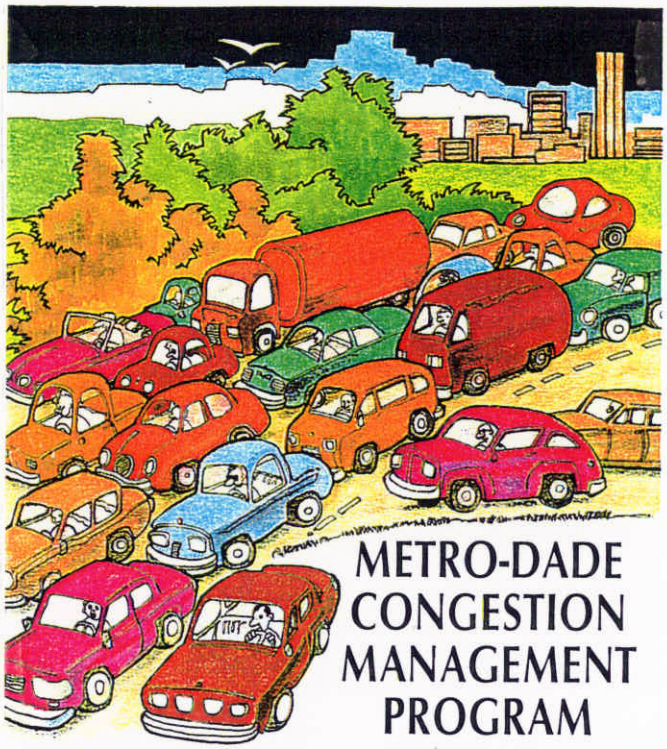
Metropolitan Dade County

Metropolitan Planning Organization

DADE COUNTY
CONTINUING DEVELOPMENT OF TMA S

INVESTIGATION OF ALTERNATIVE TMAs



By:

Barton-Aschman Associates, Inc.

October 1994

INVESTIGATION OF ALTERNATIVE TMAs

Prepared For:

DADE COUNTY
METROPOLITAN PLANNING ORGANIZATION

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1. INTRODUCTION

This report has been prepared as part of the Continuing Development of TMAs project for the Dade County Metropolitan Planning Organization (MPO), Florida. The purpose of this project is to implement a portion of the county's Congestion Management Plan, which recommends organizing TMAs wherever they may be appropriate. This report documents the investigation of alternative TMAs (non-employer-based TMAs).

1.1 Definition of TMAs [1]

TMAs are organizations which are formed by private organizations such as local businesses, corporate employers, and developers to address community transportation problems. These organizations are sometimes formed in partnership with local, regional, or state government agencies. Although TMAs have varying missions and scopes, all are grounded in the common principle that reducing congestion is a private as well as a public sector responsibility. The Center for Urban Transportation Research (CUTR), through it TMA Clearinghouse, keeps up-to-date information on existing and emerging TMAs throughout the country.

TMAs typically have several other characteristics, in addition to those cited above, that distinguish them from other organizations which may deal with transportation issues. They generally: possess non-profit corporate status; place decision-making in the hands of member representatives; maintain small staffs of transportation marketing professional, planners and liaison personnel; and are funded by membership fees and assessments. Most TMAs have utilized public seed money to help with start-up costs, while some have been funded fully by the private-sector entities who make up their membership. Figure 1 shows a current listing of TMAs and locations.

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[1] *Current Efforts in Transportation Demand Management and Tools for its Implementation in Dade County*, Barton-Aschman Associates, Inc., March 1992.

Figure 1

TRANSPORTATION MANAGEMENT ASSOCIATIONS

Organization	Location
Central Avenue TMA	Phoenix, AZ
Greater Scottsdale TMA	Scottsdale, AZ
Bishop Ranch TMA	San Ramon, CA
Business 101 TMA	Menlo Park, CA
Concord Commute Store	Concord, CA
Contra Costa Centre Assn.	Walnut Creek, CA
Golden Trainge Commuter Network	San Jose, CA
Hacienda Bus. Pk. Owner Assn.	Pleasanton, CA
JITBA	San Francisco, CA
North Bay TMA	Novato, CA
North Natomas Business Assn.	Sacramento, CA
Rancho Cordova TMA	Rancho Cordova, CA
Sacramento Central City TMA	Sacramento, CA
San Francisco TMA	San Francicso, CA
San Joaquin TMA	Stockton, CA
Santa Cruz TMA	Santa Cruz, CA
South Natomas TMA	Sacramento, CA
South Placer TMA	Roseville, CA
Truckee/North Tahoe TMA	Tahoe City, CA
West Sacramento TMA	West Sacramento, CA
Western Nevada County TMA	Nevada City, CA
Burbank Media District TMA	Burbank, CA
Burbank City Center TMA	Burbank, CA
Camarillo TMO	Camarillo, CA
Central City Association of LA	Los Angeles, CA
Central Oxnard TMA	Oxnard, CA
Century City–Westside TMA	Los Angeles, CA
Chatsworth TMO	Chatsworth, CA
Conejo Valley TMA	Thousand Oaks, CA
Corondao TMA Task Force	Coronado, CA
Cypress Business Park TMA	Cypress, CA
Downtown Riverside TMA	Riverside, CA
El Segundo Employers Assn.	El Segundo, CA
Gateway Corp. Center TMA	Los Angeles, CA
Glendale TMA	Glendale, CA
Hollywood Area TMO	Hollywood, CA
Interstate-8 TMA	La Mesa, CA
Irvine Spectrum TMA	Irvine, CA
John Wayne Airport Area TMA	Irvine, CA
Laguna Beach TMA	Laguna Beach, CA
Long Beach Airport TMA	Long Beach, CA
Mid-County TMA	San Diego, CA
Newport Center TMA (Centeride)	Newport Beach, CA
North City TMA	La Jolla, CA
North Orange County TMA	Brea, CA
North San Diego Co. TMA	Carlsbad, CA
Oxnard 101 Corridor TMA	Oxnard, CA
Pasadena TMA	Pasadena, CA
Rancho Santa Margarita TMA	Rancho St. Margarita, CA
Ricon Village TMA	Los Angeles, CA
San Diego Downtown TMA	San Diego, CA
Santa Clarita Valley TMA	Santa Clarita, CA
Simi Valley TMA	Simi Valley, CA
South Bay Transp. Coalition	San Diego, CA
South Coast Metro TMA	Costa Mesa, CA
South Orange County TMA	San Clemente, CA
Stonecrest TMA	San Diego, CA
Torrance TMA	Redondo Beach, CA
Tri-County Corp. Center TMO	San Bernardino, CA
Twelfth Council District TMA	Chatsworth, CA
UCLA Commuter Asst. Center	Los Angeles, CA
Universal City TMA	Universal City, CA
Van Nuys TMA	Van Nuys, CA
Ventura Blvd. TMA	Encino, CA
Warner Center TMO	Woodland Hills, CA
West Newport Beach TMA	Newport Beach, CA
Westchester/LAX TMA	Los Angeles, CA
Westwood Transp. Network	Los Angeles, CA

Organization	Location
Alternative Transp. Center	Boulder, CO
RideFinders Commute Center	Colorado Springs, CO
Greater Norwalk TMA	Norwalk, CT
MetroPool	Stanford, CT
Rideworks of New Haven	New Haven, CT
The Rideshare Company	Hartford, CT
TMA of Newcastle County	Newark, DE
Maitland Area TMA	Tallahassee, FL
Downtown Orlando TMA	Orlando, FL
Maitland TMA	Maitland, FL
University Activity Ctr. Transp. Auth.	Orlando, FL
Westshore TMA	Tampa, FL
Leeward Oahu TMA	Waipahu, HI
Illinois Corridor TMA	Hinsdale, IL
TMA of Lake Cook	Deerfield, IL
Prairie Stone TMA	Hoffman Estates, IL
TMA of Central Lake County	Libertyville, IL
SMART, Inc.	Overland Park, KS
Annapolis TMA	Annapolis, MD
Commuter Assistance Center	Ellicott City, MD
Greater BWI Commuter Transp. Ctr.	Hanover, MD
Hunt Valley TMA	Towson, MD
The Commute Group, Inc.	Bethesda, MD
Silver Spring Transp. Mgmt. District	Silver Spring, MD
Transp. Act. Prtnrshp of N. Bethesda	Rockville, MD
White Flint Commuter Service	North Bethesda, MD
Back Bay TMA	Boston, MA
CARAVAN	Boston, MA
Commuter Works TMA	Boston, MA
Interinstitution TMA	Boston, MA
MASCO	Boston, MA
MetroWest TMA	Framingham, MA
Southesastern Mass. TMA	Taunton, MA
The 128 Transportation Council	Waltham, MA
Traffic Improve. Assoc. of Oakland	Bloomfield, MI
Improve-494 TMO	Bloomington, MN
Downtown Minneapolis TMA	Minneapolis, MN
Cross County Connection TMA	NJ
Greater Princeton TMA	Princeton, NJ
Keep Middlesex Moving, Inc.	New Brunsick, NJ
Meadowlink Ridesharing	Lyndhurst, NJ
Monmouth TMA, Inc.	Wall-Neptune, NJ
Morris County Rides	Parsippany, NJ
RIDEPOOL	Albuquerque, NM
Nassau Business Corridor TMA	Westbury, NY
Central Islip TMA	Ronkonkoma, LI, NY
Long Is. Transp. Mgmt. Initiative	New York, NY
Route 110 TMA	Melville, LI, NY
Uptown Transp. Council	Charlotte, NC
Airport Corridor Transp. Assoc.	Pittsburg, PA
Greater Valley Forge TMA	King of Prussia, PA
Lower Bucks County TMA	Philadelphia, PA
Willow Grove Prtnrsp. for Transp.	Willow Grove, PA
Brentwood Area TMA	Brentwood, TN
Memphis Area Rideshare	Memphis, TN
West Houston Association	Houston, TX
Uptown Houston Assoc.	Houston, TX
Ballston Area Transp. Assoc.	Arlington, VA
LINK	Reston, VA
RideFinders	Richmond, VA
Dulles Area Transp. Assoc.	Herndon, VA
Employers TMA	Richmond, VA
TEMPO	Alexandria, VA
Tysons Transp. Assoc.	Tysons Corner, VA
Bellevue TMA	Bellevue, WA
Overlake TMA	Redmond, WA

Source: Association for Commuter Association, revised 10/20/92

All Florida TMAs have utilized Florida Department of Transportation (FDOT) seed money to help with start-up costs. To qualify for FDOT monies, TMAs must be established with the help of the local Regional Commuter Assistance Programs - Gold Coast Commuter Services in Dade County - and in accordance with the procedures illustrated in Figure 2.

Researchers who have studied TMAs have identified a set of conditions necessary for fostering a successful organization, as shown in Figure 3. While each successful TMA may exhibit only a few of the conditions listed, all are transferable to this type of public/private partnership.

1.2 Alternative TMAs

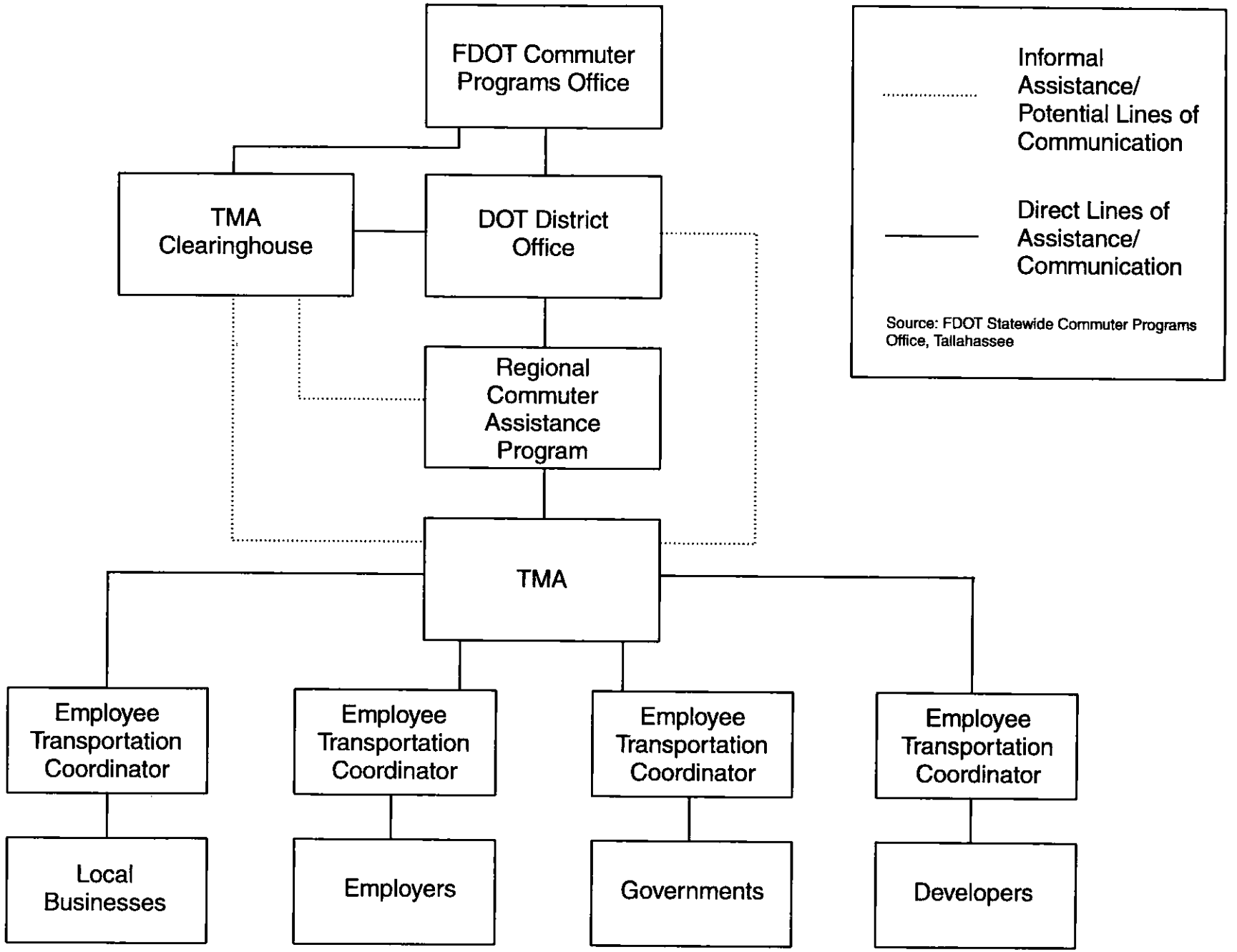
Alternative TMAs are those TMAs whose programs are not solely employer-based. These may include TMAs with programs directed at students, visitors, and/or residents. Programs directed at those users may be organized on the following basis:

- Activity Centers:
  - Hospitals
  - Airports
- Universities
- Neighborhoods/Housing Developments
- Citizen Groups/Associations

Instead of targeting only the work trip, these programs also target other trips such as school, shopping, business (e.g., medical appointments, banking,etc.), and entertainment.

TRANSPORTATION MANAGEMENT ASSOCIATION COORDINATION

Figure 2



PRESCRIPTION FOR A SUCCESSFUL TMA

MISSION	There must be definite transportation needs addressable by a TMA
	The TMA's program must meet those needs
	The program should need TMA assistance to achieve implementation
	Several major employers must be located in the TMA service area
SUPPORT	Employers must adopt and support the TMA's mission
	The TMA must have credibility with the public sector (transportation)
	The TMA must have both public and private sector support
	The TMA should represent private sector interests
	TMA leadership must be entrepreneurial
ACCOMPLISHMENT	An annual monitoring program should evaluate TMA accomplishments toward goals
	TMA should show early trip reduction success
	Continuation should be dependent on accomplishments

Figure 3

2.

LOCAL AND NATIONAL EXPERIENCE

To understand what conditions or factors are important to form alternative TMAs, an examination was conducted of local and national experience in providing non-employer-based programs. Through a national literature search, a number of TMAs or TDM programs were identified as applicable. Through further research, it was found that some of these programs no longer existed. Only eight TMAs/TDM programs were found to still be operating, including two new TMAs. This is not surprising, as almost all TMAs/TDM programs are targeted to employees (work trips). Detailed information on these eight was collected via reports, articles and telephone interviews. The eight TMAs/programs are identified below and shown in Figure 4.

ALTERNATIVE TMAs/TDM PROGRAMS

Germantown, Maryland
- residential ridesharing program

Kaiser Hospital, San Francisco, CA
- pick-up/drop-off for health plan members

University Activity Center Transportation Authority, University of Central Florida
- shuttle for students
- staggered class start times

The Woodlands TMA, Houston, TX
- vanpool program for residents

UCLA, CA
- TDM program includes students

MASCO/Commute Works TMA, Boston, MA
- TDM program includes students

ALTERNATIVE TMAs/TDM PROGRAMS
Figure 4

Downtown Gainesville TMO
- TDM program includes students

South Beach TMA
- TDM program will include residential areas
- TDM program will include tourists

Information on each TMA/program is described below, highlighting goals/objectives, programs provided, important factors, and characteristics of the area served.

2.1 Germantown, Maryland [2, 3]

The Germantown Share-A-Ride program was created as a result of the approval of the Oak Mill Apartments development in Germantown, Maryland. The Oak Mill Apartments is a 208-unit garden apartment development located along MD Route 355 and is approximately 25 miles northwest of Washington, D.C.

At the time the traffic study for the Oak Mill Apartments was performed in 1983, the Germantown East policy area had no capacity available for residential development. In addition, a nearby intersection was projected to operate at a level of service worse than the County standard for acceptable conditions. In order to solve the policy area problem, it was necessary to show that at least the same number of trips generated by the 208 apartment units (100 peak hour trips) would need to be taken off the roadway system. After a great deal of discussion among the project team and with the Planning Board staff, an area-wide rideshare matching program was developed which would remove at least 100 peak hour trips from the roadway system. The Oak Mill Apartments received approval contingent on the implementation of the Germantown Share-A-Ride, which would assist residents in forming carpools and vanpools or using transit to and from their places of employment.

The Germantown Share-A-ride was initially moderately successful in meeting its trip reduction goal. By the end of 1985, the program was credited with 47 vehicles off the road (VOR) and by the end of 1986, the VOR remained at 46. In response to these initial results, in August 1987 the marketing area expanded from 5400 residential units to 15,000 residential units (comprised of primarily apartments and townhomes, with some single family residents). As a result, by December 1987, the program reached its goal with 105 VOR and has consistently exceeded its goal since. There was no increase in the target VOR, as it was felt that the original marketing area was too limited.

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[2] Papazian, Edward, *Results of Two Successful Maryland Traffic Mitigation Programs*, 1991 ITE International Conference Compendium Papers, 1991.

[3] Interview with Edward Papazian, Barton-Aschman Associates, Inc., February 1994.

The majority of VOR credit is achieved through the formation of carpools. This is a result of the proximity of the area to major highways leading to major employment centers in Montgomery County and in Washington, D.C. Transit in the area consists of local routes serving Germantown and routes which connect to the nearest Washington Metrorail station located about six miles to the south. No new transit service was added as part of this project, but utilized the existing transit services. Additionally, by having a "carrot and stick" approach, whereby sanctions are imposed if the goal is not reached, there is a continued commitment to the success of the program. The sanction determined for Germantown would be $54,000, or $10 per household based on the original 5,400 original households in the marketing area. This sanction ($54,000) did not increase when the marketing area was increased, as reasonable progress was being made.

An annual evaluation has been performed to measure the effectiveness of the program. This evaluation is based on the projected number of VOR. Of those that are participating in the program, a survey is conducted to determine what their previous mode was and determine the percentage change. For new residents, they are surveyed to determine what they would have done without this program.

This program can be applicable to other areas, but it was recommended that going through and apartment or condominium association will be easier to implement and market, as opposed to targeting single family residences. This program requires a major commitment from the developer and required constant marketing and monitoring.

2.2 Kaiser Hospital, San Francisco, CA [4, 5]

Kaiser Plan Medical Center is a health maintenance organization (HMO) hospital and outpatient clinic located two miles west of downtown San Francisco. Kaiser is licensed for 323 beds, having an average of 268 beds available. The annual patient load was equivalent to 89,000 patient-days in 1988. Kaiser recently purchased the French Hospital (located about 1 mile west/5-10 minutes from Kaiser) to expand its patient handling capacity.

Kaiser is located next to a residential area. Commercial development is located along Geary and Masonic Avenues. On-street parking is generally restricted to two hours without a residential parking permit. Kaiser is served by eight MUNI transit routes with frequent service to downtown San Francisco. Golden Gate Transit also provides direct regional transit service to the North Bay counties.

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[4] Dowling, Richard, Feltham, D. and Wycko, W., *Factors Affecting Transportation Demand Management Program Effectiveness at Six San Francisco Medical Institutions*, Transportation Research Record 1321.

[5] Interview with Kaiser Hospital staff, February 1994.

Health plan members can use the shuttle services that Kaiser operate for its employees. This includes a shuttle service between the two campuses operated on a 15 minute headway or the free shuttle service between downtown, BART stations, and a bus terminal. This shuttle service operates with three buses on a fixed schedule between 6:00 - 9:15 A.M. and between 3:00 - 6:00 P.M. In addition to these two options, Kaiser offers free pickup service for health plan members living within 12 blocks of the medical center. Service is provided between 9:30 A.M. and 3:00 P.M. and uses the shuttle buses that circulates within the campus. Reservations are made the day transportation is needed. Currently, there are about 5 rides per day provided (10 trips per day), which is about the most that can be provided.

2.3 University Activity Center Transportation Authority, Orlando, FL [6, 7]

The University Activity Center Transportation Authority (UACTA) was formed in the fall of 1989 to address traffic concerns in the area surrounding the University of Central Florida (UCF). UCF has an enrollment of about 23,000 students, of which about 21,000 are commuters. In addition, the Central Florida Research Park, a major office park development employing about 4,000 workers, is adjacent to the campus. A number of apartment complexes and rental property also surround the campus. There are 7,200 parking spaces on campus.

The development of the research park was the impetus for the formation of the TMA. A Development of Regional Impact (DRI) was required, and as part of the approval process, UCF was expected to be involved in the transportation planning for the area. The objective of this process was to develop alternatives acceptable to the research park firms and to students and faculty at the university.

Two program options are directed towards students. First, class schedules are staggered, which removes vehicles during the peak hour. Classes now start at 8:30 rather than 8:00, which eliminates conflicts between students and staff arriving at the same times. Second, two shuttle services are provided. The local area circulator provides service to the surrounding off-campus apartment complexes and rental property whose largest tenant is university students. An on-campus shuttle circulates within the campus. The university student government is actively involved in the operation of these shuttles and actually funds the on-campus shuttle.

A number of future activities are being explored. The UACTA is currently developing an on-campus transit center to provide connections between the regular regional transit, the local area circulator, and the on-campus shuttle. In an effort to remove demand for making the trip to campus as well as utilize the technology available at the university, they are exploring developing a pilot program using interactive video at remote sites and making video-taped courses available at local video stores.

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[6] Florida Department of Transportation, Center for Urban Transportation Research, and the Association for Commuter Transportation, *TMA Clearinghouse*, Volume 1, Number 1, Fall 1991.

[7] Interview with Steve Gavora, UACTA Director, February 1994.

2.4 The Woodlands, Houston, TX [8]

In Texas, the 25,000 master-planned community called "The Woodlands" provides extensive commuter assistance services to tenants and buyers on a voluntary basis. The development houses more than 20,000 residents and 6,200 workers in an area about 60 miles from downtown Houston, well outside the service network of established public transit. Since June 1986, service has been under contract to provide express buses from The Woodlands to Houston. These run every 15 minutes during peak hours. In 1987, the developer added an internal shuttle with three 16-passenger vans, which operate on an hourly basis to a park-n-ride lot as well as to schools and shopping areas during midday hours. In the early 1980's, the company operated it own subsidized vanpool program, with 44 vans and 445 riders. While the company has sold most of its vans to third-party operators, it continues to help coordinate carpools and vanpools.

2.5 MASCO/Commute Works TMA, Boston, MA [9, 10, 11]

Medical Area Service Corporation (MASCO), created in 1972, is a private, for-profit share service corporation, providing various services to 15 medical and educational member institutions located on 175 acres in the Longwood Medical Area of Boston (about 3 miles from downtown Boston). MASCO institutions have a total of 27,000 employees and 10,000 students. The initial impetus for its creation was the need for a coordinated strategy in purchasing electrical power to serve the numerous hospitals in the area. Since the experience of working together in solving mutual problems was considered worthwhile, the MASCO members decided to use it as a forum for addressing other problems, including parking and transportation.

MASCO's first activity in the transportation area was the identification of off-site parking facilities. MASCO formed a subsidiary called METROBUS to serve the off-site facilities with shuttle services. This service also provides service between downtown Boston and MASCO. Starting in July, 1994, this service will be outsourced to a private operator. They have also become more active in ridesharing activities, providing matching services, promoting free vanpool parking, and is currently lobbying hospitals to subsidize new vans until they achieve a requisite ridership that makes them financially stable.

MASCO recently established the Commute Works TMA under the Suburban Mobility Program. With over 35,000 employees and students traveling to and from the area each day,

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[8] Dunphy, Robert and Lin, Ben, *Transportation Management Through Partnerships*, Urban Land Institute, 1990.

[9] Ibid.

[10] Association for Commuter Transportation, *Transportation Management Association Directory*, 1989 Edition,

[11] Interview with Rick Shea, Vice President, Area Services and Development, MASCO, April 1994.

MASCO felt that a longer term commitment to a comprehensive transportation program was needed. The TMA will also be the means for addressing the traffic mitigation responsibility for the impacts of development projects. A new $29 million mixed use development was completed in 1992 with office space, a parking garage, a child care center, and retail space. This was a joint development between MASCO and the developer, as the parking will be leased to member institutions at market rates and allow for better parking policy in the area and the use of child care facilities.

Although MASCO is basically an employer organization, there are students also travelling to this area. All of the transportation options available to the employees are also available to the students. They hope in the future to target students and visitors more specifically.

2.6 UCLA, Los Angeles, CA [12]

UCLA includes student trips within its Regulation XV trip reduction plan. The District's Transportation Programs Division reports that the University's April 1990 plan shows an increase in student average vehicle ridership (AVR) from its previous plan of 1.93 to 2.00. According to UCLA's trip reduction plan, the average length of a student's trip is about 8 miles and takes about 30 minutes.

The trip reduction program options available to UCLA employees are the program options available to the students. No special accommodations are made for class schedules. Students who typically spend all day on campus can ride in vanpools, or students with similar class schedules can carpool. Students are eligible for emergency ride home services. The key factor for encouraging students to use alternative modes is the tight parking situation, as well as having to pay for parking. There is local public transit service operated to UCLA. UCLA Commuter Services staff were not aware of any other factors that were important for the development of their student transportation program.

2.7 Downtown Gainesville TMO, Gainesville, FL [13]

The Downtown Gainesville TMO is a new TMO, just getting started in mid-1993. The initiation of the TMO started with a task force under the Gainesville area MPO that included the University of Florida and surrounding hospitals, plus the city and county. Problems in this area include highly congested corridors that are already 4 to 6 lanes, conflicts between the high number of pedestrians and traffic, and the need to maintain good mobility in the area.

The University of Florida has about 35,000 students and employs about 12,000 faculty and staff. Shands Hospital is the largest hospital in the area and employs about 4,000 employees. About 35 percent of the Shands Hospital employees commute from outside of the county. Student parking on campus is very tight and students pay $50 per year for a parking permit (otherwise known as a "Hunting License"). The existing bus service is not coordinated with

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[12] Interview with UCLA Commuter Assistance Center staff, February 1994.

[13] Interview with Jeanne Snurkowski, Downtown Gainesville TMO, April 1994.

student schedules, operating on 30 to 60 minute headways and doesn't serve many of the apartment complexes where clusters of students live.

There is a large student population living in nearby apartment complexes. Some are close enough for students to walk or bike, but others are 2-3 miles away. The Gainesville TMO just started a ridesharing program for the students, called "Share-n-Gators" which is coordinated with the Apartment Association. Each apartment advertises on a bulletin board for carpools and distributes information to new tenants. In addition, the University donates offices space and equipment as an in-kind contribution, and has established a campus rideshare telephone number. Students who live in the more outlying areas are also encouraged to carpool or vanpool.

Current funding for the TMO is $186,000 per year, with 50 percent coming from FDOT funds and 50 percent from in-kind contributions. The TMO is working with the MPO on a congestion management plan in which it hopes will secure future funding. The TMA Board of Directors includes seven members from the university, nearby hospitals, the Chamber of Commerce, the Apartment Association, and the Downtown Redevelopment Association. City and County officials are ex-officio members.

2.8 South Beach TMA, Miami Beach, Florida [14]

The South Beach TMO started up in mid-1993 as part of the Miami Beach Development Corporation (MBDC). The MBDC is an economic development non-profit organization that works with both businesses and residential areas. The TMA is currently working with Gold Coast Commuter Services.

The primary goal of the South Beach TMA will be to "enable the area's businesses, citizens, community groups and City government to work effectively together with the County and state governments in developing and implementing solutions to the unique transportation problems of South Beach".[15] The unique problems are related to the large number of tourists, small retail businesses and residential areas (population of 45,000). Traffic congestion and parking are key issues for the area. Because of the tourists and retail businesses, there is a very active entertainment/restaurant area that is heavily pedestrian-oriented. The TMA's objective is to build on these opportunities and create a "sense of place" and promote economic development.

Currently, the TMA is still in the organization phase, completing an application for FDOT seed money, developing a work program, and holding a series of transportation forums. The transportation forums are a public education tool to develop a business/resident/tourist mobility plan. Two specific commute programs included in their work program include:

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[14] Interview with Denis Russ, Executive Director of Miami Beach Development Corporation, April 1994.

[15] South Beach Transportation Management Association, Mission Statement, Goals, and Objectives, Unofficial draft.

- South Beach circulator system to link jobs and homes. This system is envisioned to relate parking, traffic, and the transportation system for the entire area.

- Airport/seaport-to-beach van system as a tourist transit service.

Additionally, they would like to develop a neighborhood master transportation plan and improve travel to the downtown.

3.
IMPORTANT FACTORS FOR DEVELOPING ALTERNATIVE TMAS

Based upon the regional and national experience, several factors/conditions were raised as necessary for the implementation and success of alternative TMAs. Some of the factors apply to overall programs, while others are more specific to the type of program. Table 1 summarizes these factors based on the six programs examined.

3.1 Overall Factors

The overall factors were described as being important for development of any TMA or program:

Congestion: There must be a perceived problem that will encourage the use of alternative modes. In seven our of the eight cases, congestion was a prime impetus for developing a TMA or TDM program.

Tight Parking/Parking Pricing: In six examples (excluding the two residential-based programs), having tight parking and charging for parking encouraged the use of alternative modes. It is also easier to control parking spaces, allowing for preferential parking. This does not directly apply to residential-based programs, as residential-based programs are focused on the origin end of the trip. Tight parking/parking pricing are generally destination-related strategies.

Transit Access: Good transit service is key, as it provides an alternative travel mode. This can either be local/regional public transit, or special services offered by a hospital, university, or developer, or can be special shuttle services provided for special events. Transit service typically provides the "backbone" of a TDM program. In many cases, the transit service provided was not considered adequate, resulting in a number who provided their own transit or supplemented the existing transit service. The two new TMAs in Florida are considering providing transit service.

Commitment: In each case, commitment by the sponsoring organization was the most important factor. This was especially noted for the residential-based programs, as these programs require a continuous marketing effort as well as on-going funding by the developer.

Carrot and Stick: In most cases, there were specific regulatory reasons why the program was initiated, primarily development approval or trip reduction program requirements. This factor was important for the development of both residential- and activity center-based programs.

Formal Organization: In several cases, a formal organization or association was used as a means to implement the program. Germantown used a homeowners association, Longwood Medical Area TMA formed from an existing association of medical businesses, the UACTA is an association of the University of Central Florida and the adjacent research park, and the South Beach TMA started from the Miami Beach Development Corporation.

Funding: In all cases, funding was provided by the sponsoring organization. Some programs were initiated with seed money, but all established programs are now being funded by the residential developer, university, or hospital. New programs use a combination of local funding, in-kind contributions, and public seed money.

3.2 Organization-Specific Factors

These factors were identified through the literature search/telephone interviews as important conditions which apply to the type of organization or program.

Residential-based programs: A higher density of housing is important, as single family housing is more difficult to target and market. There can be some mix of high density and single family, but a greater percentage of high density was recommended. An area with a homeowners association or condominium/townhome association will be easier to work with, as there is an organization already in place to work with. Additionally, condominiums and townhomes will have greater stability than apartments, as there tends to be less turnover where units are owned, not rented. Continual marketing and monitoring is important for residential-based programs, as there will be some turnover in residents as well as changes to employment locations and commuting patterns. This requires a high level of commitment by the residential developer, the homeowners association, the apartment association, and the community.

Student-based programs: It is important to have some high density housing located near the campus as well as have a high percentage of commuter students to participate in a program. Schools are prime candidates for telecommuting, as they typically have access to video technology. This could be off-site teleconferencing facilities, or providing class videotapes available at local video stores. Student transportation services can be funded through registration fees, and student governments can be involved in the operation of student programs. Student-based programs also relate to residential-based programs. Since students typically live in "clusters", commute options should also be promoted at the home-end.

Medical center/activity center-based programs: Activity centers are prime candidates for using joint development as a commuter tool. Transportation services provided to activity center can be used by both employees and visitors. Internal circulators can be used to move people around the activity center, eliminating the need for a vehicle. Providing services such as child care, banking, retail, etc., can all be used by both employees and visitors. Programs implemented at medical centers, such as pick-up/drop-off for health plan members requires that residential areas should be relatively closeby.

TABLE 1

SUMMARY OF ALTERNATIVE TMA FACTORS

FACTOR	PROGRAM							
	Germantown MD	Kaiser Hospital CA	UACTA FL	Woodlands TX	MASCO MA	UCLA CA	So. Beach TMA	Gainesville TMA
Congestion	X	X	X		X	X	X	X
Tight Parking		X	X		X	X	X	X
Transit Provided	X	X	X	X	X	X		
Commitment	X	X	X	X	X	X	X	X
Carrot/Stick	X	X	X	X	X	X		
Formal Organization	X		X		X		X	X
Funding	X	X	X	X	X	X	X	X
High Density Housing	X	X	X	X	X	X		X
Mixed Use			X		X	X	X	

4.
CONCLUSION

Overall, very few programs were found that are solely based on non-employer use. There were, however, some programs that provide services to both employees and other users, such as students or visitors. Only the residential-based program in Germantown, MD, was totally non-employer-based. From the experiences of these programs, a number of factors were identified that can be used to screen potential locations in Dade County. These include:

- Highly congested corridor
- Tight parking/Expensive parking
- Major activity center (hospital, university, airport, tourist attraction)
- High density housing nearby
- Mixed land uses
- Individual or organization to "champion" the cause

The potential Dade County locations may not be totally focused on non-employer programs, but may be a mix, such as most of the examples described in this report.

APPENDIX A
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APPENDIX B
SURVEY QUESTIONNAIRE

DADE COUNTY CONTINUING DEVELOPMENT OF TMA'S
ALTERNATIVE TMA INTERVIEW FORM

NAME: _____

ADDRESS: _____

_____

CONTACT: _____

TELEPHONE: _____

1. What goals or programs are provided for groups other than employees?

   Residents:

   Students:

   Visitors:

2. What conditions do you think were important for the development of your program?

3. What are the characteristics of your program?
   Land area:

   Land uses:

   Density:

   Proximity to transit:

   Proximity to employment sites:

   Participants:

4. What are the specific goals/objectives of your program?

5. Any future program changes planned?

APPENDIX C
SURVEY CONTACTS

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