners	P	Na	Na	Na	Na	Na	10% growth
Clean trips logged by members affiliated with community partners	P	Na	Na	Na	Na	Na	10% growth

Tracking Plan Implementation

To ensure Plan implementation and continued momentum toward achieving regional goals, it is important to translate priority actions into specific next steps that can be tracked over time. **Appendix D** provides an action planning worksheet template that ARC, ESOs, and partners (including TDMCC members) can use to identify implementation needs and next steps for priority actions recommended in this Implementation Action Plan. The worksheet uses an adapted SMART Goals framework to identify Specific actions (S), Measure(s) of success (M), Actors (A), and Timeframe (T), as well as immediate next steps. The worksheet is populated based on initial implementation research and stakeholder discussions. ARC can update the worksheet quarterly to track implementation progress.



Appendix A: TDM Inventory

See attachment.



Appendix B: TDM SWOT Analysis

See attachment.



Appendix C: Equity Analysis

See attachment.



Appendix D: Action Planning Worksheet for Plan Implementation

See attachment.