



ATLANTA REGIONAL COMMISSION

SWOT Assessment

Regional Transportation Demand Management Plan

Deliverable 2-4

Final – March 29, 2013

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Atlanta Regional Commission

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Executive Summary

Project Purpose

The Regional TDM Plan is intended to serve as an implementation tool to help stakeholders leverage and build on the existing plans and concepts within PLAN 2040, the region's long-range comprehensive plan. The goal of the Regional TDM Plan is to define a strategic framework for developing and integrating TDM strategies into planning, project development, and system operations and investment decision-making.

Defining TDM+

While conventional definitions of TDM focus primarily on employer-based programs, the Atlanta Regional TDM Plan will consider strategies within a broader context. Known as **TDM+**, this broader definition expands the view of traditional TDM strategies by making the connection between traditional TDM with livability, sustainability, transit, walking and biking, systems operations, transportation planning, economic development, climate change, healthy communities, and active aging.

SWOT Purpose

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis is the foundation for any strategic planning process. This SWOT report serves as a needs assessment that can guide the development of recommendations and strategies for the broader TDM plan. The **key objectives** of the SWOT assessment are:

1. Document existing conditions as they relate to strengths and weaknesses in the region's TDM programs, services and policies.
2. Document future and external factors that may influence threats and opportunities to the region's TDM programs, services and policies.
3. Assess and evaluate the needs and gaps to improve the program and the existing strengths to leverage for success.
4. Inform the development of recommendations for TDM programs.

Approach

The SWOT assessment is based on activities completed for the TDM inventory and the vanpool assessment. Both the inventory and assessment included a literature review of reports and data, best practices analysis, and interviews with stakeholders. Interviews were conducted with stakeholders, including a broad representation of Employer Service Organizations (ESOs), Community Improvement Districts (CIDs), vanpool operators, employers, and federal, state, regional and local agencies. The SWOT report synthesizes all of these inputs for a thorough assessment of the region's TDM programs, policies and services.

Next Steps

The results of the SWOT analysis will be used to inform the development of strategies and action plans for the Regional TDM Plan. Strategy development will address specific needs and gaps to improve programs and services, as well as strengths as opportunities to leverage additional success.

1. Regional TDM Plan Overview

Regional TDM Plan Objectives

The primary objective of this project is to provide planning support and technical analysis to produce a long-range strategic Transportation Demand Management (TDM) Plan for the Atlanta region. The TDM Plan is intended to serve as an implementation tool to help stakeholders leverage and build on the existing plans and concepts within PLAN 2040, the region's long-range comprehensive plan. The goal of the Regional TDM Plan is to define a strategic framework for developing and integrating TDM strategies into planning, project development, and system operations and investment decision-making.

Going Beyond Traditional TDM in the Atlanta Region: TDM+

TDM is defined by the Center for Urban Transportation Research (CUTR) as "...helping people change their travel behavior to meet their travel needs by using different modes, travelling at different times, making fewer or shorter trips, or taking different routes."¹

TDM can help people change their travel behavior by enhancing the following choices:

- **Travel choice** – identifying whether travel is necessary, as technology advances and lifestyle practices change;
- **Mode choice** – shifting demand from single occupancy vehicles to other modes of transportation such as transit, carpools or vanpools, bicycling, or walking;
- **Time choice** – shifting travel times to reduce peak period congestion;
- **Location choice** – reducing the distance of required travel through land use planning and urban design strategies; and
- **Route choice** – helping travelers to choose less congested facilities by providing real-time information.

Views of TDM have evolved over time and come to include a variety of different strategies. While conventional definitions of TDM focus primarily on employer-based programs, the Atlanta Regional TDM Plan will consider strategies within a broader context. Known as **TDM+**, this broader definition expands the view of traditional TDM strategies by making the connection between traditional TDM (employer-based rideshare, vanpools, and telework programs) with livability, sustainability, transit, walking and biking, systems operations, transportation planning, economic development, climate change, healthy communities, and active aging.

While the Atlanta region is already pursuing many TDM+ strategies, there is significant potential to better integrate TDM into strategies like managed lanes, land use and bicycle infrastructure. The Plan will leverage the existing connections that are already being made between traditional TDM and TDM+ by advancing TDM+ more formally on a regional level.

¹ CUTR, cutr.usf.edu/programs-1/transportation-demand-management-2/

2. SWOT Objectives and Approach

SWOT Assessment Objectives

A SWOT analysis is fundamental for any strategic planning process. Analyzing a program fosters an honest assessment of its full potential in a region. The purpose of the SWOT report is to serve as a needs assessment that can guide the development of recommendations and strategies for the TDM plan.

The **key objectives** of the SWOT assessment are:

1. Document existing conditions as they relate to strengths and weaknesses in the region's TDM programs, services and policies.
2. Document future and external factors that may influence threats and opportunities to the region's TDM programs, services and policies.
3. Assess and evaluate the needs and gaps to improve the program and the existing strengths to leverage for success.
4. Inform the development of recommendations for TDM programs.

Approach to SWOT Assessment

Based on the objectives defined above, the SWOT assessment addresses the following conditions:

Strengths – the <i>current</i> strengths in the region's TDM programs, services and policies, with a focus on areas in which the programs, services and policies excel.	Weaknesses – the <i>current</i> weaknesses, gaps and challenges for the region, including difficulties in existing TDM services and programs.
Opportunities – the <i>future</i> and potential opportunities for growth, creativity, innovation and change to programs, services and policies.	Threats – the <i>future</i> and potential weaknesses, gaps and challenges anticipated for the region that may hinder its success.

To manage the development and documentation of value statements for the SWOT, a matrix was developed to collect input. The matrix included all value statements categorized by issue type (ranging from marketing and outreach to measurement and evaluation) and SWOT type.² The value statements were collected and developed based on input from:

- Interviews conducted with stakeholders
- Research conducted as part of the regional inventory and vanpool assessment
- Focus group input for the vanpool assessment
- Stakeholder input through the TAC meetings
- Best practices review for comparative considerations

² A detailed SWOT assessment was also conducted specifically for vanpool programs, services and policies in the Atlanta region. The specific details of the assessment can be found on the project website.

SWOT Categories

The SWOT assessment is based on the following categories:

Category	Includes (but not limited to):
Program Management, Funding, Oversight, and Coordination	<ul style="list-style-type: none"> • Overarching structure and organization • Organizational components and leadership • Partnerships and agencies involved • Funding and subsidies • Management, administration and oversight • Staffing • Contracts and vendor structures • Roles and responsibilities • Vision, goals and objectives
TDM and TDM+ Programs, Services, Strategies and Policies	<ul style="list-style-type: none"> • TDM service delivery and operations • Rideshare, vanpool, Guaranteed Ride Home (GRH), telework, biking and walking, transit and alternative work schedules • Traveler information including trip planners • Online ridematching • Healthy communities and active transportation policies • Parking and pricing management • Land use and accessibility policies • Traveler information and systems management including managed lanes and signal prioritization and ATDM (Active Transportation Demand Management) • Special event management and construction • Use of technology
Marketing, Outreach, and Customer Service	<ul style="list-style-type: none"> • Marketing and branding, including website and mass media/advertising and social networking • PR campaigns and messaging • Outreach and placement, including employer outreach • Promotions and Incentives • Customer Service • Evaluation of marketing and branding
Performance Measurement, Reporting and Evaluation	<ul style="list-style-type: none"> • Reporting and program effectiveness • Performance Measurement • Analysis of goals and objectives • Databases and data management • Programmatic and awareness surveys
Regional Characteristics	<ul style="list-style-type: none"> • Population and employment growth and forecasts • Land use and development patterns • Travel patterns

3. SWOT Assessment

3.1. Key Themes

The following key themes emerged from the SWOT assessment. More detail on each is included in the sections that follow.

Strengths

- **Long history of TDM service delivery.** The region has proven successes in TDM service delivery dating back to the mid-90s, including localized, on the ground knowledge, strong Employer Service Organizations and Community Improvement Districts, and a large base of TDM program participants, stakeholders and partners.
- **Cooperative, positive relationships amongst partners.** An Employer Services Committee, including a number of subcommittees, meets regularly to coordinate and leverage success across programs.
- **Strong private sector support.** Many fortune 500 companies, property managers and other major employers provide funding for shuttles and vanpools, as well as support for employee participation and TDM programs at employer sites.
- **TDM recognized in key planning documents.** TDM is consistently recognized throughout the state and region as a key strategy in improving the effectiveness and efficiency of the region's transportation network (as identified in IT3, Plan 2040, Connect Atlanta Plan, etc.)
- **Strong history of data collection and independent program evaluation.** A well-established and systematic approach has been designed to measure and evaluate the program impacts.

Weaknesses

- **TDM program decisions not currently well aligned with regional planning process.** Although funding for many of the TDM programs is incorporated in the Atlanta region's Transportation Improvement Program (TIP), TDM vision, policy and decision-making are not currently made through the regional planning process. Better linking program and funding decisions to the regional planning process would more strategically align resources and needs.
- **Perception of lack of formal leadership and lack of clarity in defined roles and responsibilities.** There has been interest voiced among the stakeholders in better defining roles and responsibilities, including formal and accountable leadership, to provide more cohesion within the TDM programs.
- **Perception of evaluation as not well linked to program decisions.** Although the region has a strong evaluation program, stakeholders still show interest in better linking programming and policy decisions to the data analysis provided. Additionally, performance goals for ESOs need refinement.
- **Perception of programs and services in silos and poorly integrated.** Stakeholders expressed concern that many TDM programs, particularly vanpooling, are seen as operating in a silo and not well integrated with other complementary programs and services.

Opportunities

- **PLAN 2040 has set the foundation for expanding the reach of TDM.** PLAN 2040 sets a vision and goals that have the potential to not only use TDM to achieve mobility, transportation and air quality goals, but to have impacts on livability, public health, economic growth and sustainability.

- **Region's demographics are changing.** One of the fastest growing in the nation, the region is expected to continue growing in both population and employment by 2040, including a dynamic shift in demographics. The younger and older populations will both increase, presenting an opportunity to respond to new and evolving transportation needs.
- **Awareness of and interest in making changes.** The region benefits from stakeholders' interest in making changes to improve programs and services, such as improving parking management and improving access to employment sites through better walkable connections to transit. This awareness will lend well to making broader changes.
- **Rebranding and marketing campaign launched.** GDOT recently led a TDM rebranding campaign and strategic marketing approach that presents a unique opportunity to address the challenges of local versus regional or state marketing. The rebranding was released to the public at the end of 2012 and is now in use for marketing by TDM program providers.

Threats

- **Challenges securing long-term and diverse funding sources.** The long term sustainability of the TDM programs and transportation improvements depends on securing a diversity of funding sources, including local match dollars.
- **Growing population and continued exurban sprawl.** Transportation will need to evolve with the overall growth of the regional population and the changing demographics. If not addressed proactively, these changes will place additional strains on the transportation system.

3.2. Strengths

This category addresses the *current* strengths in the region's TDM programs, services and policies, with a focus on areas of excellence.

Strengths	
Category	Value Statement
Program Management, Funding, Oversight, and Coordination	<ul style="list-style-type: none"> • Broad TDM service coverage and a long history of TDM service delivery dating to early-to-mid 1990s • Established meeting structure through Employer Services Committee (ESC) with positive, cooperative working relationships between partners • Strong public and private sector support for TDM in the region, including universities, small and large employers, and government organizations – some provide shuttles, subsidies or pre-tax benefits, shower facilities and bike lockers • Additional funding sources extend the reach of CMAQ funding, including special grants, local CID funding, Tax Allocation District (TAD) funding, private sector grants and GRTA vanpool subsidies
TDM and TDM+ Programs, Services, Strategies and Policies	<ul style="list-style-type: none"> • PLAN 2040 vision expands the reach of TDM with its emphasis on sustainability, public health, economic development, and active communities; also growing interest among TDM partners in framing TDM strategies beyond their traditional definition as employer-based programs • Strong base of alternative commuters in region, supported by online ridematching, incentives, Guaranteed Ride Home, a growing and strong telework program and vanpool program, all well marketed by ESOs • Proven success in using TDM in non-traditional manners, such as construction management with 14th Street Bridge Project, shuttles for special events (such as sports games), and investment in transportation for growing aging population; also growing interest in use of technology for TDM innovations • Network of fixed-route rail and bus options and circulator shuttles to and from activity centers; also on-demand transit service providers, Park and Ride lots and investments in bicycle and pedestrian supportive infrastructure • Success in Transit Oriented Development (TOD), through MARTA TOD guidelines and investment in activity centers through ARC Livable Centers Initiative to better link transit and housing • Current progress towards managed lane system plan including existing express lanes and future networks • Regional TDM+ related strategies such as the Regional Traffic Signal Timing Program, Regional Thoroughfare Network, and the Concept 3 Transit Vision; broader statewide support through the Governor's Office Georgia CommuteSmart Program, GDOT's Complete Streets design policy and Safe Routes to School program and GRTA's Development of Regional Impact (DRI) review process

Strengths	
Category	Value Statement
Marketing, Outreach, and Customer Service	<ul style="list-style-type: none"> • Dedicated funding to support large number of outreach and sales staff; includes local, on the ground knowledge of needs and issues facing commuters through the sales and marketing staff • GDOT TDM rebranding allows Atlanta region to increase awareness and alleviate commuter confusion of services • Significant coordination with a wide range of partners on outreach and marketing TDM messages • Successful history of promotions and incentives (such as Cash for Commuters program); modeled by other programs around the country; also vanpool program promotions, such as incentives for vanpool referrals
Measurement and Evaluation	<ul style="list-style-type: none"> • Dedicated funding for evaluation, well beyond what is offered for other TDM programs; history of independent program evaluation and a well-established and systematic approach to measure and evaluate the program impacts, including a series of CTE surveys (Rideshare Database Placement, Cash for Commuters, Commuter Rewards, Vanpool Rider, Regional Commuter, and Business Leader surveys) • Monthly reporting protocols support regular data collection and review of ESO activities; additionally, ARC conducts annual mid-year reviews of TMA performance • ARC conducts Household Travel Survey every 10 years, and the On-Board Transit Survey every 5 years, providing information that assesses transportation characteristics and performance at the regional level; reports produced in the region such as the ARC Transportation Factbook, GRTA Annual MAP Report and CAC State of the Commute Report all offer additional analysis and assessment of TDM related strategies
Regional Characteristics	<ul style="list-style-type: none"> • One of the fastest growing regions in the nation, with nearly 3 million more residents (from 5.5 million currently) expected by 2040 • Proximity to major ports, the world's busiest passenger airport, higher education centers, Fortune 500 Headquarters and national facilities such as Centers for Disease Control; also a regional transportation hub • Recent increase in annual passenger miles in public transportation; currently more than half of metro Atlanta jobs are in neighborhoods with transit service³ • 18 percent of Atlanta region residents use an alternative method of getting to work other than single occupant vehicle (i.e. teleworking, carpooling, transit, etc.)⁴

³ Brookings Metropolitan Policy Program, Where the Jobs Are: Employer Access to Labor by Transit

3.3. Weaknesses

This category addresses the *current* weaknesses, gaps and challenges for the region, including difficulties in existing TDM services and programs.

Weaknesses	
Category	Value Statement
Program Management, Funding, Oversight, and Coordination	<ul style="list-style-type: none"> • Potential increase in demand for TDM services as a result of region's inability to pursue transportation improvements may not be able to be met at current funding levels or funding sources; partially a result of a decrease in state level transportation funding over the last decade; challenges related to the source of local match dollars for CMAQ • Insufficient link from program funding to planning; MPO programs funding for many TDM services but TDM decision-making is not currently linked to the regional planning process; ESC is not tied to any specific regional planning process or funding authority • There is no single organization that is the contractually defined TDM program leader and insufficient operational rules for all organizations who have TDM program responsibilities; TDM framework has not been formally updated since its development • Defeat of T-SPLOST creates the need for additional awareness and education about TDM (T-SPLOST however is also an opportunity – see below); also remaining uncertainty about how necessary transportation projects will be funded
TDM and TDM+ Programs, Services, Strategies and Policies	<ul style="list-style-type: none"> • Limited buy-in at both local city planning levels and senior political levels for TDM – need additional support and input – very few local governments have formalized TDM programs or policies • Weak and inconsistent parking management policies make driving alone an easy choice; also HOV/HOT network not well connected • Inconsistent pricing structure for vanpool programs; no clear division of services for vendors results in confusion/competing prices for vanpool services; also vanpool riders not always aware of the level of subsidy support provided by GRTA • Transit maintenance, repair and improvement is needed; decline in some transit ridership, including four percent decline in average weekday entries for MARTA stations • Region has a backlog of infrastructure improvements needed to support transit accessible communities; for instance, City of Atlanta alone is thought to need upwards of \$152 million in sidewalk repairs and reconstruction to existing facilities

⁴ PLAN 2040 – p. 4-18 (referring to CTE survey)

Weaknesses	
Category	Value Statement
Marketing, Outreach, and Customer Service	<ul style="list-style-type: none"> • No clear “one stop shop” for all TDM information and customer experience varies across the region; multiple entities providing services naturally creates some fragmentation • Several TDM participant databases exist and are not well integrated; lack of transparency with databases and access to vendor info; no control measures regarding data access are in place yet • No unified branding (until recently; still untested); some misunderstanding within the community about the objective of Clean Air Campaign as an emissions program
Measurement and Evaluation	<ul style="list-style-type: none"> • Perception that while lots of data is being gathered and evaluated, it is not readily available to inform program decisions • Unclear goals for ESOs – need quantifiable objectives; also various approaches in use for reporting, many of which are not well integrated with the others; some ESOs face challenges with administrative burden of reporting
Regional Characteristics	<ul style="list-style-type: none"> • Compared to other US Regions, Atlanta has developed an overall footprint that has not been matched with corresponding infrastructure improvements; fragmented regional government structure has created suburban development patterns further and further away from the urban core, where existing transit infrastructure exists • Home to work trips are predominantly SOV in the region (82 percent) and regional transit usage represents only 5 percent of the total share of trips in the region • Among the 15 largest urban areas in the country, Atlanta is ranked 11th in total hours of delay in congestion • Low bike and walk mode usage compared to other major US cities; both real and perceived ideas of poor safety for bicyclists/pedestrians

3.4. Opportunities

Opportunities – what are the *future* opportunities for growth, creativity, innovation and change to programs, services and policies?

Opportunities	
Category	Value Statement
Program Management, Funding, Oversight, and Coordination	<ul style="list-style-type: none"> PLAN 2040 sets more money for TDM projects and plans than in previous long range plans; MAP-21 may present opportunities for additional revenue options, including public sector agencies contracting vanpool services ESC could be restructured to provide more direct input into the regional planning process and offer more clearly defined program leadership, such as incorporated into existing ARC committee structure; also an updated TDM Framework would offer a clarification of roles and an investment strategy for TDM funding Additional engagement of state officials, local decision makers, board members, local government, institutions, business leaders and CEOs with unified and actionable messages would bring more political support to TDM Based on projections of future traffic conditions, the defeat of T-SPLOST may provide an opportunity to use TDM to provide additional options to travelers; without additional major construction funding, TDM becomes even more critical
TDM and TDM+ Programs, Services, Strategies and Policies	<ul style="list-style-type: none"> PLAN 2040's emphasis on sustainability, environmental responsibility, economic growth and social needs can expand reach of TDM CIDs have additional ability to influence land use decisions and fund transportation programs and infrastructure improvements to support transit oriented development and parking management strategies Programs such as ARC's Green Communities and Livable Centers, and GRTA's DRI review process, offer opportunities like increased chance to influence development patterns that support transit accessible transportation options Additional private investment, such as property owner support, may bring about additional infrastructure such as sidewalks and bike lanes, which may increase bike and walk trip mode share and improve transit customer access and ridership Completion of unconstructed sections of HOV networks and increasing the use of ITS, technology and traveler information, especially during weather emergencies or other incidents Highly utilized vanpool routes can be considered for Xpress bus service; additionally GRTA's Park and Ride lots have remaining capacity for SOVs and vanpools – opportunity for increasing efficient use of spaces and resources with data PLAN 2040 includes more assertive policies that support transit center development; Concept 3 Regional Transit Vision can provide a framework for expanding fixed-guideway transit in urban and suburban locations; MARTA's increasing role in community development and sustainability can improve TOD

Opportunities	
Category	Value Statement
TDM and TDM+ Programs, Services, Strategies and Policies (Cont'd)	<ul style="list-style-type: none"> • Growing potential for new infrastructure projects to improve bike, walk, rideshare and transit mode share, including managed lanes along SR 400, light rail for Cobb County, streetcars in Atlanta, Atlanta Beltline, all centered around the proposed Multimodal Passenger Terminal in downtown Atlanta • Strategic pilot projects can test new approaches, such as with dynamic ridesharing, improved parking management, additional use of TDM for construction projects and connecting vanpool and human services transportation • Potential for additional telework commuters; increase in telework offered as a commuter alternative; also more promotion of tax-incentive from state for employers that offer telework • Quickly advancing creation and adoption of technology such as new mobile applications and dynamic websites has the potential to make TDM more appealing and accessible to more people • Additional consideration for the non-commute travel and ensuring that TDM services are available to all communities; such as building on the Senior Mobility Program and the launch of a Regional-One Click system for aging adults
Marketing, Outreach, and Customer Service	<ul style="list-style-type: none"> • Transitioning from two databases (one for rideshare and one for incentives) to one common rideshare database; also one call center to improve customer service • Changes to branding offer new opportunities, including more consistent branding for vanpools as “moving advertising”; also more targeted marketing to increase bike and walk trip mode share; more messaging for the non-commute traveler
Measurement and Evaluation	<ul style="list-style-type: none"> • CTE is exploring ways to package findings for general public; also transitioning away from phone call surveys and moving instead toward internet-based surveys; ESOs looking for additional regular feedback/information on performance to improve services • Potentially additional involvement from ARC Modeling Team and ARC Research Division
Regional Characteristics	<ul style="list-style-type: none"> • Atlanta is one of the fastest growing regions in the nation, with significant population and employment growth and changing demographics; state’s employment centered around Atlanta 20-county region; employment growing quickly • General rise in gas prices has made alternative transportation options more popular as mode choices • Nationally, interest in and action taken to build real estate closer to mass transit stops and mixed-use facilities; underutilized land parcels near existing MARTA rail stations offer opportunity for additional TOD and activity centers; new MARTA leadership is focusing on coordinated efforts to spur developer interest in this type of TOD development

Opportunities	
Category	Value Statement
	<ul style="list-style-type: none">An aging population presents an increasing need for pedestrian-friendly communities that accommodate aging in place; a growing young population will put also new and changing demands on travel; regulations and guidance for site selection for senior facilities and schools could target the young and old closer to existing infrastructure and reduce the dependency of more expensive transportation options in the future – making truly age-friendly communities

3.5. Threats

Threats – what are *future* weaknesses, gaps and challenges anticipated for the region that may hinder its success?

Threats	
Category	Value Statement
Program Management, Funding, Oversight, and Coordination	<ul style="list-style-type: none"> Challenges in identifying funding match may make future program funding difficult; potential statewide budget changes; need consideration of other funding if CMAQ is not available at some point The desire of the citizens and leadership of the region and state to be taxed less; for example, elimination of the SR 400 tolls, decision to hold motor fuel taxes at the same low rate, etc. There are no revenue generation substitutes in place Reduced local matches make it more difficult to seek federal grants and other federal monies An FHWA audit created distrust amongst organizations that still remains; failure to define structure and roles may lead to additional frustration amongst partners Continuing to set regional transportation policy without consideration for TDM programming and funding
TDM and TDM+ Programs, Services, Strategies and Policies	<ul style="list-style-type: none"> Not addressing needed parking management strategies, transit connectivity, and improved bike/walk infrastructure will continue to make driving alone a more attractive option Increasing transit fares and static parking pricing (or free parking) make transit less competitive with driving The existing requirements associated with vanpools mean that vans may lose subsidies, even if riders are using other “clean commutes” like telework or compressed work week on the days they are not vanpooling; difficulty in recruiting drivers Incentive programs may lose their appeal if not continuously reinvented Failure to gain momentum for TDM strategies in light of T-SPLOST would be a missed opportunity Failure to make the connection between local actions (such as zoning to support smart growth, employer based programs to influence travel behavior, etc.) and regional policy will result in little change in driver behavior.

Threats	
Category	Value Statement
Marketing, Outreach, and Customer Service	<ul style="list-style-type: none"> • There are varying levels of interest among organizations in consistent signage and branding; there has traditionally not been agreement on the approach that should be used for rebranding; • Treating TDM like a niche concept instead of a more mainstream strategy limits its reach
Measurement and Evaluation	<ul style="list-style-type: none"> • Service provider concerns and perceptions that measurement and evaluation results can negatively impact program funding • Creation of specific, measureable, attainable, relevant, timely (SMART) goals for the TDM program as a whole is difficult without data provided within an evaluation framework that is easily understood
Regional Characteristics	<ul style="list-style-type: none"> • Region is one of the fastest growing in the nation and expected to continue to grow in population and employment; if not addressed strategically, there will be significant stress on the existing systems and services and significant congestion may limit economic development • Congested vehicle hours traveled is forecasted in PLAN 2040 to increase by about 110% by 2040; congestion levels already viewed by many as unacceptable and corporations have begun to choose to locate or relocate to other cities • The lack of adequate housing near transit and jobs may reduce the attractiveness of the city to the younger generation, who are tending to desire walkable downtowns with transit options more than in the past, causing a potential reduction in future human capital throughout the region • Suburban areas of the region are still expanding into exurban areas, making transportation connectivity challenging; no natural barriers exist to restrain the expansion of development and avoid an even larger footprint; many suburban centers will increasingly attract trips from exurban area, leading to more complex travel patterns that will need to be addressed • Tightening air quality standards may prove challenging, along with any increase in poor air quality

4. Next Steps

The results of the SWOT analysis will be used to inform the development of strategies and action plans for the Regional TDM Plan. Strategy development will specifically address needs and gaps to improve the programs and services, as well as strengths as opportunities to leverage additional success.