APPENDIX A: STAKEHOLDER SUMMARY REPORT

INTRODUCTION

An early step in the development of a TDM Strategy for Lincoln was to identify and conduct interviews with a range of individual stakeholders and stakeholder groups throughout the city. The consultant team and the Lincoln-Lancaster MPO developed a list of stakeholders, who were contacted and invited to a 60 minute interview. Most invitees accepted and were interviewed on between February 19 and February 21. The stakeholder list was intended to represent a range of interests, including the business community, neighborhood associations, the public and private health sectors, bicycle and pedestrian advocates, StarTran advisory board members, University of Nebraska representatives, State of Nebraska representatives, human service organizations, among others.

The consultant team met with nearly 40 members of the Lincoln community to understand local issues and preferences related to transportation options. Interviews were held in a small-group setting and lasted approximately one hour. An overview of the types of questions asked of stakeholders is included in Attachment A. The questions asked of the stakeholders varied depending on the makeup of the group and the progression of the conversation. Figure 1 below provides a list of stakeholders that participated in the interviews.

Figure 10 Stakeholder Interview Attendance

Type	Name	Organization
Bicycle/Pedestrian Group	Barb Fraser	Pedestrian and Bicycle Advisory Committee
	William Wehrbein	Pedestrian and Bicycle Advisory Committee
	Jamie Warren	Great Plains Trails Network
	Ray Stevens	Great Plains Trails Network
	Hal Smith	Great Plains Bicycling Club
	Bob Boyce	Great Plains Bicycling Club
	Martha Rowe	UNL east campus bicycle commuter
	Aaron Chambers	UNL city campus bicycle commuter
Neighborhood Associations	Nick Hernandez	Havelock Neighborhood Association
	John Brown	Landon's Neighborhood Association
	Shawn Ryba	NeighborWorks Inc./Belmont Neighborhood Association
	Carolyn Brandle	Eastridge Neighborhood Association
	Lynn Fisher	College View Neighborhood Association
	Karen Griffin Sieber	Arnold Heights Neighborhood Association
	Myrna Coleman	Highlands Neighborhood Association
	Randy Smith	Woods Park Neighborhood Association
	Ann Bleed	East Campus Community Organization
	Pat Anderson	NeighborWorks Inc./ Everett Neighborhood Association
StarTran Board	John Baylor	StarTran Advisory Board - Vice Chairman
	Linda Carter	StarTran Advisory Board
Human Service Organizations	Clay Naff	Lincoln Literacy Council – Executive Director
	Jason Varga	Lincoln/Lancaster County Human Services Federation
University of Nebraska	Kim Phelps	UNL Committee on Circulation/StarTran Advisory Board
	Dan Carpenter	UNL Committee on Circulation
	Jennifer Dam	UNL, Office of Institutional Research & Planning
	Tim Gergen	Olsan Associates, Nebraska Innovation Campus
	Jordan Berger	S2W Partners, Nebraska Innovations Campus
	Wade Schuldt	UNL Graduate Student
	Jordan Messerer	UNL Campus Recreation

Type	Name	Organization
State of Nebraska	Andy Russell	Nebraska Administrative Services: State Personnel Division
	Rodney Anderson	Nebraska Administrative Services: State Building Division
	Sheila Hascall	Nebraska Emergency Management Agency
Business Community	Bob Rauner, MD, MPH	Partnership for a Healthy Lincoln
	Tami Frank, BS	Partnership for a Healthy Lincoln
	Jason Smith, Vice President	Lincoln Partnership for Economic Development/ Lincoln Chamber of Commerce
	Bruce Bohrer	Lincoln Chamber of Commerce
	Kyle Fischer	Lincoln Chamber of Commerce
	Terry Uland	Downtown Lincoln Association
	Todd Ogden	Downtown Lincoln Association

MEETING SUMMARY

This section provides a summary of stakeholder feedback. It is important to note that this summary is not intended to represent the sentiments of all stakeholders, only those that were interviewed. Findings reported are those that multiple stakeholders shared in common. Individual sentiments are not reported.

Focus on the business case for TDM

The stakeholder outreach process revealed that many of the typical drivers for TDM are not present in Lincoln (i.e. congestion, long commute times, parking inaccessibility). However, many stakeholders expressed that a TDM strategy in Lincoln should focus on the health benefits, cost savings, and environmental benefits of TDM. Stakeholders noted that an online dashboard or rubric that demonstrated the value of TDM would be useful. Stakeholders noted that these benefits would have to be defensible with good data in order to be reputable. Stakeholders also noted that the business case for TDM should be presented in terms of productivity. Many expressed that people are not aware that a transit or bicycle commute, for example, could be competitive with a car commute in terms of the time it takes to travel from point A to B.

Frame as an economic development strategy

Stakeholders also expressed a need for the TDM strategy to be presented as an economic development strategy. Lincoln is home to a strong business community and is well-represented through business organizations. Some noted that downtown office spaces are difficult to fill because real estate is more expensive and employees have to pay for parking. The availability of alternative travel options, such as biking, walking, and taking transit, could be presented to potential businesses and therefore be a tool to attract businesses downtown.

Appreciation for quality of life

Stakeholders commonly discussed the high quality of life in Lincoln. Some discussed an appreciation for a high quality of life in the context that it might be difficult for people to change behavior because people were satisfied with the status quo. Others saw Lincoln's high quality of life as an opportunity to retain the young students graduating from local colleges and universities. Stakeholders noted that the "brain drain" phenomena (i.e. graduating students leave Lincoln to start their professional careers elsewhere instead of staying in Lincoln) could be curtailed by providing improved travel options and improving the quality of life even more.

Focus on health

Many stakeholders noted the benefit of focusing on health as a primary driver for implementing travel options programs in the region. Stakeholders also noted that there are numerous employer-supported wellness programs in place throughout the city, providing a good basis for integrating travel options programs into the workplace.

Focus on young generation

As noted above, stakeholders expressed a need to encourage graduating students to build their careers in Lincoln. As such, stakeholders noted the importance of focusing on the younger generation and tailoring marketing efforts to this demographic. Related to this, stakeholders expressed the need for a travel options program to focus on those who would likely use travel options either out of need or due to preference based on environmental or priorities. For example, stakeholders noted that focusing on families would not be a good use of resources, as families' travel patterns are less conducive to biking, walking, and taking transit. Some stakeholders noted the importance of social marketing, in addition to drawing upon research that demonstrates that the "millennial" generation has different priorities in terms of transportation and housing.

Stakeholders also noted an opportunity for a travel options program to work with the Parent Teacher Associations to encourage parents to drop children off at school at various points to decrease congestion around school drop-off times. This strategy could eventually transition into encouraging parents to organize "walking school buses" and "bike trains" in those neighborhoods with quality bicycle and pedestrian infrastructure.

Education is key to a successful travel options program

Stakeholders noted the importance of education in delivering an effective TDM strategy. Many believe that people do not understand the travel options available to them. Stakeholders noted the need for the following:

- Educate drivers how to interact with cyclists
- Educate cyclists on the rules of the road
- Educate people that neighborhood streets are suitable for biking
- Communicate where existing bicycle parking exists
- Market the existing "Where's my bus?" online tool

- Educate people about the reduced monthly StarTran pass
- Provide a course for people on bicycle safety to help overcome perceived safety issues
- Mitigate the negative perception of transit and transit riders

Transit is not seen as a reliable, quality choice

Most stakeholders discussed the need for improved transit service and an improved image of transit in Lincoln. Stakeholders noted the following concerns about current transit service:

- Routes are circuitous and do not run directly on main arterials
- Transit schedule needs to be simplified
- Transit service ends too early in the evening to be a viable option for many commuters

Stakeholders expressed a concern that buses are often empty and that there may be an opportunity for the City to run smaller van service to increase efficiency. Many discussed the need to "right-scale" the transit system for Lincoln.

Many stakeholders also noted the negative perception of transit in Lincoln – that transit service was perceived to be a "social service" for people who could not afford to own their own car. Stakeholders also noted that increasing transit ridership would require attracting "choice riders."

From an operational perspective, some stakeholders noted that transit does not operate in the "black." Furthermore, stakeholders noted that transit is paid for primarily out of the general fund. The combination of low ridership, short service span, and a general negative perception of the service meant that the legitimacy of transit as a city expense was under scrutiny every year during the budget process.

Recently expanded cab service in Lincoln was noted as a positive supplement to transit service.

Need connectivity between bike trails and bike facilities in Downtown

A number of stakeholders noted the limited number of bike lanes in downtown. Although there are bike lanes on 11th and 14th Streets between L Street and the University's west campus in downtown, there are no east/west connections. As noted above, many drivers do not know how to interact safely with bicyclists on the bike lanes in downtown.

In addition to a lack of bike lanes in downtown, stakeholders noted a disconnect between the well-used trails system and bike lanes on city streets. Overall, stakeholders cited a need to increase the number of bike commuters. While the trails system is well known and well used, the number of residents biking on city streets is lacking. On-line resources (such as a bicycle map) and in-person training to overcome perceived safety issues are needed to expand the number of people biking to work.

Car culture is strong

A number of stakeholders discussed Lincoln's "car culture." This culture was noted as being supported by cheap gas, short commute times, and plentiful parking. One stakeholder noted,

"We're particularly wedded to the automobile." A small number of stakeholders were of the opinion that the community does not support a "multimodal" approach and that people will choose the modes that best fits their needs. Other stakeholders discussed the prevalence of the "WalMart parker" mentality that would be difficult to overcome (i.e. those people in the community who would prefer to drive to a strip mall to do their errands). Monetary incentives were noted by some stakeholders as being particularly important to overcome these cultural/behavioral barriers.

Bicycle parking is needed

Stakeholders noted that covered bicycle storage in downtown is lacking. Although there is secure bicycle parking at the Center Park Garage on 12th and O Street, many stakeholders were unaware of the parking.

Sidewalk conditions are poor in some areas

Stakeholders did not have a lot to say about the condition of the sidewalks in Lincoln. However, some noted that there were missing sidewalk segments and that the City's underfunded sidewalk repair program was an issue. Snow removal was also noted as a concern.

Limited interest in carsharing

Stakeholders expressed minimal support for a carsharing program, noting that they did not think there would be enough demand. However, some stakeholders expressed an interest in either expanding the University's Zipcar program, or in transitioning the City or State fleets to carsharing vehicles.

Commute distances may be too short for rideshare

Stakeholders generally felt that commute times were likely too short to make the extra effort of coordinating a shared ride "worth it." Some did note that employer- or neighborhood- based rideshare programs could be an opportune place to gauge interest in such a program. Stakeholders also noted that incentives would increase the likelihood of participation. Some stakeholders noted that linking in to the Omaha rideshare program could be beneficial for those traveling between the two metropolitan areas.

Provide travel options to those who need it

Stakeholders noted that Lincoln is home to a significant number of refugees and immigrants, and those with disabilities. These populations are drawn to the area because it is known for having necessary programs in place. Stakeholders expressed the need for a travel options program to respond to an increasing number of people in need of travel options. In particular, a travel options program would need to cater to people with significant language and cultural barriers, and a growing elderly population.

Parking is considered primary access mode

Although economic development was cited as a driver for TDM, parking is still seen by many as the primary access mode. Stakeholders noted that students, faculty, and staff highly value the availability of parking near the University of Nebraska campus. In addition, stakeholders also noted that maintaining access to downtown by providing easily accessible parking is also important and seen as key to downtown accessibility and vitality.

When asked if Lincoln would be amenable to using parking revenue to fund travel options programming, some noted that this would be difficult to achieve politically.

Many stakeholders noted tension around people parking in the surrounding neighborhoods and walking to East Campus, the State campus, or other employment sites. A residential parking permit program was noted as a potential mechanism to mitigate this problem, but it was also noted that the City many not have the resources to enforce such a program.

TDM program structure should be coordinated

When asked who should manage TDM program or where a TDM program should be housed, the responses were varied. Some noted that the City-County of Lancaster would be a good fit, if guided by an Advisory Committee. Others emphasized the crucial role of employers in providing incentives and information to employees. Some stakeholders also noted that StarTran, the University, the Chamber, and the City all have some form of travel options programs in place today. Therefore, there was some support for these programs to remain intact, but that members from each organization should get together quarterly to coordinate efforts. There was strong support from stakeholders for a regional brand and a centralized structure (even if a travel options program was just virtually coordinated through a centralized website to tie all of the programs together). Some stakeholders noted that this centralized website could also include information related to road construction and closures.

Feedback from the University of Nebraska

Representatives from the University of Nebraska were generally in support of increased travel options for students, faculty, and staff, however parking is still seen as a primary access mode. UNL representatives noted that the Master Plan Update currently underway is recommending to develop some surface parking lots at the heart of campus, however these parking spaces will not be lost but will be rebuilt in parking structures on the outskirts of campus. UNL representatives noted that, so far, the Master Plan Update does not call for an increased number of parking spaces, even though the campus is projected to grow by nearly 6,000 students in the next ten years.

When asked what the role of the University would be in developing a regional travel options program, stakeholders noted that any additional funding for travel options would be a political decision, but that the UNL is certainly on board to promote travel options programs to its students, faculty, and staff. University stakeholders also noted the increasing reliance on public private partnerships. Bike UNL could play a role in promoting all travel options to students, not just biking.

Stakeholders from Innovation Campus showed support for travel options, however they are still in the very early stages of development so exactly how this would play out is still to be determined.

Feedback from the State of Nebraska

State of Nebraska stakeholders showed support for improving the promotion of travel options to State employees. They noted a need to educate employees on combining modes (bikes on buses for example). Stakeholders also noted an opportunity to integrate with the State's existing wellness program and to promote StarTran service on the State's parking website. The State does provide designated carpool only parking spaces to limit parking demand.

Other feedback

In addition to the above general themes, some stakeholders expressed the following:

- TDM strategy must to take into account seasonality issues
- Some interest in expanding commute challenge programs
- Stakeholders generally unaware of the term "TDM"
- Downtown pedestrian accelerator noted as a need
- Opportunity to partner with local TV operators to relay travel options message

ATTACHMENT A: STAKEHOLDER INTERVIEW GUIDE

Stakeholder interviews were conducted in small groups of between 4-8 people and lasted one hour. The specific questions asked and specificity of the questions were tailored to each group, depending on the makeup of the group.

Introduction

1. What is your role/interest in transportation issues in the Lincoln area?
2. Does your organization provide transportation or mobility services?

Issues Facing Lincoln

3. What are the most important transportation or mobility issues facing Lincoln?
4. How important of an issue is traffic congestion?
5. Are mobility and accessibility issues a challenge to meeting economic, livability, and sustainability goals?

TDM and Travel Options

6. What does the term Transportation or Travel Demand Management mean to you? Were you familiar with the concept prior to your involvement with this study and/or invited to this meeting?
7. Which are the primary travel options for getting around Lincoln?
8. Which travel options need improvements?
9. Which travel options just don't make sense for this region?
10. What additional travel options or services make sense for Lincoln?

New TDM Strategy for Lincoln

11. Should a new TDM strategy be a key part of Lincoln's transportation strategy?
12. What should the primary goal be of such a strategy?
13. What specific services, programs, or activities should a new TDM strategy offer or promote?
14. Are there benefits that a new TDM strategy could bring to your organization? If so, what are they?

Organization & Funding

15. Who should provide or coordinate these services? Can existing organizations and service providers coordinate these potential efforts, or is a new program or coordination function necessary?
16. What funding sources might be used to enhance travel options and implement a new TDM strategy?

Your Role

17. What role would you and/or your organization like to have in any new TDM endeavor?

APPENDIX B: COMMUNITY TRAVEL PREFERENCE SURVEY

SURVEY METHODOLOGY

Between January 1 and February 4, Nelson\Nygaard conducted an online Community Travel Preference Survey using Survey Monkey. The purpose of collecting data from the Community Travel Preference Survey was to better understand current commute modes and patterns, and to gauge interest in incentives and programs that encourage alternative commute modes, such as biking, walking, taking transit, and sharing rides.

Question topics included general travel behaviors, views on information and incentive programs, and community partners. The survey also collected information on community members' personal characteristics, such as age, income, and disability status. The survey was distributed through neighborhood association list serves, the University, large employers, and the Lincoln MPO's list serve from the LPLAN 2040 planning process. The survey was completed by 2,458 respondents.

This report summarizes the results of this data collection effort.

KEY FINDINGS

This section provides an overview of key findings that are explained in further detail below. The following key findings were found regarding existing travel behavior:

- The majority of Lincolnites drive alone to work or school (68%) as their primary mode; carpooling came in second place at 8%
- Getting dropped off (22%), biking (20%), and carpooling (19%) were noted as the top three modes that Lincolnites "sometimes" used
- Respondents noted long commute distance, weather, and schedule as the top three reasons for driving alone
- Most people who responded to the survey have a commute length between 10 and 29 minutes long
- 43% of respondents pay for parking at work or school

- Respondents noted a number of programs that would help them to bike, walk, take transit, and share rides more often. These programs include:

Figure 11 Summary of Programs that Would Help People Drive Alone Less by Mode

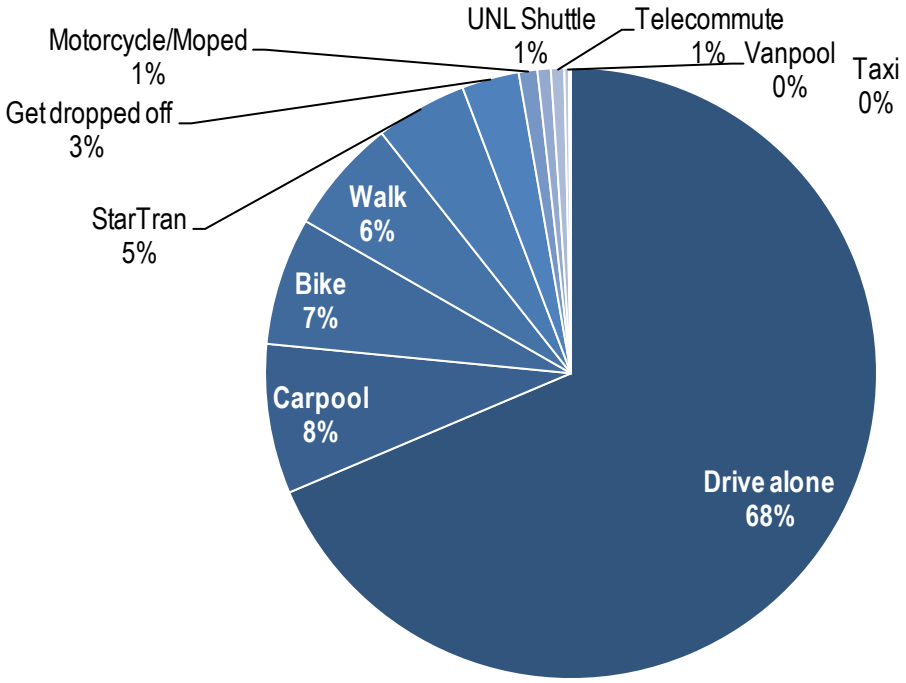
Mode	Programs
Transit	Real-time bus information
	Bicycle and pedestrian access to transit
	Guaranteed ride home
Bike	Secure bike parking
	Guaranteed ride home
	Bike map
Walk	Guaranteed ride home
	Monetary incentive
	Safe routes to school program for youth
Carpool/Vanpool	Guaranteed ride home
	Commuter club to reward participation
	Other monetary incentives

- Respondents who drive alone to work or school as their primary mode of travel were found to view programs and incentives for taking public transit, bicycling, or walking as less helpful than respondents who primarily use other modes. However, respondents who primarily drove alone to work or school generally viewed a guaranteed ride home program as the most helpful program to incent the use of all other modes.

GENERAL TRAVEL BEHAVIOR

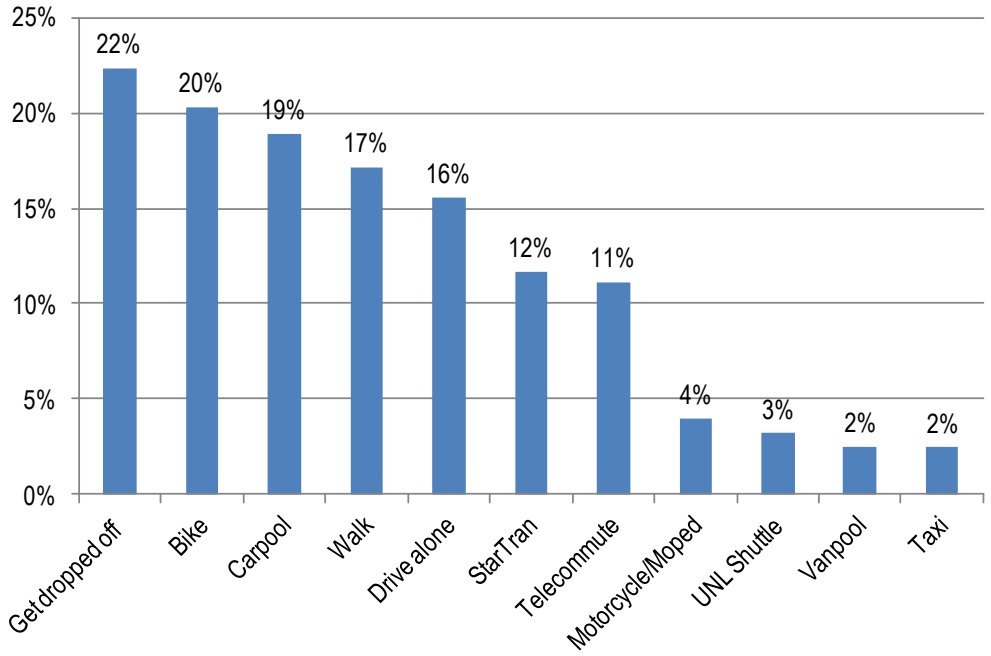
Sixty-eight percent (68%) of survey respondents drive alone to work or school as their most typical mode of travel (Figure 12). Of commuters who use non-single-occupancy vehicle (non-SOV) modes to travel to work or school, 8% carpool, 7% bicycle, 6% walk, 5% ride StarTran, and 3% get dropped off. By comparison, the 2010 Census reports that the drive alone rate is 81%, carpool is 10%, bicycle is 1%, walk is 3%, public transit is 1%, and 3% work at home.

Figure 12 Primary Commute Mode to Work or School



While the majority of survey respondents usually drive alone to work, many use other modes as alternatives or on select days. Twenty-two percent (22%) of respondents sometimes get dropped off, bicycle (20%), carpool (19%), walk (17%), drive alone (16%), ride StarTran (12%), and telecommute (11%) (Figure 13). The UNL Shuttle, vanpools, and taxis have relatively low occasional use (3%, 2% and 2%, respectively).

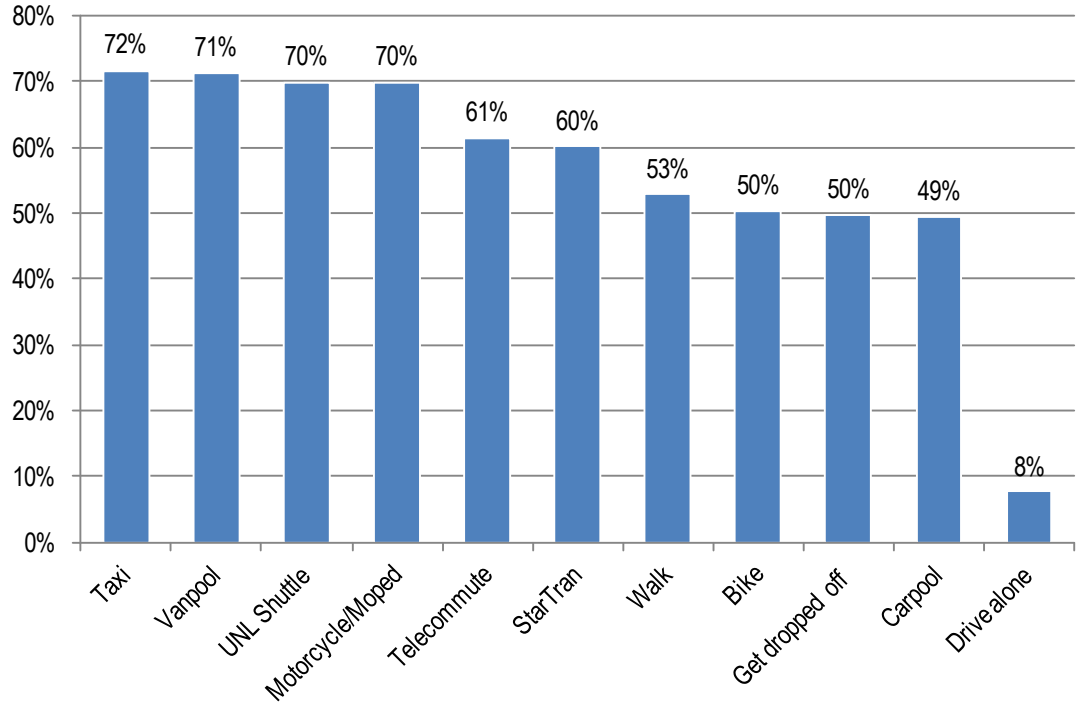
Figure 13 Commute Mode Sometimes Used



Note: Survey respondents could choose more than one answer so the percentages do not sum to 100.

Figure 14 presents data on the percent of survey respondents who report that they never use each mode. Sixty percent (60%) of survey respondents report that they never use StarTran to get to work. Around half of respondents never walk (53%), bike (50%), get dropped off (50%) or carpool (49%).

Figure 14 Commute Mode Never Used

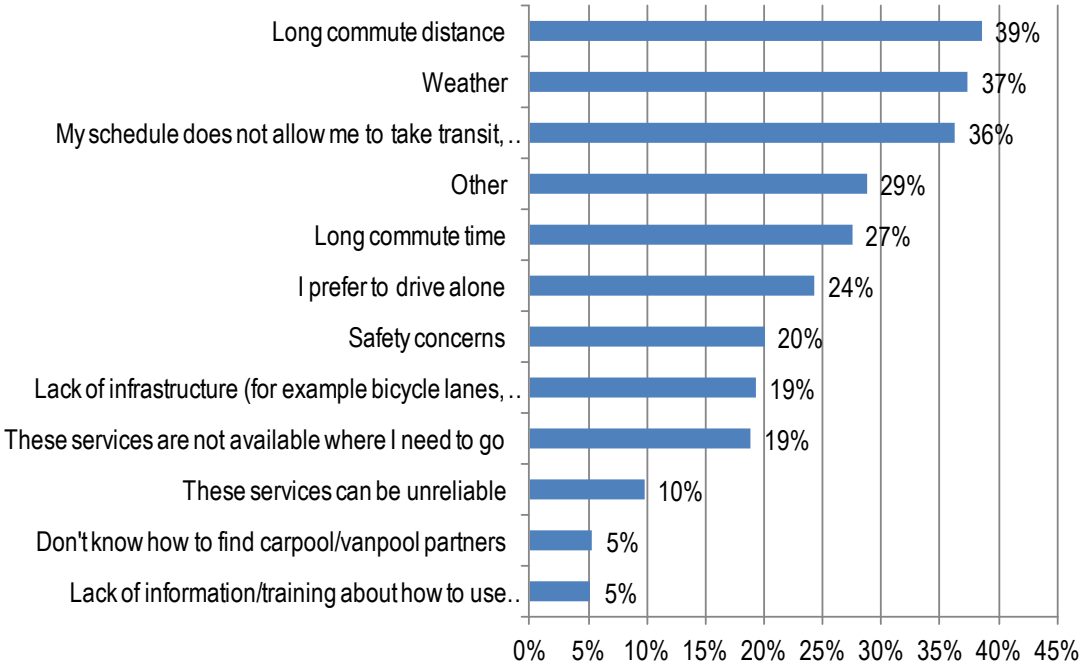


Note: Survey respondents could choose more than one answer so the percentages do not sum to 100.

Of those survey respondents who replied that they primarily drive alone to work or school, the major reasons cited for choosing this mode include a long commute distance (39%), weather (37%), schedule (35%), other (29%), long commute time (27%), and a preference for driving alone (24%) (Figure 15).[6] About 1 in 5 survey respondents drive alone due to safety concerns (20%), the lack of infrastructure for bicycling and walking (19%), and the lack of these services in necessary locations (19%). Less important reasons for driving alone for the majority of survey respondents include reliability of non-SOV modes and services (10%), lack of information about how to find carpool/vanpool partners (5%), and lack of training about how to use non-SOV modes (5%).

[6] Note: respondents could select multiple responses.

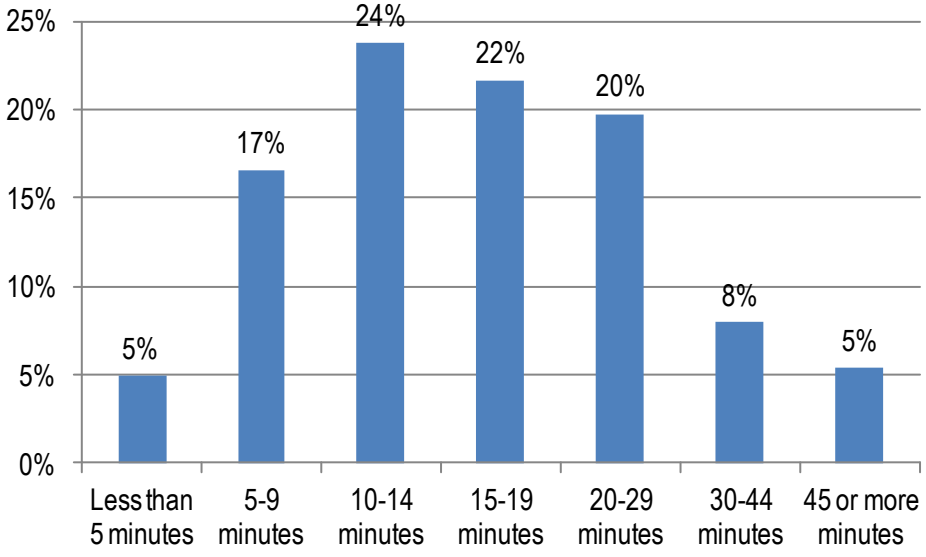
Figure 15 Reasons for Primarily Driving Alone to Work or School



Note: Survey respondents could choose more than one answer so the percentages do not sum to 100%.

Sixty-eight percent (68%) of survey respondents have a commute of less than 20 minutes (Figure 16). About one-quarter (24%) of respondents travel between 10 and 14 minutes to reach their place of work or school. Only 13% of those surveyed report a commute of 30 minutes or more.

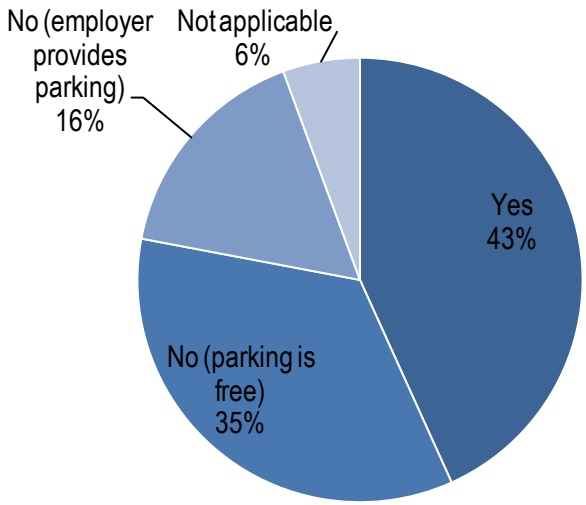
Figure 16 Commute Length from Home to Work or School



Of those who drive alone to work or school, 43% pay to park their vehicle (Figure 17). A little over half (51%) either are not charged to park their car or their employer provides parking. One third

of respondents who provided a comment regarding parking costs mentioned that they park on the street in residential areas and walk to their work site in order to avoid a parking cost.

Figure 17 If Drive Alone to Work or School, Pay to Park



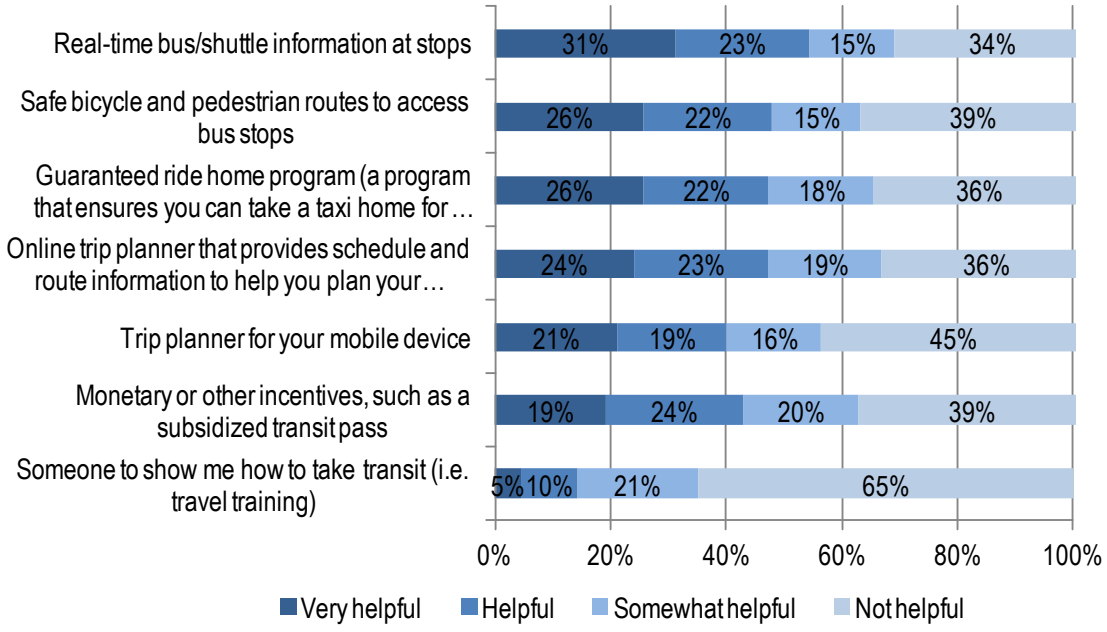
INFORMATION & INCENTIVES

This section provides survey response data regarding the helpfulness of programs or incentives that encourage non-SOV modes of travel.

Transit

The majority (54%) of survey respondents think real-time bus/shuttle information at stops would be helpful or very helpful (Figure 18). Just under half of respondents consider safe bicycle and pedestrian routes to access bus stops (48%), a guaranteed ride home program (48%), and an online transit trip planner (45%) to be helpful or very helpful. Sixty-five percent (65%) of survey respondents think travel training would not be helpful. The most common comments provided regarding barriers to riding public transit include the lack of direct routes, lack of route coverage near homes or destinations, and the need for expanded hours of service.

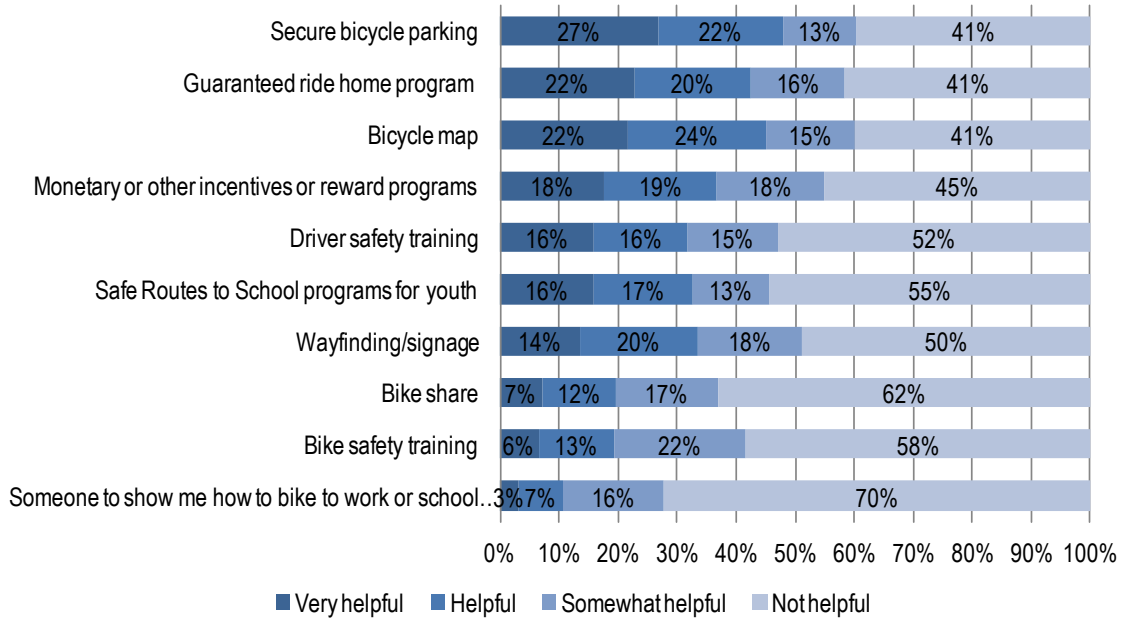
Figure 18 Helpfulness of Incentives & Programs for Taking Public Transit to Work or School



Bike

Nearly half (49%) of survey respondents think that secure bicycle parking would help them bike to work or school (either very helpful or helpful) (Figure 19). Other incentives or programs that considerable segments of survey respondents think would be helpful or very helpful include a guaranteed ride home program (42%), a bicycle map (46%), monetary or other reward programs (37%), driver safety training (32%), safe routes to schools (33%) and wayfinding signs (34%). An analysis of the comment section indicated that the most common needs for encouraging commuters to bicycle include providing bicycle facilities to create safe routes to and through downtown (81 comments) and the provision of showers and lockers at work sites (40 comments).

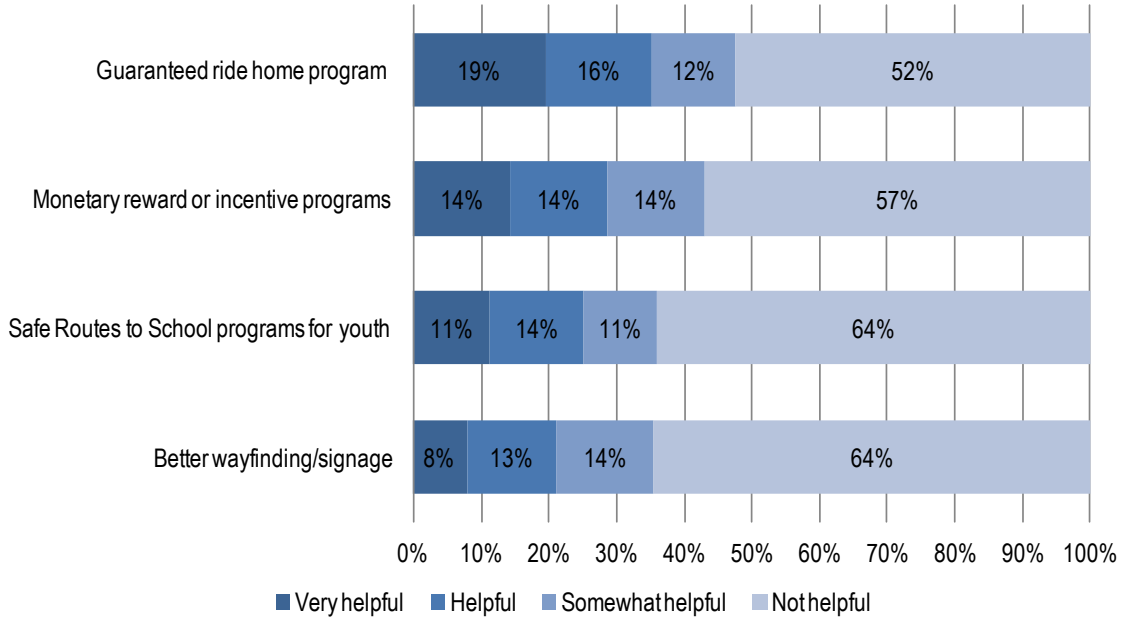
Figure 19 Helpfulness of Incentives & Programs for Bicycling to Work or School



Walk

The majority of those surveyed believe the incentives or programs would not help them walk to work or school (Figure 20). Yet, 35% of respondents think a guaranteed ride home program would be helpful or very helpful and 28% think a monetary reward or other incentive program would be helpful or very helpful.

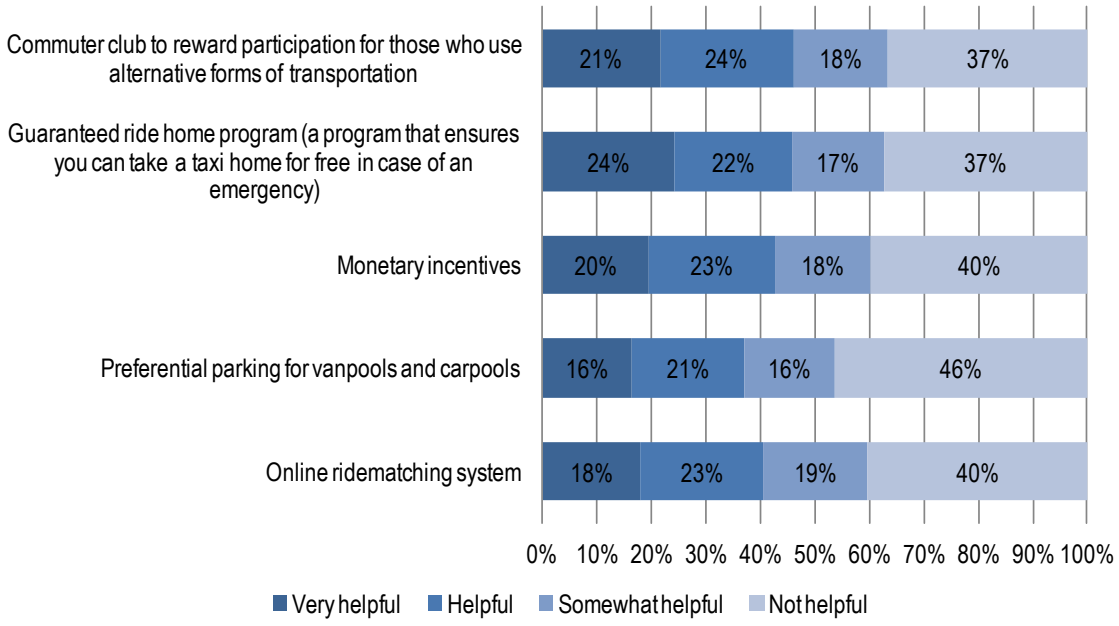
Figure 20 Helpfulness of Incentives & Programs for Walking to Work or School



Carpool and Vanpool

A guaranteed ride home program and a commuter club reward program are the two programs that respondents think would most help them carpool or vanpool to work or school, each deemed helpful or very helpful by 45% and 46% of respondents respectively (Figure 21). Monetary incentives and an online ridematching system are considered helpful or very helpful by 43% and 41% of survey respondents respectively.

Figure 21 Helpfulness of Incentives & Programs for Carpooling or Vanpooling to Work or School



The vast majority (96%) report that they are not aware of existing efforts to form carpools/vanpools in the Lincoln-Lancaster area. Of those who are aware of such efforts, most cite the University of Nebraska-Lincoln, State of Nebraska, their workplace, or informal groups. Most of these respondents are unsure as to whether these programs are meeting the needs of riders.

Summary of Information and Incentives

A guaranteed ride home program was a particularly popular option among all survey respondents. Survey respondents also highlighted real-time bus arrival information, safe pedestrian and bicycle routes to transit, secure bicycle parking, and a bicycle map as primary incentives and sources of information that would help them take alternative modes.

Looking deeper into the data, we analyzed the responses for those respondents who selected "drive alone" as their primary mode of travel. Respondents who drive alone to work or school as their primary mode of travel tend to view programs and incentives for taking public transit, bicycling, or walking as less helpful than respondents who primarily use other modes.

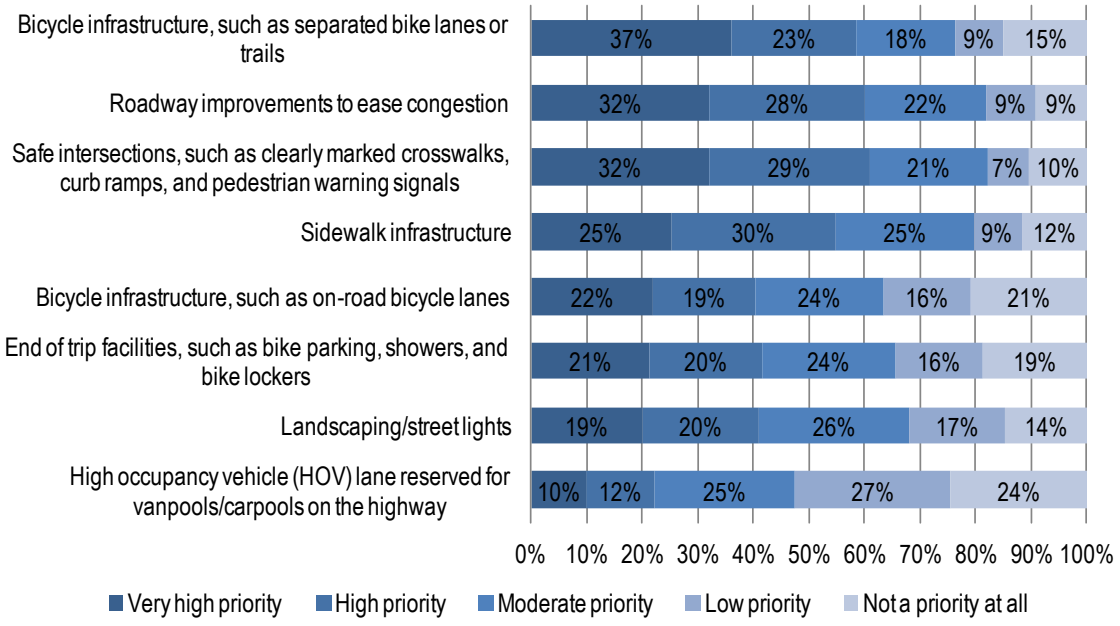
Interestingly, respondents who primarily carpool had similar views as those who drive alone regarding the helpfulness of these incentives and programs.

The programs and incentives that received the most positive response from commuters who drive alone include real-time bus/shuttle information at stops, a bicycle map and secure bicycle parking, a commuter club for carpooling, monetary incentives for each of these modes, and a guaranteed ride home program. Respondents who primarily drive alone generally viewed a guaranteed ride home program as the most helpful program to incent the use of all other modes.

INFRASTRUCTURE

The majority of respondents think safe intersections (61%), bicycle infrastructure (60%), roadway improvements to ease congestion (60%), and sidewalk infrastructure (55%) are high or very high priorities for infrastructure improvements to make getting to and around Lincoln more convenient, safe, and enjoyable (Figure 22).

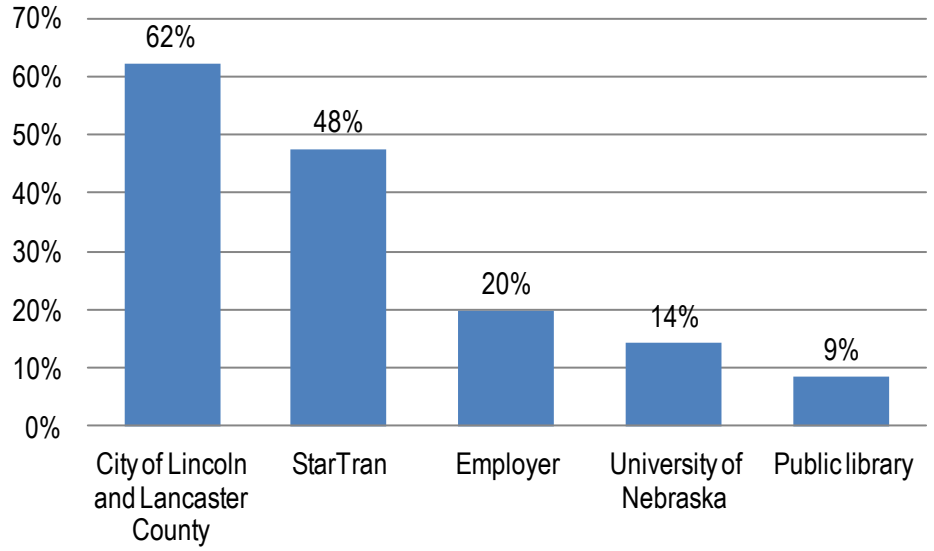
Figure 22 Priority of Infrastructure Improvements



COMMUNITY PARTNERS

Most (62%) survey respondents currently receive information about travel options in Lincoln from the City of Lincoln and Lancaster County (Figure 23). StarTran is the second most common source of this information. One in five respondents receives travel options information from their employer and 14% are given this information from the University of Nebraska.

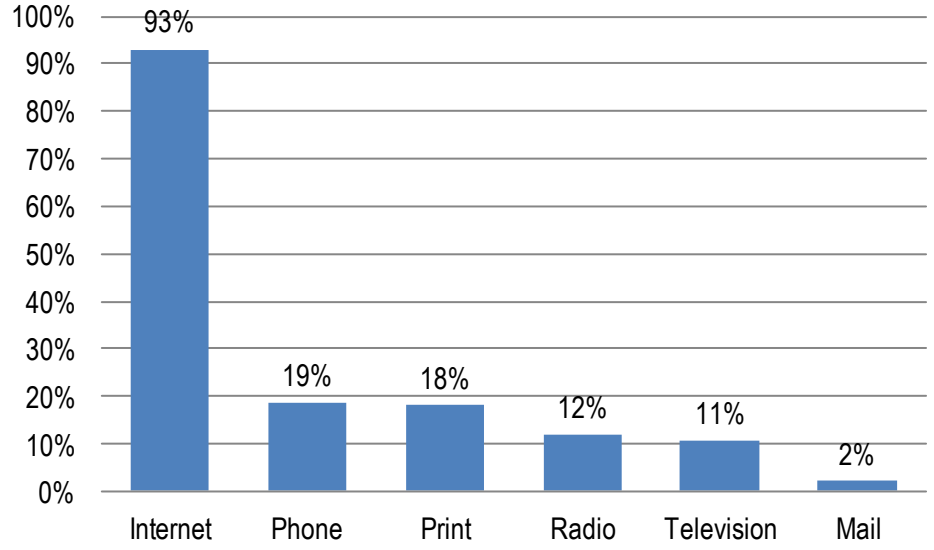
Figure 23 Current Source for Lincoln Travel Options Information



Note: Survey respondents could choose more than one answer so the percentages do not sum to 100%.

The internet is by far the most common method for reaching travel options information, with 93% of survey respondents using this method (Figure 24). A little less than 20% of respondents use the phone or print media to access this information.

Figure 24 Current Method for Accessing Lincoln Travel Options Information

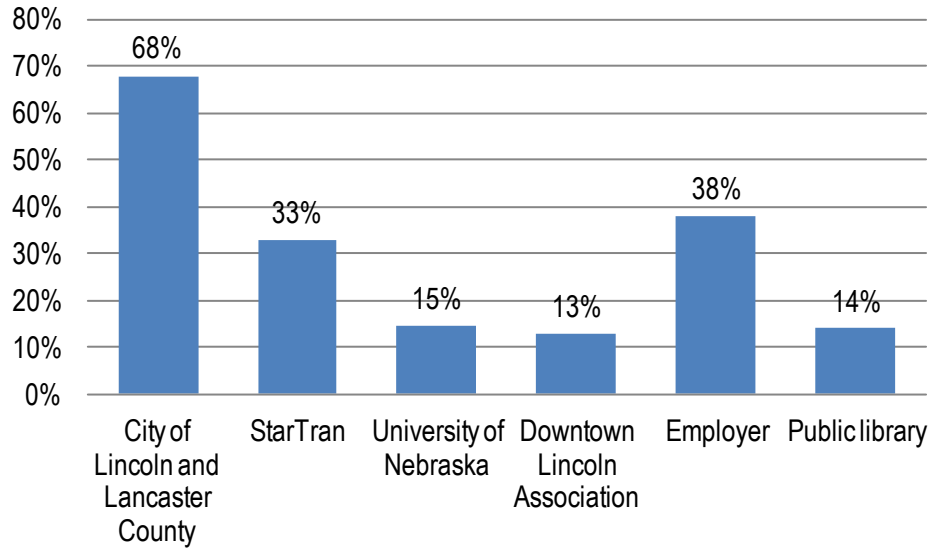


Note: Survey respondents could choose more than one answer so the percentages do not sum to 100%.

Sixty-eight percent (68%) of survey respondents would prefer to access travel options information from the City of Lincoln and Lancaster County, while 38% would prefer to access this information

from their employer (Figure 25). Only 13% prefer the Downtown Lincoln Association as an information source.

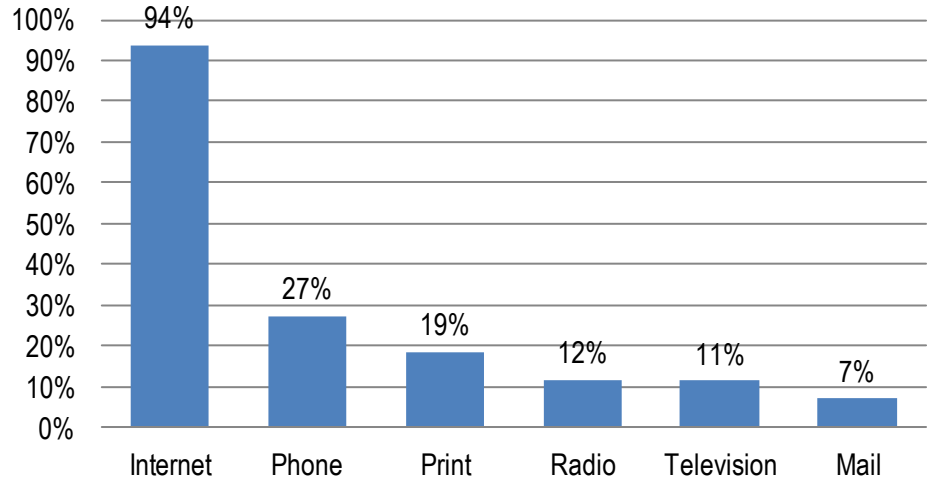
Figure 25 Preferred Source for Lincoln Travel Options Information



Note: Survey respondents could choose more than one answer so the percentages do not sum to 100%.

Most respondents (94%) prefer to access information about travel options in Lincoln via the internet (Figure 26). While 19% currently access this information by phone, 27% would prefer this method. An additional 5% of respondents would prefer to receive travel options information through the mail than currently do.

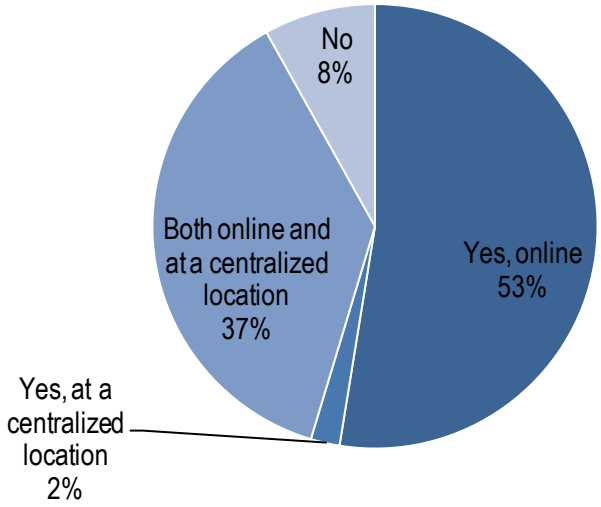
Figure 26 Preferred Method for Accessing Lincoln Travel Options Information



Note: Survey respondents could choose more than one answer so the percentages do not sum to 100%.

Ninety percent of survey respondents (90%) would like to see a single consolidated online portal for accessing all regional travel options information, and 37% would also like a single physical location in addition to an online location for this information (Figure 27).

Figure 27 Interest in a Single Portal of Information, Online or at a Centralized Location



SUMMARY OF OPEN ENDED QUESTIONS

This section provides a summary of the more than 700 open ended responses we received from survey respondents.

Figure 28 provides information on the percent of open-ended responses in each comment category. The most frequently mentioned issues are related to the bus schedule (13%) and bus routing (9%), bicyclist safety (9%), and the need for more or improved bicycle facilities (8%). Some typical comments in these categories include the following:

- "The problem with the bus system is that it doesn't go where it's needed – I would have to take the bus downtown, wait for the right bus and then take it to work. Which would be at least an hour to travel 3 miles. And if I missed the bus that's supposed to arrive near my work place at the end of the day I would have no way of getting home because the last bus goes by at 6pm the same time I get off work."
- "More people would ride the bus if the buses ran later. Currently, if you want to see a movie, go to First Friday events, or do anything that might possibly run later than 6:30 (including putting in overtime so that you can afford to do more), you're stranded without a viable public transportation option."
- "In my opinion, some of the bike lanes downtown are confusing and dangerous. Especially when right in the middle of the road. I would not feel comfortable riding my bike there."

- "I would love to see Lincoln become much more bike-friendly with more education about on-street biking, more on street bike routes, more designated bike lanes in downtown, and overall, more city-county support and development of bike-friendly facilities and resources."

Other commonly cited issues include the need for information and education for cyclists (4%), driver awareness of bicyclists and pedestrians (4%), and the need for improved transit, shuttle, and/or rideshare connections to Omaha (4%).

- "Both drivers and bikers in Lincoln would benefit from training. Some bikers have terrible habits that place them at risk and in turn encourage bad behaviors in drivers. Likewise, drivers need to be much more aware of bikers on the roads and learn to better respect their space."
- "I wish there was a way to make motorists more aware of pedestrians and cyclists at intersections, especially when the motorist is making a right turn. Far too many fail to even look right to see if anyone is coming."
- "Some sort of affordable ride share program between Lincoln and Omaha would be so very helpful. Perhaps a mini bus that goes every hour or half hour from one free parking location to another?"

Figure 28 Summary of Open-Ended Responses

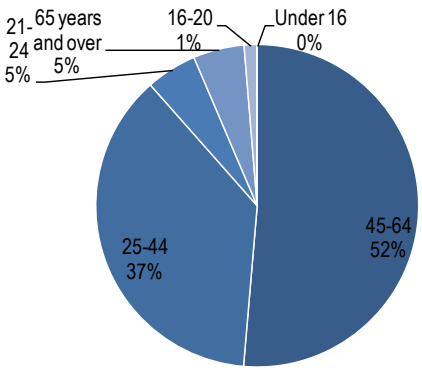
Comment Category	% Open-Ended Responses
Public Transit	
Safety	2%
Schedule	13%
Routing	9%
Coverage	3%
Frequency	4%
Information	3%
Stop Facilities	2%
Positive Feedback	1%
Bicycling	
Better Connections	3%
Information and Education for Cyclists	4%
Bicycle Facility Maintenance	1%
More Bicycle Infrastructure	8%
Bicycle Parking	2%
Safety for Bicyclists	9%
Driver Awareness	4%
Positive Feedback	3%

Comment Category	% Open-Ended Responses
Walking	
Safety	3%
Pedestrian Facility Maintenance	1%
Complete Pedestrian System	1%
Parking	
Cost	1%
More Parking	0%
Less Parking	0%
Information	0%
Other	
Connections to Omaha	4%

DEMOGRAPHIC INFORMATION

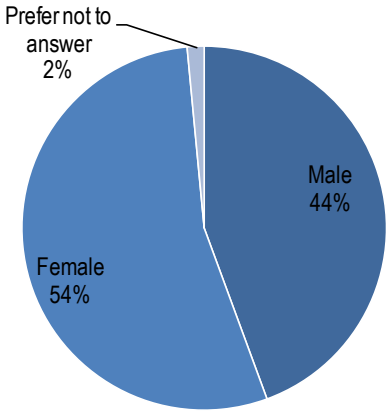
Figure 29 through Figure 37 provide an overview of survey respondents' demographic characteristics.

Figure 29 Age of Respondents



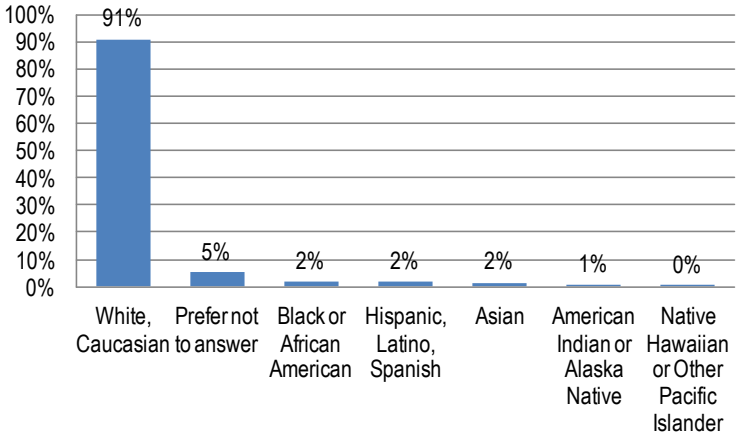
Just over half of respondents (52%) are between 45 and 64 years of age and 37% are age 25 to 44 (Figure 29).

Figure 30 Gender of Respondents



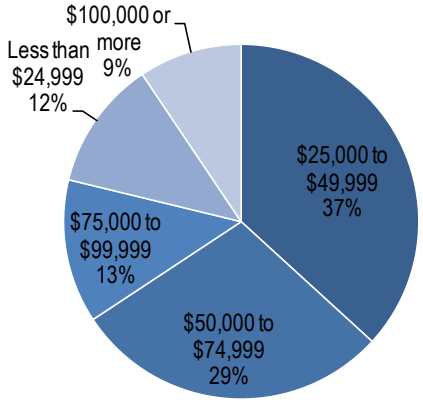
Fifty-four percent of respondents (54%) are female and 44% are male.

Figure 31 Race or Ethnicity of Respondents



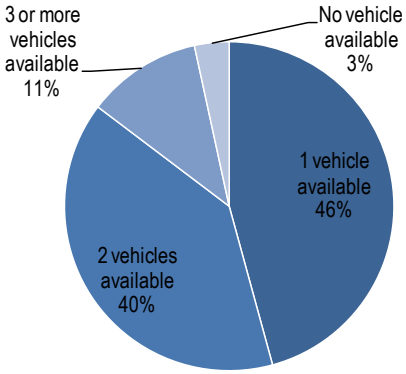
Most survey respondents (91%) are Caucasian and 2% each are African America, Latino, and Asian (Figure 31).

Figure 32 Income of Respondents



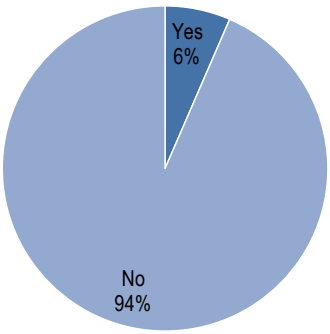
Income levels of survey respondents are distributed accordingly: 37% $25,000-$49,999, 29% $50,000-$74,999, 13% $75,000-$99,999, 12% less than $24,999, and 9% $100,000 or more (Figure 32).

Figure 33 Number of Available Vehicles



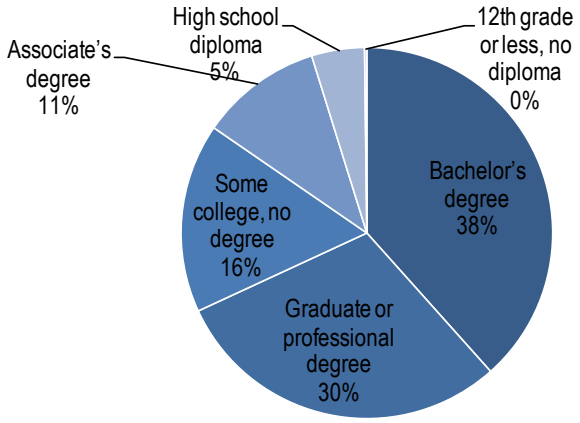
Most survey respondents (97%) have access to at least one vehicle (Figure 33). Forty-six percent (46%) have 1 vehicle available, while 40% have 2 vehicles available.

Figure 34 Disability Status of Respondents



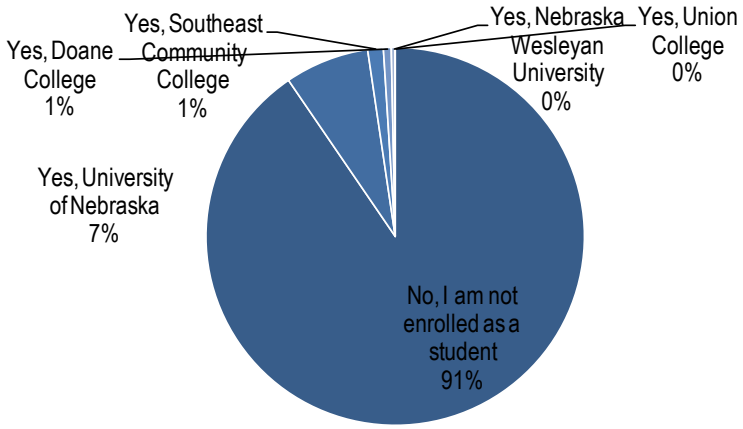
Six percent of respondents (6%) have a mobility, sight, or cognitive impairment that impacts the way they travel around the region (Figure 34).

Figure 35 Educational Attainment of Respondents



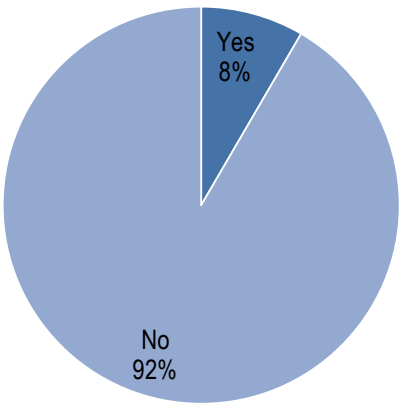
Thirty percent of respondents (30%) have a Graduate or professional degree and 38% have a Bachelor's degree (Figure 35). Sixteen percent (16%) attended some college but do not have a degree and 11% have an Associate's degree.

Figure 36 Enrollment Status at a College or University in Lincoln



Most survey respondents (91%) are not currently enrolled as a student (Figure 36). Seven percent (7%) currently attend the University of Nebraska, and 1% each are enrolled at Doane College and Southeast Community College.

Figure 37 Faculty or Staff at University of Nebraska-Lincoln



Eight percent (8%) of survey respondents are faculty or staff at University of Nebraska-Lincoln (Figure 37).

APPENDIX C: LANDSCAPE SCAN

INTRODUCTION

The City of Lincoln *Transportation Demand Management Strategy* will develop a package of TDM activities designed to support individual travel choices, encourage sustainable transportation, and identify strategies to influence travel behavior in order to achieve the best use of transportation facilities.

This document provides an overview of how people in Lincoln travel today, existing transportation programs and services, potential partners that could implement travel options programs in Lincoln, and existing plans and policies that support or hinder the implementation of such programs.

WHAT IS THE MARKET FOR TRAVEL IN LINCOLN?

In any community, people travel for various types of trips at various distances using various modes of travel. This section looks at the types of travel markets that exist in Lincoln today. By defining these markets, we can begin to identify the types of programs and services that can be developed to help people make informed travel choices. Travel markets in Lincoln include:

- In-commuters (i.e. those who live outside of Lincoln but work in Lincoln)
- Local commuters (i.e. those who live and work in Lincoln)
- UNL students, faculty and staff
- State of Nebraska employees
- Families with young children
- Segments of the population that depend on biking, walking, transit, and ridesharing, either by choice (environmental and/or health reasons) or by need (income, age, and/or disability)
- Visitors

Lincoln Demographics

Lincoln is the second largest city in Nebraska with a population of just under 260,000 residents (Figure 38). Lancaster County's population is larger by about 27,000 people, while the state of Nebraska is home to approximately 1.8 million residents.

Figure 38 Population, 2010

	Population
Lincoln	258,379
Lancaster County	285,407
Nebraska	1,826,341

Data Source: 2010 U.S. Census Summary File 1

Access to a vehicle, disability status, and low-income status are all indicators of non single occupancy vehicle (SOV) travel dependency (Figure 39). People without access to a car – either by choice or by need – are more apt to bike, walk, take transit, and share rides. Similarly, low-income

populations and people with a disability rely on public transportation to travel safely throughout the region.

Over 6 percent of Lincoln residents do not have access to a vehicle. Nearly 15% of Lincoln's population falls at or below the federal poverty level. The percentage of households without a vehicle and the percent that are below the federal poverty level is higher in Lincoln than it is in Lancaster County and Nebraska. Nearly 8% of Lincoln residents have a disability.

Figure 39 Vehicle Access, Disability, and Low-Income Status, 2010

	% Households without a Vehicle [a]	% Low Income Households [c]	% Persons with a Disability [b]
Lincoln	6.4%	14.9%	7.8%
Lancaster County	5.9%	13.8%	7.5%
Nebraska	5.5%	11.8%	9.0%

Data Source: (a) 2006-2010 American Community Survey 5-Year Estimates Table B25044; (b) 2008-2010 American Community Survey 3-Year Estimates Table S1810, Persons 18 to 64 Years; (c) 2006-2010 American Community Survey 5-Year Estimates Table C17002

One out of four (25%) households in Lincoln has an income of less than $25,000, which is slightly higher than the county or state (Figure 40). Twenty six percent (26%) have an income of between $25,000 and $49,999, and one third (33%) of households earn $50,000 to $99,999. Nearly 16% earn $100,000 or more per year.

Figure 40 Household Income, 2010

	Less than $25,000	$25,000 to $49,999	$50,000 to $99,999	$100,000 or more
Lincoln	25.0%	26.0%	33.4%	15.6%
Lancaster County	23.7%	26.9%	33.4%	16.0%
Nebraska	23.5%	25.6%	33.9%	17.0%

Data Source: 2010 U.S. Census Summary File 1

Lincoln and Lancaster County have slightly more working age residents than the state. Sixty nine percent (69%) of Lincoln residents are between the ages of 16 and 64 (Figure 41).

Figure 41 Age, 2010

	Under 16 Years	16 – 30 Years	30 – 64 Years	65 Years and Over
Lincoln	20.5%	26.9%	41.9%	10.7%
Lancaster County	20.7%	25.5%	42.9%	10.9%
Nebraska	22.4%	20.0%	44.1%	13.5%

Data Source: 2006-'10 American Community Survey 5-Yr Estimates

The majority (85%) of Lincoln residents are Caucasian, while African Americans and Asians each make up about 4% of the population (Figure 42). Just over 6% of the city's residents are Latino.

Figure 42 Race and Ethnicity, 2010

	Caucasian	African American	Asian	Latino
Lincoln	86.0%	3.8%	3.8%	6.3%
Lancaster County	87.1%	3.5%	3.5%	5.8%
Nebraska	86.1%	4.5%	1.8%	9.2%

Data Source: 2010 U.S. Census Summary File 1

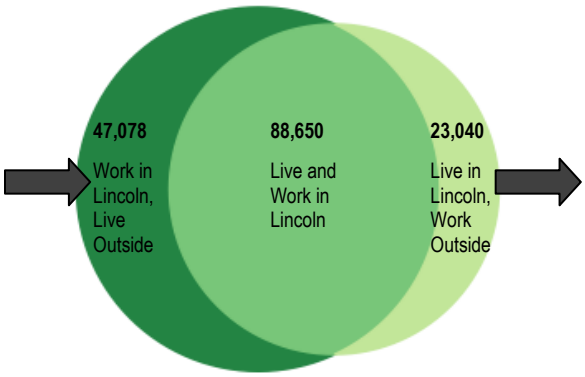
Commute Patterns

Lincoln is in the fortunate position of having one of the lowest commute times in the U.S. As of 2009, the mean travel time to work

was 17.1 minutes, compared to 25.1 minutes nationally.[7]

Short commute times are due in part to the vast majority of residents living and working in Lincoln. Lincoln also has minimal congestion, except for at a handful of key intersections at peak hours. Seventy-nine percent, or 88,650, of Lincoln residents live and work within the city (Figure 43). Of those who work in Lincoln, 35%, or 47,078, travel to Lincoln but live elsewhere, while 21%, or 23,040, of those who live in Lincoln work outside of the city.

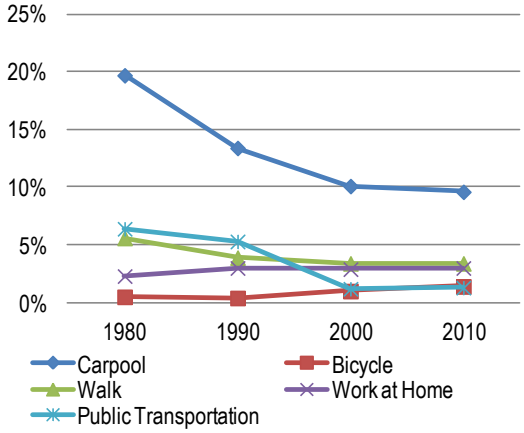
Figure 43 Inflow/Outflow Job Counts, Lincoln, 2010



Data Source: 2010 U.S. Census Bureau Longitudinal Household-Employer Dynamics Data

Rates of driving alone to work or school have increased over the past thirty years, while carpooling, transit, and walking have decreased (Figure 44). The share of commuters driving alone increased 25% between 1980 and 2010, reaching 81% in 2010; however this rate has held constant over the last ten years. The rate of carpooling was cut in half, from 20% in 1980 to 10% in 2010, while the use of public transportation decreased from 6.4% to just over 1%. Walking has also declined from 5.6% to 3.4%. The rate of bicycling increased from 0.5% in 1980 to 1.4% in 2010.

Figure 44 Non-SOV Commute Mode, 1980-2010



Data Source: Census Transportation Planning Package

Compared to the size of the population in 2010, Lancaster County is projected to increase nearly 15% by the year 2020 and 45% by the year 2040.

Figure 45 Lancaster County Population Projections

2010 Census	2020	2040	% Change 2020	% Change 2040
285,407	326,864	412,697	14.5%	44.6%

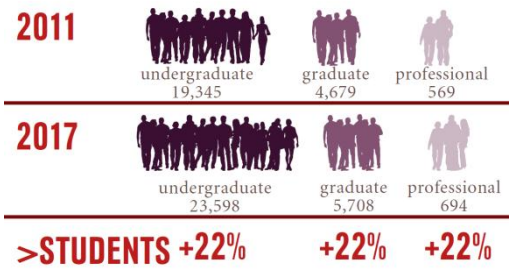
Data Source: Lancaster County Population Projections: 2010 to 2040 (May 2010)

University of Nebraska – Lincoln Demographics

The University of Nebraska (UNL) is a cornerstone of the Lincoln Community. The University's two campuses are nestled in the heart of downtown Lincoln. In the 2012 school year, over 24,000 students were enrolled in UNL, and there were just fewer than 1,600 academic staff. By 2017, the University is expected to increase enrollment by 22%, bringing total enrollment up to over 30,000 students

[7] http://www.city-data.com/city/Lincoln-Nebraska.html#ixzz2Lvf0HaYo

(undergraduates, graduates, and professional students combined). About 40% of students live on campus in 15 residence halls and 3 apartment-style halls.



By 2017, UNL enrollment is expected to increase by 22%, bringing total enrollment up to over 30,000 students.

Large Employment Areas and Employers

Employers are an important partner in promoting and supporting travel options programs. As the state capital and major state university city, Lincoln is home to a number of large employers, including the State of Nebraska Offices. The State Offices downtown house more than 5,000 employees. Lincoln's top 10 employers include the following:

- Lincoln Public Schools
- State of Nebraska
- University of Nebraska-Lincoln
- BryanLGH Health System
- Saint Elizabeth Regional Medical Center
- Ameritas Life Insurance
- B&R Stores Inc.
- BNSF Railway
- City of Lincoln
- Duncan Aviation

Educational services, public administration, health care, and retail trade are the major employment sectors in Lincoln. While Downtown and the University serve as primary employment hubs, Northwest Lincoln is also a major employment area.

WHAT PROGRAMS & SERVICES EXIST IN LINCOLN TODAY?

A range of partners in the Lincoln region are currently responsible for providing transportation options, including transit, biking and walking facilities, and rideshare. This section provides an overview of the transportation services, infrastructure, and programs in place in Lincoln today.

StarTran Transit

StarTran is the public transit service agency of the City of Lincoln. The agency is housed within the City's Department of Public Works and is run by a general manager appointed by the Director of Public Works. A seven member StarTran Advisory Board counsels the Mayor, City Council, and Director of Public Works on operations issues and monitors system performance.

With a 2012-2013 operating budget of $11.3 million, the City provides the largest single source of StarTran's operating funds, at 57% (Figure 46). User fees fund 19% of operating expenses and state and federal funds account for the remainder.

Figure 46 StarTran Operating Fund Sources, FY 2012-2013

Sources	$ Amount	Percentage
Federal	$2,419,568	21.3%
State	$285,000	2.5%
City	$6,505,269	57.4%
User Fees	$2,129,387	18.8%
Total	$11,339,224	100.0%

Source: Fact Sheet, StarTran website

With 17 routes and one downtown circulator, StarTran service blankets the city (Figure 47). Routes typically start between 5:45 AM – 6:30 AM and run until 5:45 PM – 6:15 PM with 30 minute headways during peak periods and 60-70 minute headways otherwise. The Star Shuttle circulates downtown every 24 minutes during most of the day, providing access to the state capitol and city/county buildings.

Figure 47 StarTran Route Map

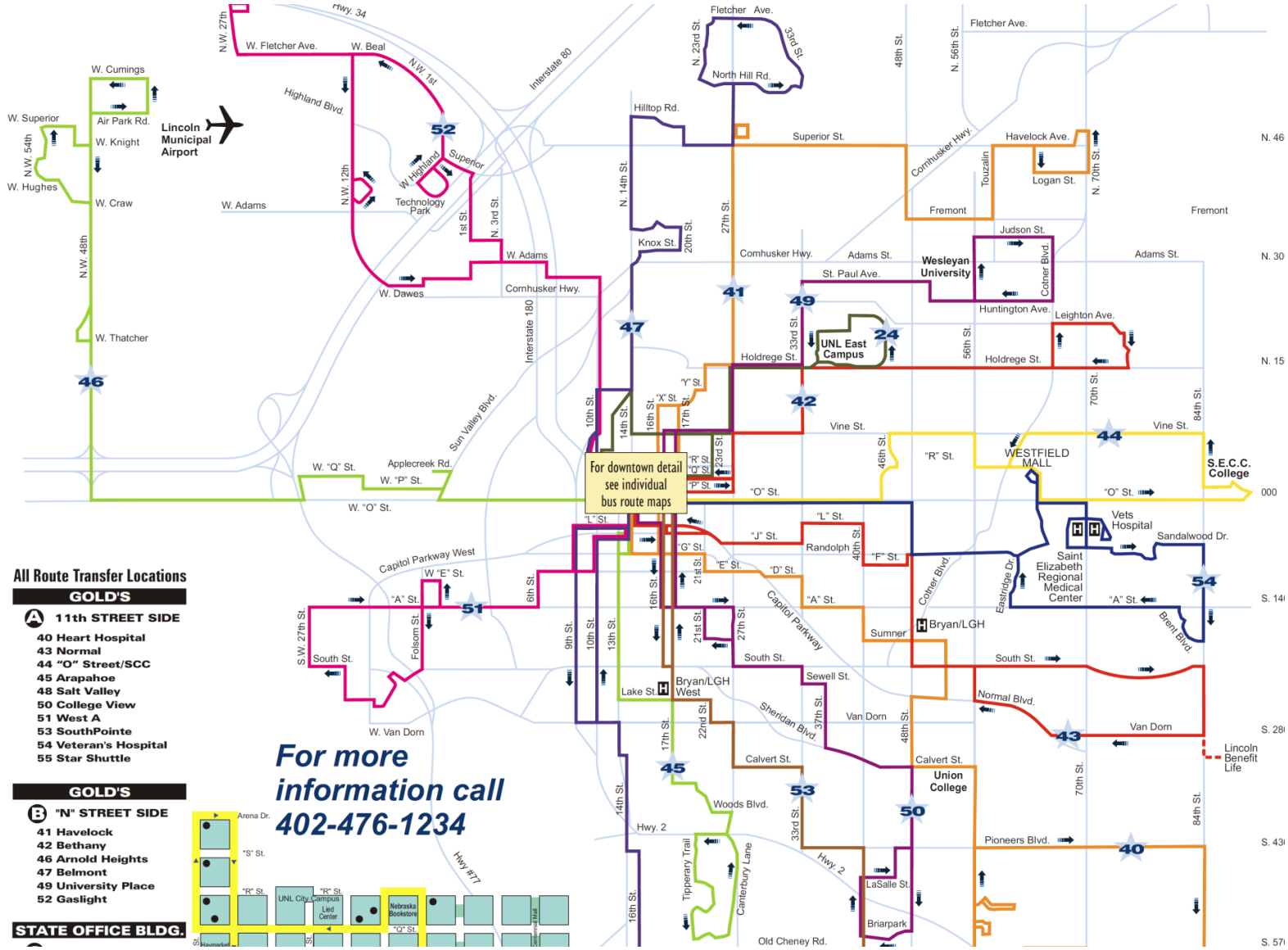


Figure 48 StarTran Route Descriptions

Route Number	Route Name	Major Destinations	Service Span	Frequency
14	West Van Dorn	Community Corrections Center, Lincoln Plating, Lester Electric, Pioneers Park	5:30 AM	One AM Trip
24	Holdrege	UNL Downtown Campus, UNL East Campus (M-F during school)	6:50 AM – 11:50 AM 12:00 PM – 5:30 PM	10 mins
41/40	Havelock Heart Hospital	Anderson Branch Library, Dawes Middle School, UNL City Campus, Lincoln High School, North and South Walmart, Bryan/LGH East Hospital, Nebraska Heart Hospital	5:15 AM – 6:10 PM	30 mins peak 60 mins base
42/43	Bethany Normal	UNL City Campus, UNL East Campus, Cotner Center, Lincoln High School, Tabitha Village, Bryan/LGH East, Madonna Rehabilitation Hospital, Bethany Branch Library	6:15 AM – 6:15 PM	30 mins peak 60 mins base
44	"O" Street SCC	Gateway Mall, Southeast Community College, Culler Middle School, UNL City Campus, State Farm Insurance, Meadowlane Shopping Center, Eastmont Towers	6:10 AM – 6:10 PM	30 mins peak 70 mins base
45/46	Arapahoe Arnold Heights	'F' Street Recreation Center, Bryan/LGH West Hospital, Bishop Heights Shopping Center, Star City Shores, Industrial Park, Lincoln Air Park, West Gate Shopping Center	5:40 AM – 6:10 PM	30 mins peak 60 mins base
47/48	Belmont Salt Valley	Goodrich Middle School, North Walmart, North Star Middle School, South Industrial Park, Southwest High School, Scott Middle School, SouthPointe Pavilions, Eiseley Branch Library	5:45 AM – 6:15 PM	30 mins peak 60 mins base
49/50	University Place College View	Bennett Martin Public Library, UNL City Campus, UNL East Campus, Nebraska Wesleyan University, Lincoln Northeast High School, Lincoln Southeast High School, Union College	6:15 AM – 6:15 PM	30 mins peak 60 mins base
51/52	West "A" Gaslight	Park Middle School, School Middle School, Coddington Square, Belmont Shopping Center, North Industrial Park, Kawasaki, Highlands, Pfizer, Technology Park	5:45 AM – 5:45 PM	60 mins
53	SouthPointe	Bryan/LGH West, Irving Middle School, Savannah Pines, SouthPointe Pavilions	6:05 AM – 6:15 PM	30 mins peak 70 mins base
54	Veteran's Hospital	Saint Elizabeth Regional Medical Center, Veterans Hospital, Gateway Mall, Tabitha Village, Pius X High School, Eastmont Towers	6:35 AM – 6:15 PM	30 mins peak 70 mins base
	Star Shuttle	Bennett Martin Public Library, State Office Building, UNL City Campus, State Capitol, County/City Building, Haymarket District, Lied Center	6:24 AM – 6:24 PM	24 mins

Source: StarTran website

System Performance

Over the five year period from 2007 to 2012, ridership on StarTran routes increased from 138,446 trips to 144,488 trips (or by 4.2%). Service hours decreased by 15.4% and productivity (passengers per hour) increased by 17.0%.

StarTran Programs

StarTran sponsors a number of programs to encourage people to ride the bus.

Monthly Pass Price Reduction: In August, 2012, City Council approved StarTran to reduce its monthly pass significantly, from $45 per month to $17 per month. The decision came in the hopes of increasing the number of people who buy monthly passes. On average, an additional 300 monthly passes have been purchased per month since the fare reduction was instituted. StarTran hopes that the reduced monthly pass price will attracts least another 800 to 900 new bus riders, which would make the price reduction revenue neutral and increase bus ridership.

"Where's My Bus?": Live bus tracking information is provided online through StarTran's Get on Board website. Riders can select a route and interactively view the bus location as it travels the route. Riders can also set alerts to be notified when a bus reaches a certain location.

Employee bus pass program: StarTran supplies bus passes to employers who can subsidize the pass for employees.

Ride for $8: Households that are at or below twice the federal poverty level are eligible for a reduced price bus pass.

StarPass: Youth ages 5-18 can purchase a summer bus pass valid from June 1–August 31 for $20.

Handi-Van Shuttle: People with disabilities that prevent them from riding a fixed route city bus are eligible to ride the door-to-door paratransit service.

Figure 49 StarTran System Performance, 2007-2012

	2007	2008	2009	2010	2011	2012	% Change
Ridership	138,446	138,358	113,374	120,368	134,139	144,488	4.2%
Hours	9,267	8,640	8,059	8,289	8,171	8,027	-15.4%
Passengers per Hour	14.94	16.01	14.07	14.52	16.42	18.00	17.0%

Data Source: StarTran Passenger Analyses

Uncle Sam Jam Shuttle: StarTran runs a shuttle from 5pm to 11pm to transport people to and from the City of Lincoln annual 4th of July celebration at Oak Lake Park. Pick up/drop off sites include Haymarket Parking Garage, Gold's Galleria, and the County-City building complex.

Big Red Express: Shuttle service is provided for all home University of Nebraska-Lincoln Husker football games from parking lots located at the airport, Southeast Community College, Holmes Lake, Gateway Mall, SouthPointe Pavilions, and NorthStar High School. Shuttle service to the stadium starts two hours before kick-off and returns passengers immediately after the game. The fare is $4 each way.

Bike and Bus: On-board bike racks are available year round on StarTran vehicles. Secure bike parking is located at the Center Park Garage. On average, about 72 bicycles per day are loaded onto the bike racks system-wide. Fewer cyclists use the racks during the winter months compared to the rest of the year.

University of Nebraska Transportation Services & Pass Program

As of 2009, UNL contracts with StarTran to operate Route 24 (intercampus bus), which runs between the city and east campuses every 10 minutes on weekdays during the school year.

UNL operates the Perimeter Route, which provides "walk up" van service at the perimeter parking lots on 14th & Court and 16th & Court and "on call" service at six additional stops on the city campus. Two vans run on weekdays between 7 AM-6 PM and one van runs until 9 PM.

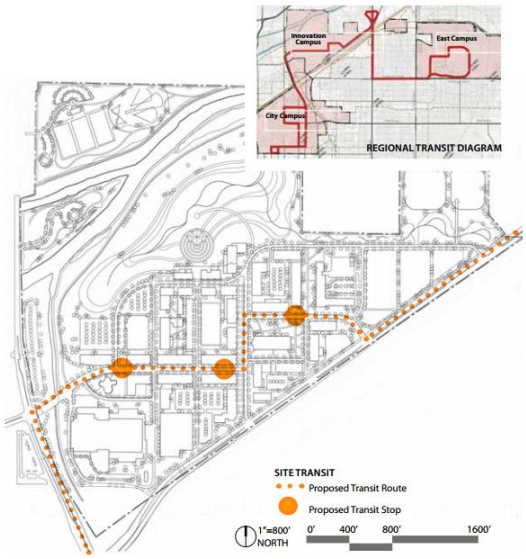
In 2013, StarTran increased its partnership with UNL by providing a new route, Route 25 that serves the UNL main and east campuses.

StarTran bus passes are free for all UNL students due to a transit fee paid by each student every semester. As of January 2013, the transit fee was $15.46 per semester. The University is currently conducting a study to increase the student fee. The current proposal – to be voted on in February 2013 - would increase the fee to $25.10. This increase would mean that student fees would cover 52% of the cost of the bus pass program; parking revenue would cover the remaining 48%.

Staff and faculty receive the UNL/StarTran bus pass for free if they purchase a parking permit; otherwise the pass costs $45 per semester.

The 2010 Nebraska Innovation Campus Master Plan proposes an updated intercampus route to connect the new

Innovation Campus to the City and East Campuses.



The 2010 Nebraska Innovation Campus Master Plan proposes an updated intercampus route to connect the new Innovation Campus to the City and East Campus.
Source: ***Nebraska Innovation Campus Master Plan***

In 2012, the University launched its on-campus carsharing program, in partnership with Zipcar. UNL members can join for a $25 annual membership fee, with rates on campus Zipcar vehicles starting as low as $7 per hour and $66 per day. Four Zipcars are available and are parked in the in campus lots near 17th and Vine Streets.

The University of Nebraska Zipcar program was launched in 2012 with four Zipcars available for members on campus.
Source: ZipCar

Biking & Walking

City of Lincoln – Lancaster County

The existing bicycle system in Lincoln includes recreational trails, shared use paths, bike routes, shared lane facilities (sharrows), and bike lanes (Figure 51). The Lincoln MPO 2040 Long Range Transportation Plan calls for an increase of 208.3 miles of trails, cycle tracks, bike lanes, and bike routes, which would nearly double the number of bikeway miles in the region.

provides an overview of existing and planned miles of bicycle facilities in Lincoln. Recreational trails are currently the most abundant type of facility, with 148 existing miles and an additional 144 planned miles. The City plans to construct 2.2 miles of cycle tracks and designate 53.1 miles of bike routes. The proposed network would fill in missing connections to build out a continuous network.

The Bicycle and Pedestrian Capital Plan (see Figure 51 through Figure 54) provides guidance for the development of the bicycle and pedestrian system, including utilizing low volume roadways for bicyclists, selecting routes on or within ¼ mile of arterials, developing a continuous system, spacing facilities ½ mile apart in denser activity areas, and providing traffic control at street crossings to facilitate safe crossings for cyclists.

Figure 50 Existing and Planned Miles of Bicycle Facilities

Facility Type	Existing	Planned	Change
Trails – Existing	148.0	291.9	+143.9
Trails – Funded	9.5		
Cycle Tracks	0.0	2.2	+2.2
Bike Lanes	0.9	0.5	-0.4
Bike Routes	82.0	135.1	+53.1

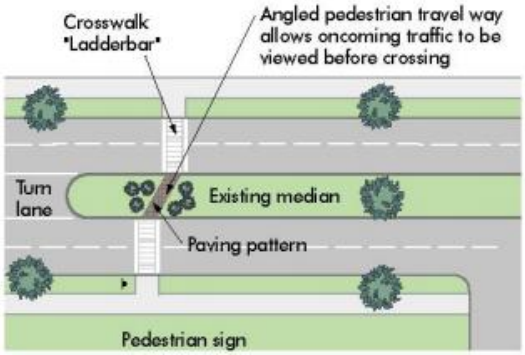
Facility Type	Existing	Planned	Change
Sharrows	1.7	11.2	+9.5
Total	232.6	440.9	+208.3

Source: Lincoln MPO 2040 Long Range Transportation Plan Bicycle and Pedestrian Capital Plan

The existing sidewalk network in Lincoln provides good connectivity throughout the city. The network is characterized by a grid network and sidewalks on both sides of the street. However, a lack of signalized crossings on high traffic arterials, frequent curb cuts, poor pavement quality, and a lack of trees are common barriers to walking in the city.

Future improvements to the pedestrian network outlined in the Bicycle and Pedestrian Capital Plan (see Figure 54) include completing missing gaps in the sidewalk network, providing pedestrian amenities at transit stops, grade separation at priority locations, pedestrian countdown signal heads, improved intersection traffic control at high traffic locations, mid-block pedestrian crossings, and pedestrian wayfinding.

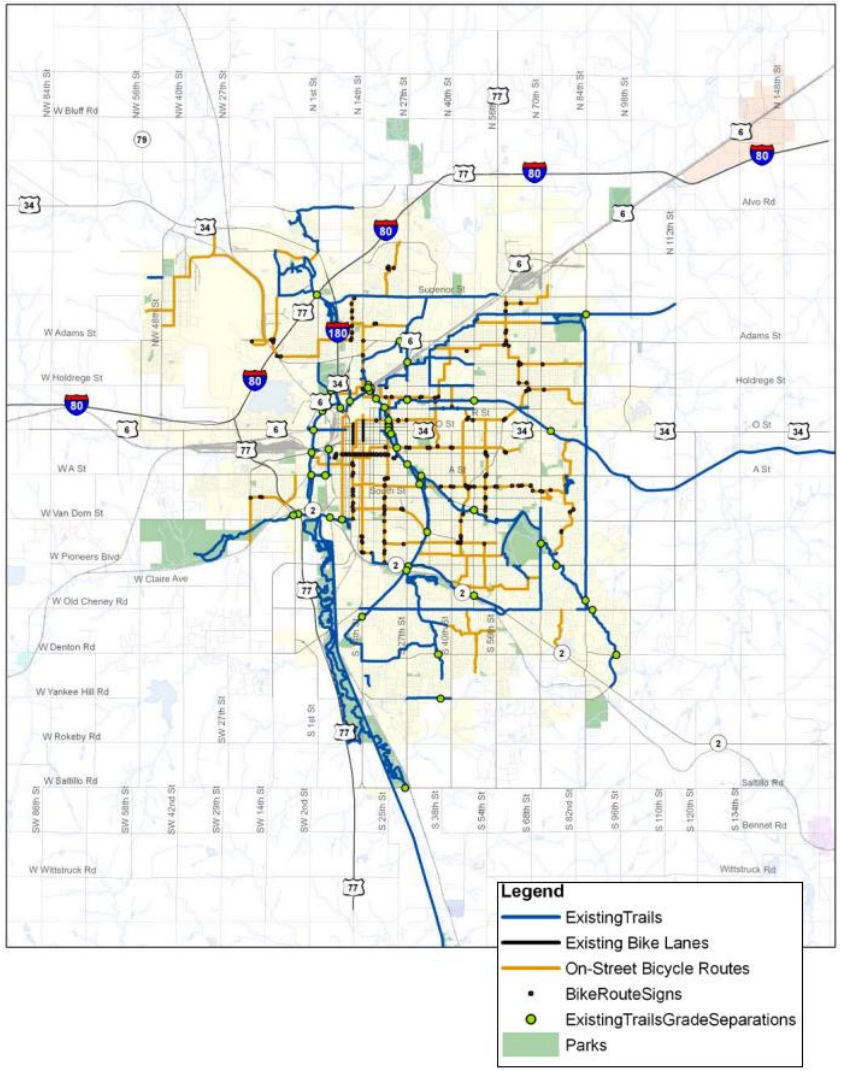
In 2012, Lincoln was recognized by the League of American Bicyclists as a Bronze Level Bicycle Friendly Community. Notable recent bicycling and walking initiatives in Lincoln include installation of a bike corral, bike racks on StarTran buses, several trail projects, sharrows, pedestrian countdown signal heads, and pedestrian design standards for all commercial and industrial developments.



Mid-block crossings with median refuge island improve pedestrian safety by allowing pedestrians to deal with one direction of traffic at a time.
Source: Lincoln MPO 2040 Long Range Transportation Plan Bicycle and Pedestrian Capital Plan

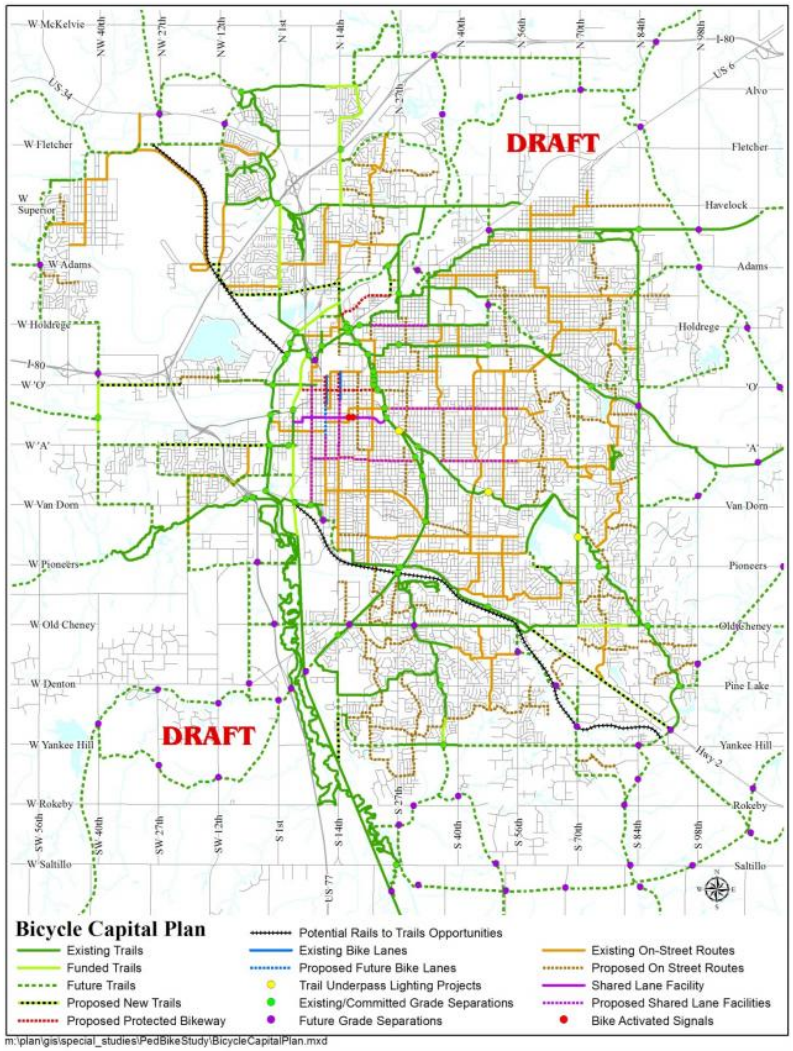
While Lincoln has a good bicycle and pedestrian system in place with regard to infrastructure, there are currently no formal programs at the City to promote bicycling and walking.

Figure 51 Existing Bicycle Network, Lincoln, NE



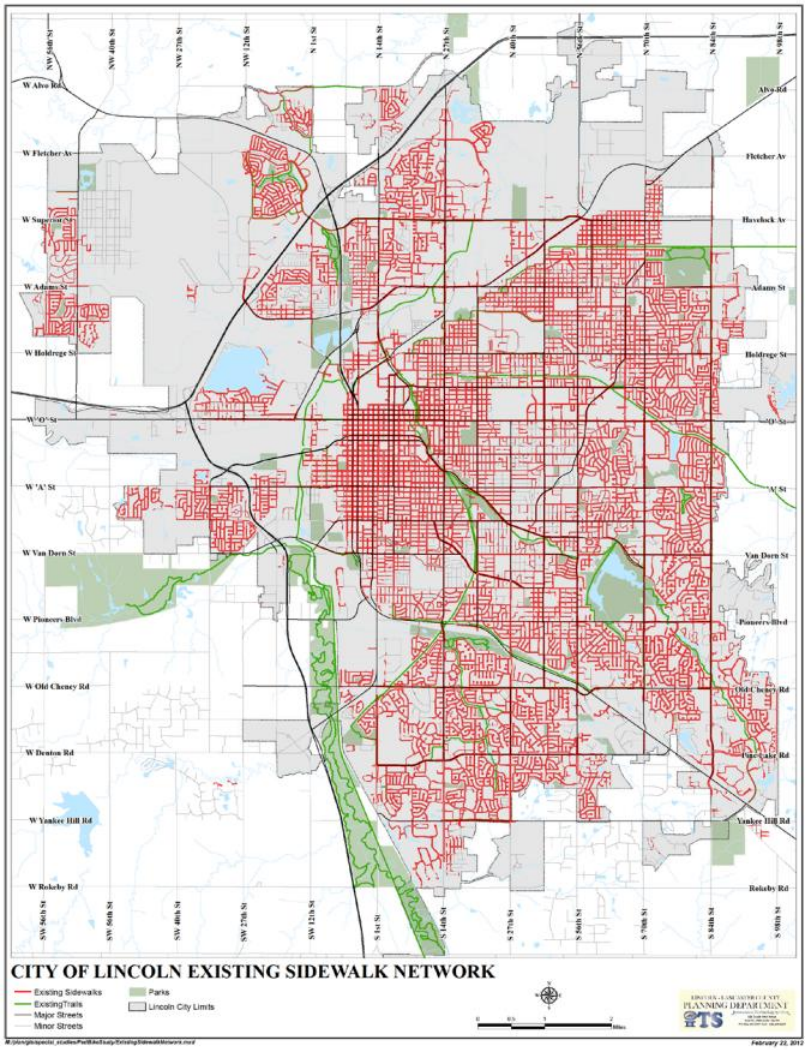
Source: Lincoln MPO 2040 Long Range Transportation Plan Bicycle and Pedestrian Capital Plan

Figure 52 Draft Bicycle Capital Plan



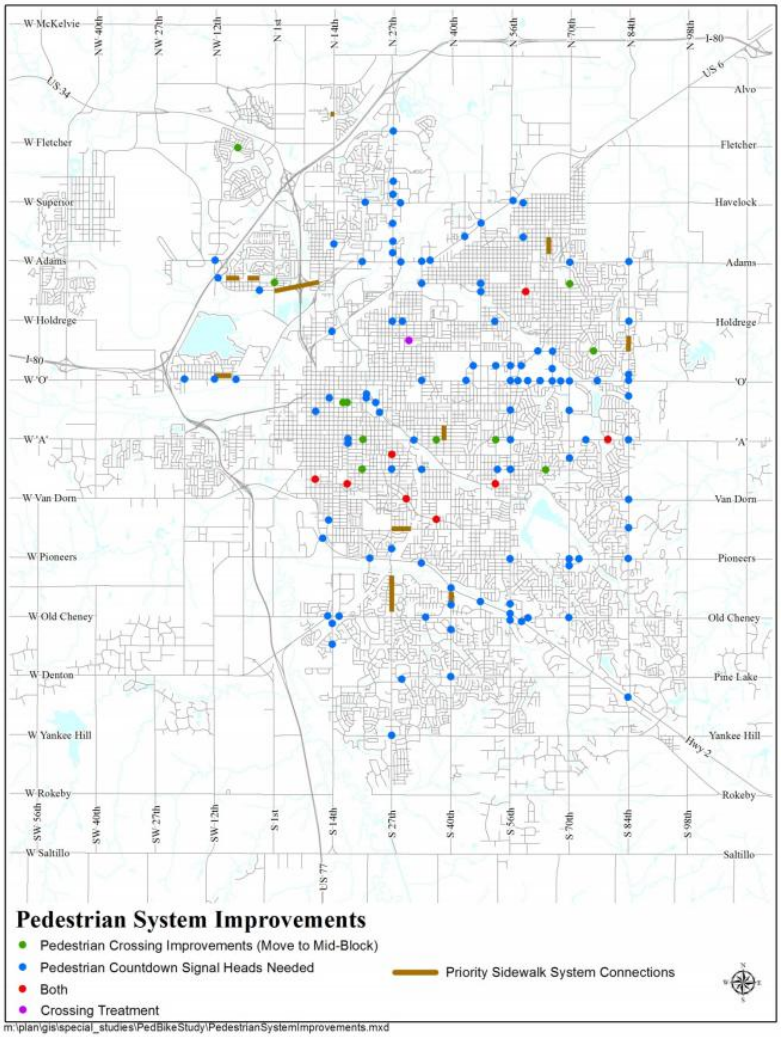
Source: Lincoln MPO 2040 Long Range Transportation Plan Bicycle and Pedestrian Capital Plan

Figure 53 Existing Sidewalk Network, Lincoln, NE



Source: Lincoln MPO 2040 Long Range Transportation Plan Bicycle and Pedestrian Capital Plan

Figure 54 Pedestrian System Improvements



Source: Lincoln MPO 2040 Long Range Transportation Plan Bicycle and Pedestrian Capital Plan

City Bike Parking

The City operates a Bike Corral on the 12th Street side of the Center Park Garage. This facility provides 40+ secure covered bike parking spaces. For those who pay for monthly vehicle parking in the garage, there is no charge for the bike parking; otherwise, there is a $5 monthly charge to gain access to the bike parking facility.

The City of Lincoln manages a covered and secure bike corral facility at the Center Park Garage.
Source: City of Lincoln, Park and Go

The 2013 Bicycle and Pedestrian Capital Plan calls for increased bicycle parking in the city, including recommendations for bicycle parking minimums for different land uses and locations for publicly owned bicycle parking racks and facilities. As of early 2013, the City is working on requiring bike parking in new development.

Bike UNL

Bike UNL is a University of Nebraska-Lincoln initiative to promote bicycling through improved access to information on bicycling at UNL, education on campus resources, services, policies, and cycling safety, managing cycling programs and events, and advocating for bicycle issues and improvements on campus.

Bike UNL is a University-sponsored program to promote bicycle at UNL.
Source: Bike UNL website

The goal of the "Bike Friendly" UNL Initiative is to become recognized as a "Bicycle Friendly University" by the League of American Bicyclists by addressing the needs of the "5 Es," including engineering, education, encouragement, enforcement, and evaluation.

Bicycle Commuter Challenge

The local Bicycle Commuter Challenge effort is organized under the Get Up and Ride National Bicycle Challenge. A coalition of members from Cleaner Greener Lincoln, the Mayor's Environmental Task Force, Lincoln Lancaster County Health Department, WorkWell, WasteCap Nebraska, and BicycLincoln has joined forces to organize the event. The Challenge is free, open to all riders, and runs from May through August.

The Lincoln Bicycle Commuter Challenge is sponsored by Cleaner Greener Lincoln, Mayor's Environmental Task Force, Lincoln Lancaster County Health Department, WorkWell, WasteCap Nebraska, BicycLincoln.
Source: BicycLincoln website

In 2012, Lincoln ranked 3rd in the nation with 900 registered riders accumulating 452,716 miles with 59% of those being

recorded as commuting miles and the other 41% recorded as sport or leisure riding.

Safe Routes to School

Safe Routes to School projects are funded in Lincoln by the Transportation Alternatives Program identified in the federal funding bill *Moving Ahead for Progress in the 21st Century* (MAP 21). Two projects are currently funded:

SRTS Pedal to Prescott Infrastructure: Prescott Elementary School located at 1930 S. 20th Street was awarded $99,338 to create a safe, secure, and attractive bicycle court at the main entrance to the Prescott Elementary School playground. The project is designed as the new entry into the new playground that is currently undergoing renovations to add a walking path, new grass playing fields, community gathering spaces, and an outdoor classroom. New bicycle racks/loops will be installed along with new lighting.

Lincoln Walks to School

The Lincoln Walks program was awarded $75,800. The goal of the program is to create a social norm within the district that is accepting and supportive of walking and biking to school and school-related activities, thereby increasing the number and safety of those walking and biking to school. The goal of the program is to increase the number of children walking and biking to school from 16% to 30%.

Rideshare

Although there is no formal carpool/vanpool matching program, there are a number of informal and pilot ridesharing efforts underway in the region:

- erideshare.com
- PickupPal
- Carpool world
- Areavibes
- Craigslist

In 2007, UNL initiated a carpool pilot project which designated 25 carpool spaces on campus and reduced the campus parking permit cost for carpoolers by half. To date, only two carpools have been formed by University staff. Information on the program and a carpool application are available on the University's Parking and Transit Services Website. The program is not formally marketed to faculty, staff, and students at this time.

Lincoln Trails System – Great Plains Trails Network

Lincoln is well served by an extensive public trail system, including 128 miles of trails, 82 miles of which are classified as paved "commuter" trails. The Great Plains Trails Network (GPTN) organization advocates for multi-use trails in Lancaster County including securing funding, lobbying, organizing bicycling events, and educating residents. Since 2004, the GPTN has raised over $560,000 to fund regional trails projects. Figure 55 displays the trail map distributed free of charge to Lancaster County residents.

According to the 2012 Lincoln/Lancaster County Community Indicators Report, 94% of homes in Lincoln are located within 1 mile of a public multi-use trail. The 6% of homes not within 1 mile of a trail are typically located in newly developed areas on the outskirts where trails are planned but not yet developed.

A study of Lincoln's trails found that for every $1 invested in trails, a direct medical cost savings of $2.94 was realized.

Source: Great Plains Trails Network

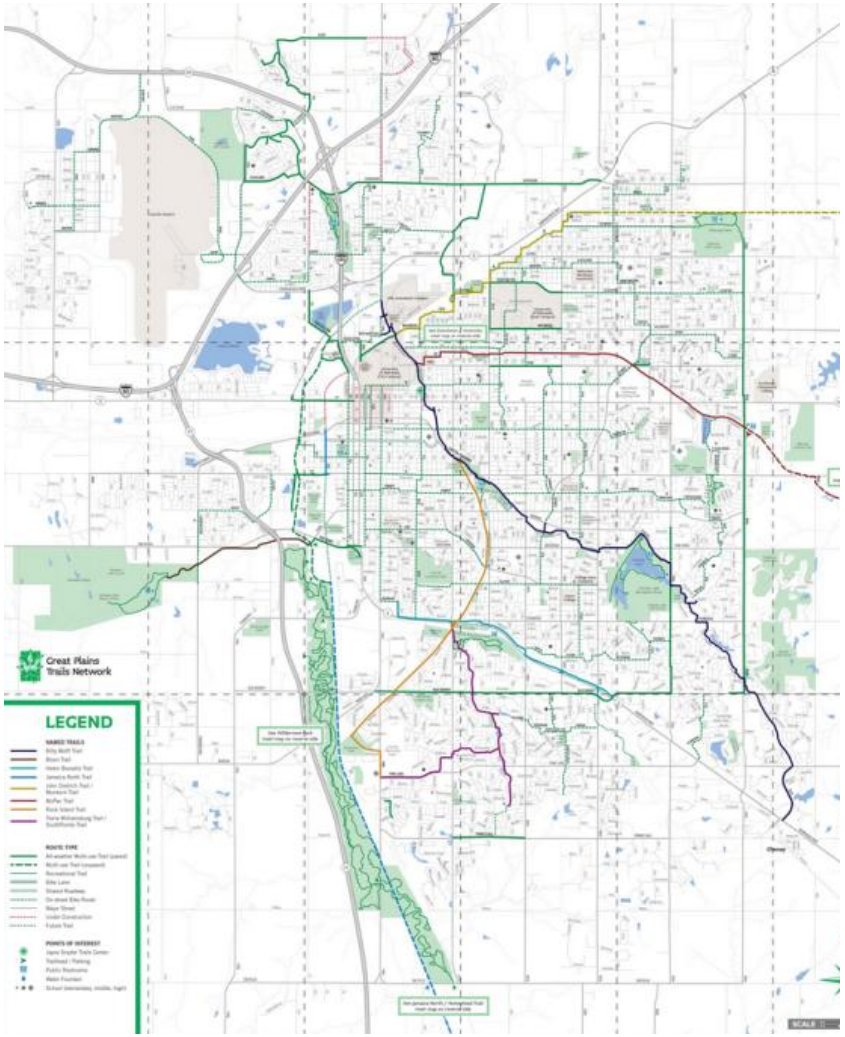
Figure 56 shows the needed trails in red which would connect outlying areas to the rest of the trail system.

An estimated 2.4 million users enjoy the trails each year, based on an estimate from September 2012 trails counts.

Great Plains Bicycling Club

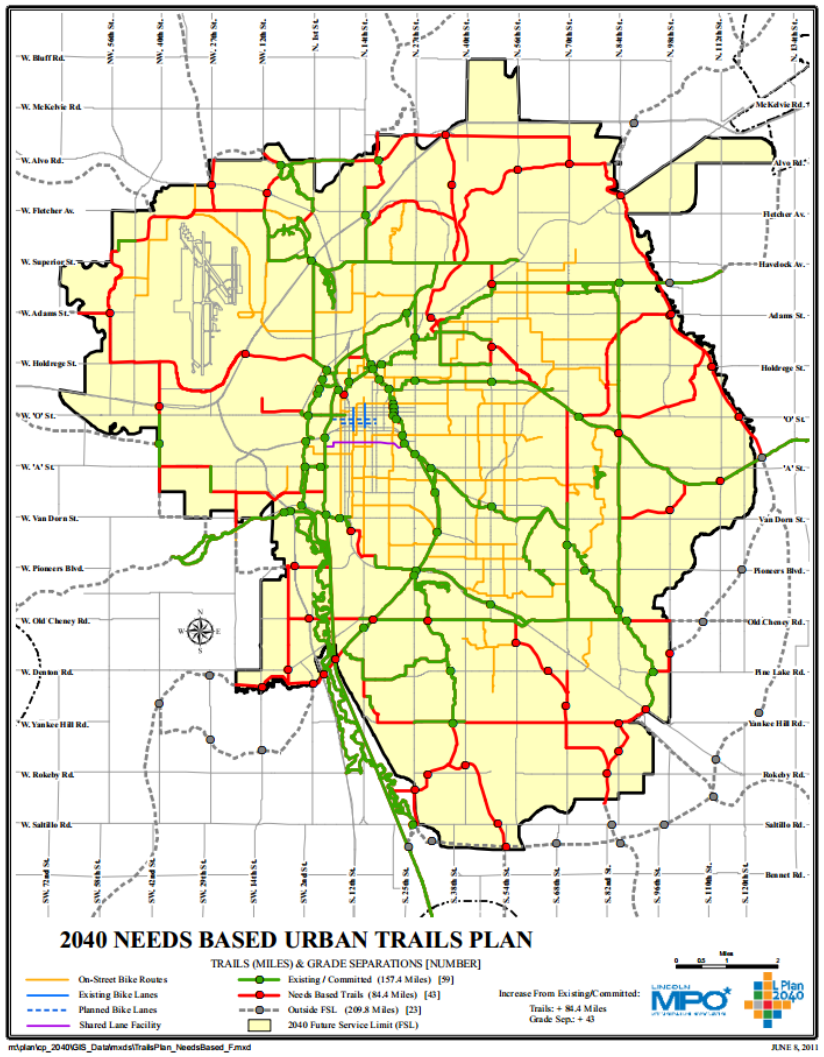
The Great Plains Bicycle Club (GPBC) is a recreational bicycling club that organizes rides in and around Lincoln, promotes cycling and bicycle safety, and publishes a newsletter. The GPBC also provides bicycling education for children to help them follow the rules of the road and bike safely. The GPBC reaches approximately 2,000 children per year.

Figure 55 Great Plains Trails Network



Source: Great Plains Trails Network website

Figure 56 Needs Based Urban Trails Plan



Source: Lincoln MPO

Health & Safety

Safe Kids Lincoln

The Child Pedestrian & Bike Safety Task Force of Safe Kids Lincoln-Lancaster County aims to create a more bicycle and pedestrian oriented community for children and families. Major Task Force activities include the International Walk to School Day, distribution of bike helmets and education, and provision of bike/pedestrian safety resources to schools. In 2011, 188 bike helmets were distributed throughout Lincoln at Bicycle Rodeos and other community events.

Safe Kids
Lincoln-Lancaster County

Source: Safe Kids Lincoln-Lancaster County website

Physical Activity Council

The Physical Activity Council was formed in 2010 based on a recommendation in the Healthy People 2010 Health Objectives for Lincoln and Lancaster County. The purpose of the Council is to:

- Encourage individuals and communities to adopt healthy behaviors through education
- Support public policy that fosters active living
- Promote and develop community partnerships to increase physical activity
- Encourage social and environmental change to increase opportunities for physical activity

The Lincoln In Motion logo was developed to support a community message around health living.

LINCOLN IN MOTION

Lincoln in Motion is as an information clearinghouse for events and activities that promote physical activity in Lincoln.
Source: Lincoln in Motion

WorkWell Lincoln

WorkWell Lincoln is a worksite wellness program sponsored by the Lincoln-Lancaster County Health Department that assists employers in improving their employees' health. Reaching nearly half of Lincoln's population, WorkWell helps local businesses improve the health of their employees through programs that assist on-site staff in developing and delivering effective wellness programs. These programs and services include workshops, resources, data collection, and networking events to share best practices.

WorkWell
We value people and the pursuit of LivingWell.

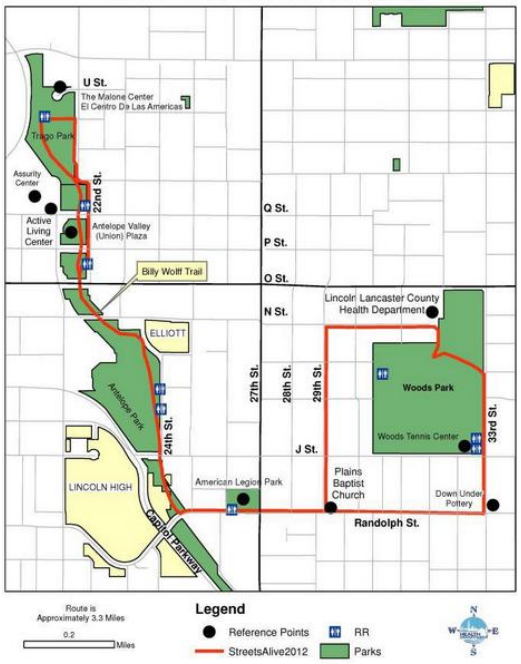
Work Well is southeastern Nebraska's worksite wellness council cosponsored by the Lincoln-Lancaster County Health Department.
Source: Lincoln-Lancaster County Heath Department

Partnership for a Healthy Lincoln

Partnership for a Healthy Lincoln is a local non-profit working toward the improved health of Lincoln's residents through policy, local research, and partnerships with other local organizations.

Efforts include the Healthy Beverage Initiative, Streets Alive!, Healthy Schools, Fit by 2015, and the Lincoln Community Breastfeeding Initiative.

Streets Alive! is an annual event held by the Partnership for a Healthy Lincoln that opens up 3.3 miles of roadway to only walkers, runners, bicyclists and other non-motorized modes. The event draws around 3,000 participants and also features live entertainment, exhibitors, and fitness and dance activities.



The annual Streets Alive! Program blocks off 3.3 miles of downtown streets for bicyclists, pedestrians, and skateboarders to enjoy.
Source: Streets Alive facebook page

The Partnership for a Healthy Lincoln **Health Schools** initiative works with students, teachers, and parents in schools across the region. This effort includes both programs and policy related work with all of the middle school and elementary schools (49 schools and approximately 25,000 students). The Partnership is currently researching the relationship between child health and the walkability of Lincoln neighborhoods.

Human Service Transportation

Dial-A-Ride

StarTran operates Handi-Van service – a transportation service for people who are unable to access, board, or ride fixed route public transit. Handi-Van service is available within the city limits of Lincoln during the hours listed below:

- Monday-Friday: 5:15 a.m. to 7:00 p.m.
- Saturday: 6:30 a.m. to 6:55 p.m.
- Sunday: No Service

Job Access and Low Income Transportation Programs

The Lincoln MPO is the designated recipient of Job Access and Reverse Commute (JARC 5316) and New Freedom (5317) programs that are intended to increase transportation options for individuals with lower incomes or persons with disabilities. The role of the MPO is to ensure funds are distributed to agencies in the community on a competitive basis. A summary of JARC and New Freedom recipients for the fiscal year 2012-2013 are as follows:

Lincoln Literacy Council served over 800 people in 2012, providing door to door van service for refugees and new Americans

traveling to and from work-readiness English classes.

Subsidized StarTran Routes provides subsidized funding for two fixed route transit routes that provide low income individuals and people with disabilities access to employment and job training opportunities.

Center for People in Need Driver Voucher Program reimburses volunteer drivers on a per trip basis for providing low-income workers with transportation to and from employment.

League of Human Dignity Extended Hours Service program provides accessible transportation services to Lincoln's mobility limited residents by providing service beyond the hours and days provided by StarTran's ADA compliant service.

Lincoln Seniors Transportation Program (LSTP) increases transportation options for older adults with disabilities in Lincoln by coordinating transportation services across organizations. The LSTP increases transportation options for older adults by supporting a volunteer-based social transportation program where volunteers provide the transportation to those unable to drive or access other transportation services to a destination.

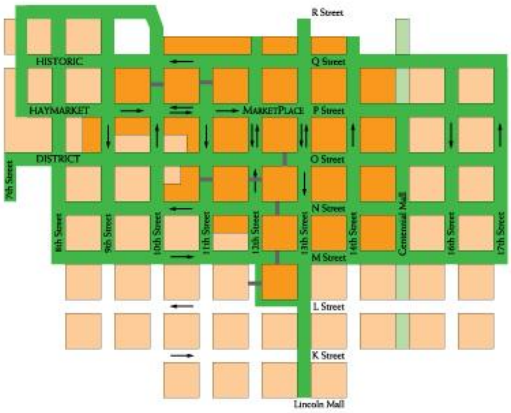
Other Relevant Programs/Partners

Downtown Lincoln Association

The Downtown Lincoln Association (DLA) supports the economic development of Lincoln through physical maintenance, economic development programs, advocacy, and events production.

DLA coordinated the development of three Downtown Business Improvement Districts (BIDs) which are special benefit districts that provide economic development, parking management, advocacy, and cleaning services to create an inviting downtown. BIDs generate supplementary funds through an additional tax or fee within the district to support these beneficial programs.

Lincoln's three BIDs, established in 1989, include the Downtown BID, the Core BID Overlay, and the Maintenance BID.



Downtown Lincoln Business Improvement District
Source: Downtown Lincoln Association

Lincoln Chamber of Commerce

The Lincoln Chamber of Commerce supports local businesses through public policy lobbying, business advocacy, and leadership programs. One of the Chamber's local policy focus areas is on closing the funding gap for critical infrastructure related to economic development. The Chamber holds a monthly Transportation Forum that provides an opportunity for the public to engage in transportation issues facing Lincoln, including guest speakers that address relevant topics of concern.

TRANSPORTATION & PUBLIC WORKS FORUM
LINCOLN CHAMBER OF COMMERCE

Source: Lincoln Chamber of Commerce website

WHAT PLANS & POLICIES INFLUENCE TDM?

LPlan 2040 Comprehensive and Long Range Transportation Plan

In October 2011, the Lincoln/Lancaster County LPLAN 2040 was adopted. LPLAN 2040 is the Lincoln-Lancaster County Comprehensive and Long Range Transportation Plan (LRTP).

The Comprehensive Plan identifies downtown as the major office and commercial center, and encourages higher density development with parking areas at the rear of buildings or on upper floors of multi-use parking structures. The Plan also identifies commercial, neighborhood centers, and mixed-use neighborhoods to focus development.

The Long Range Transportation Plan (LRTP), a subsection of LPLAN 2040, provides the blueprint for the area's transportation planning process for the next 30 years.

TDM Supports LRTP Goals

Goal 1: Maintain the existing transportation system to maximize the value of these assets.

Goal 2: Improve the efficiency, performance and connectivity of a balanced transportation system.

Goal 3: Promote consistency between land use and transportation plans to enhance mobility and accessibility.

Goal 4: Provide a safe and secure transportation system.

Goal 5: Support economic vitality of the community.

Goal 6: Protect and enhance environmental sustainability, provide opportunities for active lifestyles, and conserve natural and cultural resources.

Goal 7: Maximize the cost effectiveness of transportation.

The LRTP specifically recommends the development of a TDM program with dedicated funding to reduce the demand for single occupancy vehicle use on the transportation network. The TDM strategy is poised as an opportunity to reduce congestion and traveler delay, improve air quality, and improve access to jobs and schools.

While all of the strategies in the LRTP support an efficient transportation system, the following strategies support transportation demand management in particular:

- Establish dedicated funding source for pedestrian and bicycle projects and programs
- Develop a program of standards and incentives to include bicycle amenities in employment, commercial, educational and office centers such as lockers, showers, and bicycle parking

- Cooperate with public and private organizations to develop and deliver educational programs for pedestrians, bicyclists and motorists on the rules, regulations, and benefits of alternative transportation
- Reduce parking requirements and encourage shared parking

LPLAN 2040 specifically recommends a Complete Streets Policy to direct planners and engineers to design the right of way for all road users, regardless of age, ability, or transportation mode.

The LRTP recommends the development of a TDM program with dedicated funding to reduce congestion and travel delay, improve air quality and improve access to jobs and schools.

Lincoln Draft Bicycle and Pedestrian Capital Plan (2012)

The Bicycle and Pedestrian Capital Plan (2012) is a support document to the 2040 Long Range Transportation Plan.

The draft plan includes an assessment of current conditions for biking and walking in Lincoln and Lancaster County as well as short- and long-range proposals for capital improvements to the biking and walking networks. The plan calls for $4.5 million in bicycle and pedestrian facilities by 2040 ($908,140 between 2013 and 2025).

Specifically, the plan identifies the following pedestrian priorities:

- Grade separation facility between the Haymarket and the UNL campus (between 9th and 10th Streets)
- Pedestrian countdown signal heads at all signalized intersections
- Intersection traffic control at certain high traffic intersections, including Pedestrian Actuated Rectangular Rapid Flashing Beacons and Pedestrian Hybrid Beacon – High Intensity Activated Crosswalks
- Mid-block crossings where block lengths are more than 1,000 feet
- Pedestrian wayfinding system, focusing first on downtown
- Pedestrian amenities at transit stops, including lighting and benches and wider sidewalk spaces

The Bicycle and Pedestrian Capital Plan also prioritizes the following bicycle improvements:

- Public on-street bicycle facilities
- Updated bicycle signs for existing bike routes
- Trail underpass lighting
- Cycle tracks
- Bike activated signals

In addition to the capital improvements noted above, the Plan recommends the creation of a City Bicycle and Pedestrian Program Coordinator position.

Downtown Master Plan Update (2012)

The Downtown Master Plan was sponsored by the City of Lincoln and the Lincoln Downtown Association. The Plan was first developed in 2005 and was updated in 2012.

Since the Plan's adoption in 2005, a number of projects have been built. These projects have changed the downtown context and include the east-west link between Antelope Valley and West Haymarket, identified as M Street in 2005; the pedestrian Promenade system on Centennial Mall, R, 11th, and M

Streets; and the emphasis on P Street as the primary retail street Downtown.

The 2012 Update embraces the Complete Streets framework identified in LPLAN 2040 and prioritizes the following downtown projects:

- **Promenade**: A safe, convenient, and highly identifiable pedestrian and protected bikeway system within the downtown core, connecting the Centennial Mall, University, and downtown retail uses and serving as an amenity for development.
- **N Street 'Last Mile' Protected Bikeway**: The 'last mile' missing link to Lincoln's nationally acclaimed trail system providing a safe, direct, convenient, and highly recognizable pedestrian and protected bikeway connection linking Antelope Valley to the West Haymarket and serving as a catalyst for development.
- **Retail 'T' Streetscape Enhancements:** A consistent arrangement of sidewalks, intersection materials, and street furnishings enhancing and strengthening the business and investment environment and ensuring that the P Street and 14th Street Retail 'T' is a central gathering space for the community.

The Downtown Master Plan also recommends a downtown streetcar circulator to improve access between Haymarket, Downtown, and Antelope Valley. The Update recommends that the City conduct a streetcar feasibility study to advance the concept.

The 2005 Downtown Master Plan recommended a streetcar circulator on P and Q Street between Antelope Valley Parkway and 8th Street.
Source: Lincoln Master Plan Update (2012)

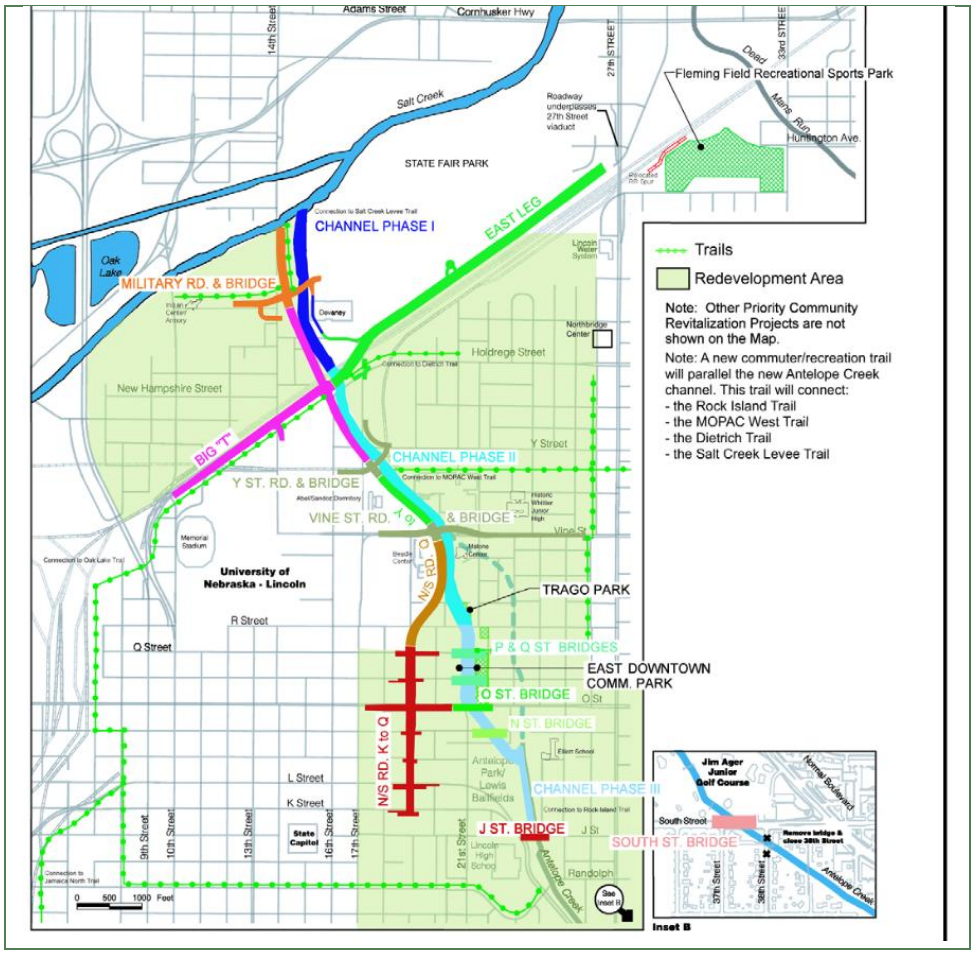
Antelope Valley Redevelopment Plan

The Antelope Valley Redevelopment Plan was completed in 2004 and recommends seven key roadway and trail projects

- Construction of a landscaped Antelope Creek waterway from "J" Street to Salt Creek designed to safely carry 100-year flood waters.
- A new north/south arterial roadway which will connect "K"/"L" Streets (at S. 19th Street) and N. 14th Street

(near Cornhusker Highway) and a second new east/west arterial roadway connecting 9th/10th Streets (near Memorial Stadium) and 27th Street (near Theresa Street). fields west of N. 33rd Street & Leighton Avenue.

- Development of a new northeast community park and recreation
- Creation of a Downtown/UNL bike trail loop connecting six existing and proposed trails to provide direct access to Downtown and UNL City Campus.
- Improvements to cultural centers, community learning centers and human services.
- Redevelopment of the East Downtown and neighborhood retail areas with mixed-use retail, services and office opportunities.
- Enhancement of residential neighborhoods with proper balance of new residential housing products and reinvestment in quality housing stock.



The Antelope Valley Redevelopment Plan was adopted in 2004 and recommends a number of roadway and bicycle trail projects in central Lincoln.
Source: City of Lincoln

Congestion Management Process

While congestion is not a major issue in Lincoln, it has been worsening over the years as the population and the number of single occupancy vehicles has increased.

efficient and effective transportation system, increased mobility, and safer travel.

Low-cost strategies identified in the CMP include complete streets designs, widened sidewalks and trails, expanded transit facilities, trail system development, pedestrian system requirements, and on-street bicycle facility development.

The CMP identifies a number of strategies for managing transportation demand, including public education and promotion, ridesharing, guaranteed ride home services, and a formalized transportation demand management program.

Parking Policies & Regulations

Importance of Parking Policy

Managing the supply and price of parking is an essential component of any thriving community. While supplying adequate parking in a community is essential to economic vitality, supplying too much parking enables residents, employees, and visitors to easily choose driving as their primary mode of travel because there are no constraints. To carefully manage the supply and price of parking, communities can institute paid parking districts, enable shared parking, remove minimum parking requirements, and require parking for carsharing and ridesharing vehicles. Complementary infrastructure, service, and programs are essential to provide transportation options for those whom it is

The City of Lincoln's Congestion Management Process (CMP) seeks a "management" solution to the growing traffic problem by targeting resources to provide operational management and travel demand reduction strategies. By pairing major capital improvements with lower cost strategies, Lincoln hopes to achieve a more cost prohibitive to park or for those whom are unable to secure a parking space.

City of Lincoln

The City of Lincoln manages both on street and off-street parking, including seven parking garages, eight revenue-generating parking lots, seven non-revenue-generating parking lots, and on-street parking spaces.

There are a total of 33,546 parking spaces in downtown Lincoln. Of these, 86%, or 28,910, are located in off-street facilities, and 14%, or 4,636, are on-street parking spaces. Forty percent of the off-street parking spaces in downtown are owned by the City (12,306).

On-Street Parking: The City of Lincoln manages 2,400 on-street electronic parking meters. The time limits for meters range from 10 minutes to 10 hours. Parking meters cost $0.50 per hour (as of March 2013, costs were increased to $1.00 per hour). Fines for expired time are $10 for the first seven days; if a citation is not paid within seven days, the fee increases to $25. Meters located on City streets are enforced from 8:00 a.m. to 6:00 p.m. Monday through Saturday.

Public Off-Street Parking: City-owned off-street parking garages typically provide free parking for the first hour; subsequent hours are $1 per hour with a maximum of $9 per day. Monthly parking passes cost between $20 and $95 per month, depending on the location of the garage.

Downtown Parking Utilization: A 2009 downtown parking study found on-street peak parking utilization to be at 55% occupancy, while public off-street parking managed by the City was found to be at 44% occupancy. Overall, on-street and public off-street parking downtown was found to be at 62% occupied during peak periods.

Parking Policies: Lincoln requires minimum parking spaces for all uses:

Figure 57 Minimum Parking Requirements

Dwelling Units	Office/Retail	Industrial
0.50 – 2 parking spaces depending on type	1 space per 150 sq ft; 1 space per 300 sq ft; or 1 space per 500 sq ft	2 spaces per 3 persons on maximum shift or 1 per 1,000 sq ft

Source: City of Lincoln Zoning Code: Section 27.67 Parking

Smart Meters and Parking Rate Increase: Starting in February 2013, the City of Lincoln will begin to install 1,300 "smart" parking meters downtown. The new meters are solar-powered and programmable and will accept credit, debit and pre-paid parking cards and dollar coins in addition to dimes and quarters. The new smart meters will be paid for through parking revenue. Beginning on March 11, 2013, City parking costs will increase from $0.50 to $1.00 per hour.

University of Nebraska Parking

The University of Nebraska manages on-campus parking for students, faculty, and staff. Parking permits and fees are outlined in Figure 58.

Figure 58 UNL Parking Fees, 2012-2013

Permit Type	Type	Support TDM?
Faculty	Annual	$564.00
	Semester	$211.50
	Daily	$5.00
Student	Annual	$528.00
	Semester	$198.00
	Daily	$5.00

Source: University of Nebraska, Parking & Transit Services

In addition to the parking permits noted above, the University sells Occasional Use permits in packs of ten for $40 ($4 per day), which are valid for four years. These permits allow students, faculty, and staff the flexibility to park on campus when needed.

In 2011, an occupancy study was conducted as part of a larger operational and infrastructure study at the UNL. The methodology used aerial photos shot during peak parking demand at 11:00 Am and 1:00 PM.

The occupancy study showed 71% occupancy at 11 AM and 69% occupancy at 1 PM at City Campus, and 62% occupancy at 11 AM and 61% occupancy at 1 PM on East Campus.

http://www.lincoln.ne.gov/city/attorn/lmc/ti27/ch2767.pdf

Figure 59 Downtown Parking Map

University of Nebraska Innovations Campus Master Plan

In 2010, the University of Nebraska developed a master plan for Innovations Campus, which will be a new public/private partnership and research park dedicated to advancing research and its commercialization in order to generate economic growth for Nebraska. The site will be built on the former Nebraska State Fair site. The plan includes 1.8 million gross square feet (gsf) of development to be built out over the next 20 to 25 years.

In 2010, the campus master plan was approved by the City and zoned PUD Office Park District with and Approved Planned Unit Development. As part of the PUD requirements, the City is requiring that the Innovations Campus implement TDM programs in order to reduce the number of SOV trips traveling to the site.

The UNL Innovations Campus master plan will include 1.8 million gross squafe feet of development to be built out over the next 20 to 25 years.
Source: Innovations Campus Redevelopment Plan

University of Nebraska Master Plan, *Plan Big*

In June 2012, University of Nebraska Lincoln launched the campus and landscape master plan, *Plan Big*, which will guide the University's growth over the next 15 years and beyond.

The plan will include development of physical planning and campus landscape scenarios, development guidelines, analysis of existing campus space, integration of existing plans and studies, strategies for pedestrian, bicycle and vehicular circulation, and infrastructure evaluation. Specific recommendations will also be made to enhance the campus landscape, including campus entries, campus vistas, historical landscapes, and open spaces.

Plan Big Transportation Goal:

Transportation should be viewed comprehensively as an accessibility, mobility, and sustainability strategy. The strategy should integrate and coordinate all forms of movement - pedestrian, bicycle, transit and vehicular/parking - to create a unified system and to provide a range of transportation options. Emphasis should be placed on improving the safety and accessibility of each campus and ensuring that mobility needs of all members of the campus community are addressed.

Source: Plan Big Preliminary Master Plan Goals

Plan Big is currently in the plan development phase and is scheduled to be completed in 2013.

SUMMARY OF ISSUES & OPPORTUNITIES

The Lincoln-Lancaster region is expected to grow considerably over the next 25 years, with planned expansion at the University of Nebraska and expected development at the University Innovations Campus, in addition to an overall increase in population. At the same time, the rate of people driving alone to work and school has increased over the last decades from 66% in 1980 to 81% in 2010. This study is intended to identify opportunities for the Lincoln-Lancaster region to accommodate the projected growth while improving options for residents and commuters to bike, walk, take transit, and share rides. The goal is to provide transportation choices while decreasing congestion and improving economic opportunity, and environmental and human health.

Strategies to limit new parking and strategies to carefully manage the supply and price of parking downtown will be imperative to increase the percent of employees and visitors traveling by single occupancy vehicles in the region.

The purpose of the TDM strategy is to formalize transportation options programs and services and help to increase the number of people walking, biking, taking transit, and sharing rides for more trips. This report identified a range of travel markets that a TDM program could serve. Key markets include University students, faculty, and staff; employees that both travel to work within Lincoln and that travel into Lincoln for work; and residents that depend on sustainable modes of transportation either by choice or by necessity.

Transportation options programs and services are already underway in Lincoln. StarTran operates fixed route transit service and offers a range of programs to help people ride transit; the city is home to a world class trails system that is well-used by residents and visitors; the University provides free transit passes to students; and a number of organizations are working to

improve the health of the region by sponsoring programs such as the Bike Commute Challenge and Lincoln In Motion. However, heightened coordination between existing organizations, and a defined TDM strategy are needed.

The Lincoln-Lancaster region has undergone extensive planning processes in the last five years that have set a policy framework to support sustainable transportation and transportation demand management efforts. LPLAN 2040 recommends a Complete Streets Policy and the Long Range Transportation Plan recommends the development of a TDM program with dedicated funding. The Bicycle and Pedestrian Capital Plan also recommends substantial investment in bicycle and pedestrian infrastructure. Finally, the University Innovations Campus Master Plan and the "Plan Big" master plan effort for east and west campuses provide an opportunity to ensure University-related growth supports the growth of sustainable transportation options.

Residents and visitors enjoy Lincoln's extensive Great Plains Trails Network.
Source: GPTN

APPENDIX D: SUMMARY OF BEST PRACTICES

INTRODUCTION

Nelson\Nygaard reviewed the organizational structure, funding mechanisms, and innovative programs in five communities in the U.S. To select the peer programs, Nelson\Nygaard considered TDM programs that (1) are roughly comparable in size to Lincoln, (2) have a wide range of organizational structures, (3) demonstrate innovative TDM programming and proven success, and (4) are state capital and/or university towns. Note that peers selected did not meet all of these parameters; the parameters were intended as a guide.

SUMMARY OF OPPORTUNITIES

The summary of best practices provide key lessons in TDM from an organizational perspective, an overview of different funding mechanisms, performance monitoring processes, and a sampling of innovative TDM strategies that will help Lincoln prioritize TDM strategies that are the right fit for the region.

Based on the review of best practices, key opportunities for Lincoln include:

- Develop a recognizable brand in the community that heightens awareness and provides an opportunity to educate residents and commuters about travel options
- Leverage support from multiple sectors, including health, insurance, recreation, economic development, education, and human service representatives to help form priorities and strategies for the region and recruit financial and organizational support
- Ensure that travel options programs are coordinated; establish a monthly or quarterly coordinating meeting or “consortium” to share ideas and limit duplication
- Partner with the University to help manage parking supply and demand (i.e. parking cap)
- Garner support from the business community and frame downtown access as an economic development strategy to leverage financial, political, and social support for improved travel options
- Leverage support for travel options program implementation from existing agencies to reduce administrative costs

- Focus travel options marketing on those markets that are most likely to use them (i.e. commuters, non-families, etc.)

Figure 1 below provides a summary of lessons learned from Ann Arbor, Michigan; Lane County, Oregon; Lansing/East Lansing, Michigan; Madison, Wisconsin; and Missoula, Montana.

Figure 60 Summary of Peer Communities

Peer	Bike & Pedestrian Marketing & Outreach	Community TDM Events	Transit Marketing & Outreach	Rideshare	Funders	Non-SOV Mode Split	Lessons for Lincoln
Ann Arbor, MI	Non-profit	Non-profit	Non-profit and transit agency	Transit agency	Parking revenue, CMAQ	43%	▪ Strong focus on link between parking revenue, downtown development, and transportation options. ▪ Mission-driven parking system and special taxing district funds parking structures and parking revenue funds free bus passes for downtown employers. ▪ TDM marketing is separated between downtown and regional outreach. ▪ The transit authority views itself as an alternative transportation agency and therefore manages vanpooling and helps fund getDowntown – the regional TDM marketing agency.
Lane County, OR (Eugene/Springfield)	Transit agency/City	Transit agency/City	Transit agency	Transit agency	State, City, County, other grants	31%	▪ Lane Transit District (LTD) views itself as a leader in TDM research and program development. As such, it has sought grants for carsharing and bike sharing studies, and has partnered with the County to apply for a regional Health and Active Living grant that would bring additional Safe Routes to School money to the region. ▪ LTD and the Lane Council of Governments are currently working in partnership on a Regional Transportation Options (TO) Plan that is looking at how regional TO can be delivered. Focus groups with health, insurance, recreation, economic development, education, and human service representatives are helping to form priorities and strategies. ▪ Centralized TDM at the transit agency have focused marketing and outreach efforts for the Eugene/Springfield region, helping the transit agency to promote the full-suite of travel options, not just transit.

Peer	Bike & Pedestrian Marketing & Outreach	Community TDM Events	Transit Marketing & Outreach	Rideshare	Funders	Non-SOV Mode Split	Lessons for Lincoln
Lansing, East Lansing, Michigan	Transit agency	n/a	Transit agency	Transit agency	CMAQ and Federal Sustainability Grant	21%	▪ The combination of complementary programs, such as ozone action and mobility management, creates new partnerships with employers, other agencies, and community groups. ▪ Program management by an established service provider, such as a transit operator provides opportunities for administrative economies of scale and allows for a broader set of travel options (carpool, vanpool, and public transit). ▪ A state-wide vanpool program, subsidies, and a proven vendor provides a solid travel options program that does not require start-up and administration by the TDM program. ▪ The integration of mobility and environmental programs addresses multiple public policy objectives.
Madison, WI	City Bike/Ped	City Bike/Ped	Metro Transit	MPO	City	36%	▪ A monthly regional TDM Coordinating Committee run by MATPB brings together partners involved in TDM activities to ensure collaboration. ▪ The Coordinating Committee partners contribute funds toward regional advertising of the Rideshare Program. ▪ MATPB runs the regional rideshare matching program used by all other partners, including the University. ▪ The University of Wisconsin-Madison made a policy decision to cap the number of on-campus parking stalls to help manage travel demand to campus.

Peer	Bike & Pedestrian Marketing & Outreach	Community TDM Events	Transit Marketing & Outreach	Rideshare	Funders	Non-SOV Mode Split	Lessons for Lincoln
Missoula, MT	City Bike/Ped	City Bike/Ped, Missoula In Motion, ASUM	Missoula In Motion	MR TMA	CMAQ primarily	33%	▪ Missoula In Motion is a highly recognized brand. Marketing materials such as billboards and bus stop advertisements have increased awareness of travel options in Missoula. A centrally located storefront location has also helped the program's visibility. ▪ Interest and commitment from the Missoula Parking Commission has helped initiate the formation of a downtown leadership committee dedicated to downtown access and economic development issues. The MPC has also expressed interest in dedicating parking revenue funds to travel options programs. ▪ Missoula In Motion is contracted with the transit agency to do transit-related marketing. This has led to an integrated travel options marketing campaign that includes transit, biking, walking, and ridesharing.
Lincoln, NE	*Nonprofit*	*Nonprofit, City, County*	*StarTran*	*No formal program*	*TBD*	*19%*	▪ n/a

ANN ARBOR, MICHIGAN

Ann Arbor Michigan is home to 114,000 people with approximately 4,200 people per square mile. As of 2010, 57% of commuters traveled to work by single occupancy vehicle (SOV), 7% carpooled, 10% took transit, 3% biked, and 16% walked.[8] A range of transportation demand management programs contribute to this high non-SOV mode split described in detail below.

Key Statistics:

- 43% of commuters use non-SOV modes
- AATA fixed route system provided 6 million rides in 2011
- 7,226 go!pass passes sold in 2011 at 413 businesses

Downtown Development Authority (DDA)

In 1992, the City of Ann Arbor gave control of its seven parking structures to a newly created Downtown Development Authority (DDA). This quasi-public agency agreed to finance a $40 million garage repair and replacement program, using funds from a tax increment financing district.

The City is responsible for parking enforcement, but the DDA operates the downtown parking structures and several lots. In 2002 it took responsibility for the remaining public parking system including the on-street meters. Today, the DDA manages a diverse parking inventory, including on- and off-street parking spaces, with the goal of balancing parking demand with maximum benefit to the community. As of 2007, the DDA managed 1,063 on-street and 4,707 off-street parking spaces. Given its responsibility to manage car parking in downtown, the DDA also manages and funds bicycle parking.

Beginning in the 1990s, the DDA viewed its role as providing people with a menu of transportation options, such as subsidized downtown Zipcars, prioritized parking for vanpools/carpools, free parking for the airport shuttle, and subsidized transit passes (called the go!pass). Over the years, the demand for parking has increased alongside the demand for transit, biking and walking facilities, and Zipcars. A menu of options for people traveling downtown has been a key to the system's success.[9]

The DDA is funded in part by a tax increment financing (TIF) district that has been in place since 1982. TIF money is used to fund pedestrian improvement projects, affordable housing grants, and downtown studies.

Parking revenue is a second primary source of funding for the DDA. Parking revenue is used to operate the parking facilities, and pay for repairs and maintenance, regular equipment upgrades, and debt service. The remainder is used to fund alternative transportation programs that support the downtown including the go!pass, the Link shuttle, bike lockers, and the getDowntown program (described in further detail below). In recent years, the DDA has provided approximately $600,000 per year or 95% of the funding for go!passes for downtown employees (employers are

[8] American Community Survey 2010 3-Year Estimates "Means of Transportation to Work."

[9] Susan Pollay, Executive Director, Ann Arbor Downtown Development Authority. Personal interview. April 11, 2012.

expected to make up the remaining 5% which amounts to approximately $10 per employee per year).

getDowntown

getDowntown was established in 1999 through a partnership between the DDA, the AATA, and the City of Ann Arbor. getDowntown works to reduce the number of downtown commuters driving to work alone by promoting various transportation choices, providing research on the benefits of sustainable transportation, organizing events, interacting with downtown employers and employees, and interfacing with numerous downtown stakeholders.

Programs and services include the go!pass, the Commuter Challenge and Commuter Club, bike locker rentals, free commuting assistance to downtown employees and employers, bicycle and pedestrian maps, and Zipcar coordination. getDowntown is technically housed at the Ann Arbor Transit Authority (AATA) - its employees are technically AATA employees.

The getDowntown Program is funded through a Federal Congestion Mitigation and Air Quality Grant (CMAQ) passed through the Ann Arbor Transportation Authority. In addition, the Ann Arbor Downtown Development Authority provides funding for go!passes and general operations. The City of Ann Arbor also contributes funding to the general operations of the getDowntown Program. getDowntown program funding sources are as follows:

- CMAQ: 78% (distributed from the AATA)
- Downtown Development Authority: 18%
- City of Ann Arbor: 3%
- Other sources (sponsorships, lost go!pass fees, bike locker rentals, etc.): 1%

Ann Arbor Transit Authority Rideshare

Historically, vanpools in Ann Arbor have been operated at the state level by the MichiVan program (a VPSI[10]-operated program). Vanpools have already proven a very successful mode of travel in the region; the University of Michigan currently operates nearly 100 vanpools for students, faculty, and staff through the MichiVan program.

In 2012, the Ann Arbor Transportation Authority (AATA) initiated their own vanpool program in response to a number of factors:

- The State was looking to ease their responsibility of providing a vanpool program, where there was the potential for a local provider.
- The AATA sees itself as an alternative transportation

In 2012, the Ann Arbor Transportation Authority launched a local vanpool program, VanRide.

[10] VPSI is a third-party company that manages vanpool programs across the U.S.

agency, and as such, coordinating vanpool service aligns with their mission to provide public transportation options to residents in *Washtenaw* County.

- Vanpools were identified as a key need in the community based on a pubic-outreach process that assessed what kind of public transit residents would like to have in the long term.

The VanRide program details are as follows:

- The AATA is contracted with VPSI Inc. (vRide) to manage vehicle maintenance, insurance, and customer billing.
- To start the program, the AATA board approved the purchase of up to 25 vans for $21,272 each.
- Vanpool riders share the cost of gas. Maintenance and insurance of the vehicles are included in the monthly fee; the vehicles are driven by volunteer drivers who ride for free but are responsible for van upkeep and transporting the van to and from scheduled maintenance.
- The AATA board approved an up to five-year contract for $125,000 with Ecology & Environment Inc. for rideshare and vanpool matching software.
- The AATA vanpool program hopes to transition the current University of Michigan MichiVan vans to VanRide vans within approximately 3 years, in addition to establishing new vanpools in the community.

To date, seven VanRide vans have been delivered and another eighteen vans have been ordered. The long-term goal is for AATA to operate a self-sustaining vanpool program where money that is generated from the vanpool program is put back into the vanpool program. However, since the program just started, this goal is yet to be realized.

The partnership between AATA and the University of Michigan has been essential to launch the VanRide program given the number of vans that the University currently operates. AATA has offered the University a lower price per van but will continue coordinating vanpools for their faculty, staff, and students. The University was also an important partner in the $125,000 purchase of Ecology & Environment Inc. rideshare and vanpool matching software.

In the long term, AATA would like to ensure that 10-20% of new vanpools are serving non-University customers to broaden the reach of vanpools into the community. Of the initial seven vans going into operation in early 2012, two are being saved for new costumers (non-University vans).

The VanRide program is managed by one full-time staff person (approximately 0.75 FTE for a Business Transportation Coordinator who focuses primarily on employer outreach, customer service, and sales; and approximately 0.25 FTE for shared administrative time to handle van procurement, the VPSI contract, etc.). This FTE is funded in part with CMAQ money and in part by the AATA. Because the getDowntown program is focused on downtown, the AATA secured this additional FTE to ensure the "getDowntown" efforts were extended beyond downtown to the rest of the County. Initially, the Business Transportation Coordinator will focus on engaging with large employers outside of downtown to come up with commuter solutions for businesses. Developing these organizational relationships will be the first priority; self organized vanpool groups will be focused on more once the ride matching software launches in Fall 2012.

City Bike & Pedestrian Planning

The Non-Motorized Transportation department in Ann Arbor coordinates bicycle and pedestrian outreach, planning, and design. This department is not staffed by engineers, but rather is responsible for coordinating with the transportation engineers to ensure that facilities are designed for the safety and convenience of bicyclists and pedestrians. In addition to getDowntown's marketing and outreach efforts to businesses in the downtown district, the City also administers a bike and pedestrian outreach program. This program typically runs on $10,000-$15,000 per year and pays for posters and brochures to promote the Walk.Bike.Drive campaign that focuses primarily on safety. The outreach program receives its funding from State gas tax revenue under Michigan Act 51.

Evaluation

The Southeast Michigan Council of Governments prioritizes CMAQ funding at the regional level based on the level of potential impact on reducing single occupancy vehicle miles travelled. Historically, the AATA has been the prime recipient of these funds in the Ann Arbor region. The AATA has distributed a portion of its funds to the getDowntown program since its inception in 1999. Reduced vehicle miles travelled are estimated based on the number of go!passes sold and a number of other factors.

Lessons for Lincoln

- Parking is managed by the Downtown Development Authority which is intimately involved in economic development and transportation access issues in downtown.
- Approximately 5% of the DDA's parking revenue is dedicated to two important TDM programs: the getDowntown program and the subsidization of go!passes for downtown employees.
- The local transit authority – AATA – has recently assumed the responsibility of vanpool coordination and operations. AATA hired a Transportation Coordinator to promote travel options to employers outside of downtown. AATA administrative staff that are responsible for bus procurement also help with the procurement process of the vans and contract management with VPSI. This staff experience with bus procurement and contracts helped the program transition smoothly into running vanpools.
- The relationship between the AATA and the University of Michigan was one of the key challenges – and opportunities – to launch the local vanpool program.
- Even though getDowntown is housed at the AATA, it has successfully balanced promoting all transportation modes, not just transit.

LANE COUNTY (EUGENE/SPRINGFIELD), OREGON

Nestled in the Willamette Valley, the Eugene/Springfield region in Lane County, Oregon is home to 215,000 residents. As of 2010, an average of 69% of commuters in the two cities traveled to work by single occupancy vehicle (SOV), 10% carpooled, 5% took transit, 6% biked, 5% walked,

and 5% worked at home.[11] This section focuses primarily on the role of the Lane Transit District (the regional transit district and operator) and the Cities of Springfield and Eugene in delivering transportation demand management programs to the greater Eugene/Springfield region. TDM in Lane County is fairly centralized at the transit agency; however other partners in the region do play a role in providing education and outreach, as described below.

Lane Transit District

The Lane Transit District (LTD) provides fixed route, paratransit, and vanpool services in Eugene/Springfield and the surrounding areas. Over the last two decades, LTD's role in delivering outreach and education programs to encourage people to choose non-SOV modes of travel has increased. The Regional Transportation Plan (2007) recognizes LTD's role as a regional mobility manager focusing more broadly on TDM initiatives, rather than just providing transit service.

LTD's role in TDM began in 1994 under the name "Commuter Solutions" as a carpooling program. Today, 6 full-time employees help run the vanpool program and Point2point Solutions - a TDM program that provides subsidized passes, employer outreach, and education to children. LTD does not distribute its TDM funds to local partners to promote travel options; however, it does collaborate with the cities of Springfield and Eugene and Lane County to write grants for the region. A recent example is the Smart Trips program described in further detail below.

LTD also informally coordinates TDM programs across the region by hosting monthly TDM meetings to gather staff from other TDM programs in the region, such as the Cities of Eugene and Springfield and other non-profits.

Point2point Solutions

Point2point Solutions is LTD's branded TDM program. Over the last five years, the program has grown considerably from offering subsidized group bus passes to offering a full-suite of school, work, and residential travel options programming. The Point2point Solutions brand has marketed a region wide tagline that states, "How you get there matters." A portion of the State Surface Transportation Program – Urban (STPU) funds has been designated to LTD to implement a regional TDM brand.

Point2point Solutions is LTD's TDM program providing subsidized passes, a guaranteed ride home, vanpool coordination and management, and individualized marketing programs to the Eugene/Springfield region.

Employer Outreach: Point2point Solutions works directly with employers to help their employees choose non-SOV travel. Currently there are 130 designated Employee Transportation Coordinators (ETCs) designated at employment sites across the region.[12] Point2point staff help

[11] American Community Survey 2010 3-Year Estimates "Means of Transportation to Work."

[12] In Oregon, ETCs are a common designation at employment sites because employers with over 100 employees must comply with the state-mandated Employee Commute Options (ECO) Rule. The Rule requires these employers to provide commute options to

ETCs by informing them about transportation options and issues via email, newsletters, and quarterly luncheons.[13] Point2point also sponsors a Business Commute Challenge; in 2011, 107 businesses participated representing 2,329 participants.

Youth Outreach: Until 2011, the State-funded Youth Pass program provided free transit passes to every student in grades 6-12 in Eugene/Springfield. This program was funded by the State of Oregon's Business Energy Tax Credit (BETC) and matched by the local school districts. LTD was responsible for distributing the passes and working with parents and students to help them ride the bus to school. By 2011, the program had grown to a point where roughly 7,000 students were riding the bus to school every day.[14] The subsidized bus pass program for students is no longer running due to the expiration of the BETC tax credit in 2011. Retention rates after the funding expired are not yet available, but LTD expects it will have to write additional grants to revive the program. However, LTD still provides outreach to schools, including the coordination of a pool2school program that helps parents carpool children to school. Point2point also plays a leadership role in establishing a strong Safe Routes to School program in the region's school districts. Point2point Solutions has successfully secured funding to establish a 2-year SRTS program in two area school districts.

Rideshare: LTD has also managed the region's vanpool program since 2002. Federal formula funding supplements the cost of running the vanpools (roughly 50%); vanpool riders pay for the remaining 50% of the cost. Vanpools are leased from Enterprise. Since 2005, the number of vanpool routes has increased from 4 to 8 and serve an average of 90 riders per day; there is a waiting list for certain routes.[15] LTD's vanpool program is part of a larger coordinated effort called Valley VanPool. In partnership with the statewide ridesharing system, Drive.Less.Connect., Point2point also promotes carsharing.

Emergency Ride Home: Employees whose employers are registered with Point2point solutions qualify for the Emergency Ride Home Program. This program offers a guaranteed ride home for employees who travel to work by bike, transit, or carpool.

Gateway SmartTrips: Gateway SmartTrips launched in 2012 as part of Point2point Solutions, offering individualized marketing outreach to promote LTD's Gateway EmX service – one of the routes on the region's first bus rapid transit system. The Gateway SmartTrips Business program will provide 650 businesses with 7,000 employees with the opportunity to order travel tools for employees and customers at no charge. The Gateway SmartTrips Residential program will provide free travel tools to the 5,000 households who live within a quarter mile of the EmX service line. Travel tools include a pedometer, a special Gateway neighborhood walking, biking,

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employees to reduce the number of single occupancy vehicles driven to work. ETCs are commonly designated at these employment sites to comply with the ECO Rule.

[13] LTD. (2011). "Point2Point Annual Report."

[14] Register Guard. "LTD Pass Program Coming to an End." June 18 2011.

[15] LTD. (2011). "Point2Point Annual Report." http://www.lcog.org/documents/meetings/mpc/0512/MPC6.f-Attachment1-point2point_Annual_Report2012.pdf

and transit map, a regional bike map, and a packet of free LTD day passes. The program is funded in part by $90,000 in flexible funds from the Oregon Department of Transportation. Other contributors include the City of Springfield, the Neighborhood Economic Development Corporation, PeaceHealth, Springfield Chamber's Gateway Development Committee, and a number of other partners. A travel survey will be sent to participating households and employers to document the "before" and "after" travel behavior of participants.

Transportation Options Committee

Given LTD's strong role in delivering TDM to the region, they have instituted an informal monthly Transportation Options Committee where the Cities of Eugene and Springfield and area non-profits come together to strategize, share ideas, and ensure efforts are not duplicated by the various organizations in the room.

Point2point Solution staff also participate in local, regional, and state transportation options planning and policy development. Specifically, staff receive direction from the Transportation Options Advisory Group, a subcommittee of the Metropolitan Planning Organization's Transportation Policy Committee.

LTD Staffing

The Point2point Solutions program has six full-time staff. Staff include:

- Program Manager (1 FTE)
- Employer Program Manager (1 FTE)
- School Solutions Coordinator (1 FTE)
- Rideshare Program Coordinator (1 FTE)
- Administrative Secretary (1 FTE)
- Gateway SmartTrips Program Coordinator (1 FTE) – this position is a limited position paid for by State flexible funds

LTD Funding

Eugene/Springfield does not receive federal CMAQ funding because it is not located in a non-attainment area. However, it does rely on State Surface Transportation Program Urban (STPU) funds and Statewide Transportation Improvement Program (STIP) funds that provide money for TDM delivery at the local level. The STPU program is a sub-allocation of the larger Surface Transportation Program. This sub allocation is authorized by state statute and approved annually by the State. The amount of state STPU and STIP funds for program and outreach work are prioritized at the MPO level. In the past, 10% of these funds have been allocated to programs and outreach. In FY 2011-2012, Point2point received funding from the following sources:

- $300,000 STPU from the Lane Council of Governments - this funding is prioritized every three years by the Metropolitan Policy Committee
- $60,000 NTD Vanpool Subsidies
- $15,000 Partner Agency Support – County, Cities, LTD – used as mach for STPU money
- $100,00 Oregon Department of Transportation (ODOT) Grant (special funds) from the STIP

- $40,000 Oregon Business Energy Tax Credit (BETC) – this is pass through funding for the student transit pass program (no longer in effect as of 2011)
- $25,000 Safe Routes to School grant – this is project-specific STPU funding for a project related to Safe Routes to School
- $10,000 Carsharing study report grant from ODOT
- $90,000 SmartTrips grant from ODOT flexible funds

Given that State funding is in flux, LTD is beginning to expand its network of funding options by securing business in-kind donations and applying for Safe Routes to School and health grants. Recently, LTD has partnered with Lane County to apply for a grant from the National Health Institute called Healthy and Active Youth. If received, this money would be funneled to SRTS infrastructure and programs.

LTD is also starting to apply for more project-specific grants, such as a grant to do a bicycle parking study, a car sharing study, etc.

Cities of Eugene and Springfield

The Cities of Eugene and Springfield work in partnership with LTD to promote TDM. The City offices typically work more on bicycle and pedestrian infrastructure and safety and community events, such as Sunday Streets and Breakfast on the Bridges. LTD works with the Cities to market these events alongside their routine outreach efforts.

The City of Eugene also manages a neighborhood SmartTrips program that helps residents in targeted neighborhoods access travel options information. The program began in 2010 and has been implemented in two neighborhoods to date. Although SmartTrips Eugene is technically run by the City of Eugene Office of Transportation, the brand is the same as LTD's Gateway SmartTrips program.

SmartTrips: Central is the City of Eugene's second neighborhood targeted for individualised marketing services in the city.

Evaluation

LTD and Point2point Solutions report to the State annually. Reporting is primarily related to vehicle miles reduced, but also includes the number of people reached with marketing materials, the number participating at events, etc. The Point2point Solutions Annual report provides a useful summary of program accomplishments.[16]

[16] LTD. (2011). "Point2Point Annual Report." http://www.lcog.org/documents/meetings/mpc/0512/MPC6.f-Attachment1-point2point_Annual_Report2012.pdf

Lessons for Lincoln

- Centralized TDM at the transit agency has focused marketing and outreach efforts for the Eugene/Springfield region, making the transit agency promote the full-suite of travel options, not just transit.
- Because so much of the travel options outreach and marketing is under the roof of LTD, the regional TDM brand, "How you get there matters," is infiltrated into a wide range of modes and marketing efforts.
- An informal Travel Options Committee meets on a monthly basis to coordinate efforts between the transit agency, the cities, and other non-profits to limit duplication and share ideas.
- Although the State of Oregon does provide some funding to LTD and the region for TDM programming, LTD has had to diversify its funding sources due to declining funding at the state level. They have found that applying for project-specific grants to fund bike sharing and car sharing studies, have been a good source of funding to contribute to regional TDM efforts. In addition, they have partnered with Lane County to apply for a grant from the National Health Institute called Healthy and Active Youth that, if received, will be used to support the region's SRTS program.

LANSING/EAST LANSING, MICHIGAN

Located in central Michigan, the Lansing/East Lansing region encompasses three counties: Ingram, Eaton and Clinton. The metropolitan area population is at about 460,000, with the City of Lansing at 114,000 residents and East Lansing with almost 49,000 residents. Lansing is the state capital of Michigan and East Lansing is home to Michigan State University (MSU), with 47,000 students. As of 2011, an average of 79% of commuters in the Tri-County region traveled to work by single occupancy vehicle (SOV), 10% carpooled, 2% took transit, 3.5% walked, and 4% worked at home.[17]

This section focuses primarily on the role of the Capital Area Transit Authority (CATA) in delivering transportation demand management programs to the greater Lansing/East Lansing region. TDM in the region is fairly centralized at the transit agency; however other partners in the region do play a role as described below.

Capital Area Transit Authority

Capital Area Transit Authority's (CATA) role in TDM began in the 1980's as a Ridesharing program focused on commuter carpooling, vanpooling, and transit promotion to commuters and employers. In the mid-2000's, the program added a focus on clean air when the region was re-designated as a non-attainment area for air quality standards. As such, an ozone action program was added to the rideshare program and rebranded as the Clean Commute Options program. The slogan for the Clean Commute Options program is "Leave It" or "Tomorrow

[17] American Community Survey, 2011.

LEAVE home without IT." A full-time Clean Commute Options program coordinator/mobility manager manages the program as a service of CATA. The TDM program is not overseen by a separate board or committee, but reports directly to the CATA Board. Efforts to create a program steering committee were met with indifference.

Clean Commute Options Program

The Clean Commute Options program is a free service of CATA. The program offers services to travelers who commute into or within the Lansing region. Clean Commute Options includes the following program services:

- Carpooling – ride-matching services utilizing Trapeze RidePro software, including on-line ride matching.
- Vanpooling – promotion of vanpools operated by V-Ride (formerly VPSI) as part of the MichiVan program. MichiVan is a state-wide program of the Michigan Department of Transportation and operated by V-Ride. MichiVan is a well-established program that has been in operation for 30 years. Michigan DOT subsidizes vanpool for individual commuters and employers with prices based on distance and size of the van. Some 50 MichiVan vanpools are currently in operation in the Lansing area.
- Bus – information and outreach on public transit services that focus on commuting, working with individual commuters, employers and major activity centers, such as MSU. The Clean Commute Options program also refers commuters to other transit service providers in the region, including EATRAN (Eaton County) and Clinton County Transit.
- Bike/Walk – CATA promotes bicycling and walking as a healthy, clean travel option. Standard CTA buses are all equipped with bike racks and CATA offers bike lockers for rent at its downtown Lansing Transportation Center and at a parking structure in East Lansing.
- Emergency Ride Home (ERH) – commuters who are 1) registered with the Clean Commute Options program and 2) commute via carpooling, vanpooling, or CATA "Limited" routes three day per week or more may apply for the Emergency Ride Home program offering a "commuter insurance policy" for getting home in case of family emergencies or illness, unplanned overtime, or the early departure of carpool partners. CATA provides two vouchers every six months to ERH registrants. Services are provided by approved vendors (generally taxi services).

The program is promoted in many ways, including a special web-page on the CATA web-site,[18] as well as key events such as the Clean Commute Challenge held in September. Commuters log their alternative commute trips during this week for chances to win prizes. The Clean Commute Options program provides transportation fairs at various events and employment sites and meets one-on-one with employers and community groups to promote the program. The program specifically promotes federal tax incentives for employers and employees for transit, vanpooling, and bicycling.

[18] http://www.cata.org/CATAServices/CleanCommuteOptions

During the ozone season (May – September), the CATA Clean Commute Options program works with employers and community partners to promote clean air behaviors, such as use of alternative mode, reduced idling and trip chaining.

The Clean Commute Options program is sponsored by CATA and provides carpooling, vanpooling, and other services.
Source:CATA

Funding

Funding for the Clean Commute Options program is provided by two CMAQ grants amounting to approximately $200,000 annually. The rideshare program, prior to re-branding, was funded by state rideshare funds, which now cease to exist.

Monitoring and Evaluation

The program documents the number of commuter participation levels, as reflected in program registrants and vanpool riders. Program registrant data is used, as part of the RidePro matching software, to calculate vehicle miles traveled (VMT) and emission reductions.

Future Opportunities and Challenges

Clean Commute Options staff sees several challenges that impede the success of the program. First, finding the right person within an employer that can support the program is often a source of frustration. Second, Lansing has a long history that is linked to the automobile industry and the "car culture" is well ingrained. Finally, staff feels that stronger incentives are needed for both employers and commuters to get them interested in commute options.

Two opportunities for the future are the planned Bus Rapid Transit line in the Michigan Avenue/Grand River Avenue corridor, the so-called "Main Street of Michigan." Two park-and-ride lots are planned and TDM options are viewed as key to reducing SOV trips to these lots.

Other Program Partners

The CATA Clean Commute Program works with many partners to promote travel options, including:

- Major employers – such as the State of Michigan, insurance companies based in Lansing, and other companies such as GM, and public employers. The State of Michigan labor agreements guarantee workers parking, so the main users of commuter services are employees wishing to save on general commuting costs, especially those with very long commutes. The linkage to clean air and the ozone program have brought new employer partners to the program with a keen interest in green policies and practices.
- Colleges and universities – such as Michigan State University (by operating bus and shuttle services) and Lansing Community College (offering discounted student parking for registered carpools).
- Community groups – in the program manager's role as mobility manager and Clean Commute Options coordinator, CATA works with community groups to help their

constituents fill critical gaps in transportation. For example, the program works with St. Vincent Catholic Charities to assist recent immigrants and refugees to access employment sites.

- City of Lansing – the Clean Commute Program offers discounted parking fees for carpools (free for vanpools) at municipal parking lots and structures.
- Tri-County Regional Planning Commission – the MPO for the Lansing/East Lansing region includes TDM as part of it long-range transportation plan and administers funding for the Clean Commute Options program. Lansing and the State of Michigan are the recipients of a federal sustainable communities grant (the Mid-Michigan Program for Greater Sustainability) and the RPC is hosting a workshop in February 2013 on the potential role of TDM in livability for the region. (NOTE: this information will be expanded upon after the February workshop is conducted).

Lessons for Lincoln

- The combination of complementary programs, such as ozone action and mobility management, creates new partnerships with employers, other agencies, and community groups.
- Program management by an established service provider, such as a transit operator provides opportunities for administrative economies of scale and allows for a broader set of travel options (carpool, vanpool, and public transit).
- A state-wide vanpool program, subsidies, and a proven vendor provides a solid travel option that does not require start-up and administration by the TDM program.
- The integration of mobility and environmental programs addresses multiple public policy objectives.

MADISON, WISCONSIN

Located in southern Wisconsin, Madison has a population of about 233,000 residents and approximately 3,000 residents per square mile. Madison is the capitol of Wisconsin, the county seat of Dane County, and is home to the University of Wisconsin-Madison (UW). As of 2010, 64% of commuters drove alone to work, 10% carpooled, 9% took transit, 5% bicycled, 9% walked, and 3% worked from home.[19]

City of Madison/MPO

The City of Madison and the Madison Area Metropolitan Planning Organization (housed within the City Madison Department of Planning and Community Development) sponsor regional rideshare and bike and pedestrian programs in Madison.

[19] American Community Survey 2010 5-Year Estimates "Means of Transportation to Work."

Rideshare

MATPB manages the Wisconsin Rideshare Program for employees commuting into Dane County, including online carpool ride matching, employee outreach, and advertising. MATPB also manages promotion of the State Vanpool Program, while the Wisconsin Department of Administration performs the day-to-day management of the State Vanpool Program for state and non-state employees commuting to Madison from outside communities. WisDOT runs the Wisconsin Rideshare Program to provide carpool and Bike buddy matching services in areas of the state outside of Madison.

MATPB Online Ridematching Program
Source: MATPB

The carpool and vanpool ride matching services and program promotion are both performed by MATPB since they require the same software tool and are targeted toward the same travel markets. The Rideshare program is funded by state Surface Transportation Program Urban funds and also receives planning funds as an MPO. MATPB runs a regional Guaranteed Ride Home program that provides vouchers for cab fare for use in an emergency. The program is open to commuters who register with the Rideshare, Etc. program and carpool, vanpool, take transit, or bicycle.

MATPB manages a Coordinating Committee that meets monthly and consists of representatives from Metro Transit, City of Madison Bicycle and Pedestrian Program, State Vanpool Program, University of Wisconsin-Madison TDM Program, WisDOT Bicycle and Pedestrian Program, Safe Routes to Schools Program, ZipCar, and B-Cycle (bicycle sharing company). Each public agency on the Coordinating Committee contributes funds toward a pool for advertising the Rideshare program.

To monitor the success of the program and ensure the program continues to meet the needs of the region, MATPB tracks the number of people who register in the online ride matching database, the number of Guaranteed Ride Home participants, the growth in Metro Transit's Commute Card program, and the number of employer events they attend to promote the program.

Bicycle and Pedestrian Program

Bike Madison is a City managed program that promotes bicycling in the city by providing a variety of information, education, and encouragement programs and services. The goal of the program is for all destinations in the city to be accessible by all modes. Bike Madison provides educational materials and outreach to schools and employers regarding bicycle safety, bicycle maintenance, commuting by bicycle, bicycling with children, bicycling in all seasons and at night, bicycle registration, and bicycle laws. The Bike Madison program is run by a Pedestrian-Bicycle Coordinator who oversees a Pedestrian-Bicycle Safety Assistant and half-time Bicycle Licensing Coordinator.

A route planning service provides an interactive map and information on regional and state trails, neighborhood bikeways, and how to bring a bicycle on Metro Transit. Community events, like Ride the Drive and Bike to Work Week, are also sponsored by the City. The City of Madison constructs bicycle facilities and safety projects, including bike boulevards, bike lanes, multi-use paths, bicycle parking, bicycle signals, and lighting.

Check out all the fun events and register for the Winter Bike Week Challenge

Bike Madison Winter Bike to Work Week
Source: Bike Madison

Metro Transit

Metro Transit is a municipal transit agency operated by the City of Madison that serves Madison, the University of Wisconsin-Madison, local middle and high schools, and surrounding communities. Fixed-route ridership has steadily grown over the past few decades to reach a record-breaking high of 14.9 million rides in 2011.[20]

Bike Madison Route Planning Services
Source: City of Madison

To help employers incentivize commuting by bus, Metro Transit offers an annual unlimited ride pass program, the Metro Commute Card. Metro Transit charges $1.25 each time the Metro Commute Card is swiped compared to the standard rate of $2.00 per ride. Employers can choose to completely or partially subsidize the cost of the Commute Card, or employees can use pre-tax dollars to purchase the card. Any business, non-profit or school is eligible to participate. In 2011, over 80 employers participated in the Commute Card program and nearly 164,000 rides were provided under the program.

In 2011, Metro Transit made route and stop information publicly available so that trip planning services could be provided by third parties. Several smart phone applications have been developed and Google Maps now provides trip planning services for Metro Transit routes. Metro Transit also provides real-time arrival and bus location information online and on a smart phone application. The agency partly attributes the high ridership experienced in 2011 to the introduction of these mobile phone applications.

Third Party Mobile Applications Encouraged by Metro Transit
Source: City of Madison Metro Transit

Metro Transit coordinates with the University of Wisconsin-Madison and the Madison Metropolitan School District to provide transit services to students and faculty. Metro Transit meets monthly with UW-M to coordinate the operation of several on-campus routes and provides

[20] City of Madison. Metro Transit Annual Report 2011. Accessed < http://www.cityofmadison.com/metro/annualreports/2011.pdf>

supplemental school service to middle and high schools during peak school hours on days when school is in session.

Madison Metropolitan School District

Madison Metropolitan School District has a Safe Routes to School federal grant Coordinator to provide school-based educational and encouragement programming, including working with physical education teachers on walking and bicycling lesson plans, identifying safe walking and bicycling routes near schools, helping to coordinate encouragement events like Walk to School Week, installing bicycle racks at schools, and surveying parents and students to understand the impact of the Safe Routes to School program. The program began in August 2012; no data has been collected yet on the effectiveness of the program.

University of Wisconsin – Madison (UW)

In 2002, the University of Wisconsin – Madison campus made an agreement to cap the total number of on-campus parking stalls to 13,000 stalls; yet nearly 70,000 students, employees, staff, and visitors travel to the campus each day. To meet their mission of reducing single-occupancy vehicles traveling to campus, UW Transportation Services provides an extensive travel options program to promote transit, bicycling, walking, carpooling, vanpooling, carsharing, and bikesharing. In 2010, less than 10% of students and less than 50% of faculty and staff drove alone to campus.[21]

University of Wisconsin – Madison Transportation Services
Source: University of Wisconsin – Madison

By Wisconsin State law, UW Transportation Services is an auxiliary enterprise and, as such, must generate revenue entirely from user fees. Since Transportation Services receives no financial support from the University, the primary source of funds is through parking meter fees, permit sales, and parking fines. Transportation Services partnered with the Associated Students of Madison to develop a student transportation fee paid during registration that funds student bus passes and contributes to the on-campus transit circulator.

UW Transit Program

Transit passes, which provide unlimited rides on Metro Transit, are provided free of charge to UW staff and students. Out of 17,000 faculty and staff, about 14,000 receive free transit passes. Over the past decade, transit use increased 70%among faculty and staff and 15% for students.[22] The employee transit pass is funded by Transportation Services, while the student pass is funded by the Associated Students of Madison through student registration fees. Metro Transit is contracted to operate an on-campus transit circulator with four routes that improve campus mobility and also connect to other Metro routes. Real time bus arrivals are provided through an online interactive map.

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[21] University of Wisconsin-Madison Transportation Services. *Fall 2010 UW Transportation Survey.* Survey Report December 2010.
[22] University of Wisconsin-Madison Transportation Services. *Fall 2010 UW Transportation Survey.* Survey Report December 2010.

UW Biking and Walking Program

The Transportation Services biking and walking program provides a variety of services, including personalized bike route planning, free bicycle parking in racks and paid bicycle parking in lockers and cages, football game bicycle valet parking, the Departmental Bicycle Program that provides free recycled bicycles to UW Departments, the recently opened University Bicycle Resource Center, and information on bikesharing through B-cycle. Over the next several years, Transportation Services hopes to install a total of 15,000 bicycle parking stalls on campus, up from the current 10,000. Space constraints complicate the installation of additional bicycle parking capacity on campus, however Transportation Services recently approved a high density bicycle rack standard that will help achieve the bike parking goal. The University Bicycle Resource Center offers free use of bicycle repair tools and assistance from student employees, bicycle maps and information, and bicycling events such as group rides and classes on topics like maintenance and safe cycling. As a result of these efforts, in 2011 the UW-Madison campus was recognized by the League of American Bicyclists with the silver award for bike friendliness on college campuses.

UW-Madison earned Silver Award for bicycle friendly campuses
Source: League of American Bicyclists

Walking information resources provided by Transportation Services include maps of internal passageways to travel through campus while remaining indoors. Additionally, Transportation Services provides the SAFEwalk program where two-person teams escort pedestrians safely across campus at night.

UW Rideshare and Park and Ride

Transportation Services refers faculty and staff who would like to carpool or vanpool to campus to the regional Rideshare Program for ride matching services. Members of carpools registered with Transportation Services receive three free full-day parking permits per year. Participants of the state vanpool program receive a parking permit in their preferred lot and a pretax benefit. The carpooling program is currently undergoing an assessment and may be changed in the near future to reach higher participation levels. Zip Car also provides carsharing services in Transportation Services parking lots on campus.

The UW owns and operates a park and ride facility for commuters to connect to Metro Transit routes to campus. A permit is required to park in the lot, but the fee is reduced compared to campus parking charges.

UW Emergency Ride Home

Transportation Services runs an Emergency Ride Home (ERH) program for UW employees who travel to campus using non-SOV modes to provide them with the security that they can quickly return home in the event of an emergency. The ERH program provides up to three free cab rides every six months in the event of a qualified emergency.

Lessons for Lincoln

- A monthly regional TDM Coordinating Committee run by MATPB brings together partners involved in TDM activities to ensure collaboration.
- The Coordinating Committee partners contribute funds toward regional advertising of the Rideshare Program.
- MATPB runs the regional rideshare matching program used by all other partners, including the University.
- The University of Wisconsin-Madison made a policy decision to cap the number of on-campus parking stalls to help manage travel demand to campus.

MISSOULA, MONTANA

Missoula is a national leader in TDM programming – particularly for a community of its size. Missoula has made significant progress in reducing single-occupancy vehicle (SOV) travel. The drive alone commute mode share declined between 2005 and 2010, from 69% to 67%, while the use of non-SOV travel increased. Carpooling is the second most common commute mode, at 9% in 2010, and this mode increased one percentage point since 2005. The use of public transportation (3%), walking (8%), and working at home (7%) have increased one percentage point each since 2005.[23]

Missoula invests in a wide-range of TDM programs, including marketing and outreach to employers, general marketing which includes Missoula In Motion's Way to Go! Club, Safe Routes to School programs and infrastructure, and bicycle and pedestrian safety outreach.

Associated Students of the University of Montana

The Associated Students of the University of Montana (ASUM) is the student government for the University of Montana. The mission of the ASUM Office of Transportation is to promote and provide transportation options for and awareness by the University of Montana community. Outreach is accomplished through a combination of programs agreed upon by the ASUM Transportation Board. The ASUM is funded solely by a student-initiated fee of $30 per student per semester.

ASUM Transportation provides bus service to two park-n-ride lots, a shuttle to the College of Technology, and late night bus service. They also offer a bike rental program: students can check out bikes for two days for free, for an additional fee, they can rent a bike for the semester. ASUM Transportation promotes Mountain Line bus service, which is free with a Griz card, vanpools, ridesharing, the Missoula in Motion incentive program.

The ASUM also sponsors "Walk n Roll Week," in collaboration with the City's Bike Walk Bus Week. Walk n Roll Week is a promotional event held every spring to encourage people to bike, walk, and take transit. Anyone biking, walking, busing, or carpooling to campus receives a raffle ticket and is entered into a contest to receive a number of prizes donated from local businesses.

[23] American Community Survey (AC) 2005-2007 3-Year Estimates and 2008-2010 3-Year Estimates. Note: ACS commute data is not available for Missoula prior to 2005 3-year estimates.

The ASUM is staffed by one full-time Director, and a number of student bus drivers and Bike Ambassadors.

City Bike and Pedestrian Office

The mission of the Bicycle and Pedestrian Office is to enhance and encourage travel by bicycle and on foot in Missoula. The Office is housed within the Office of Public Works and manages programs to increase the number of people biking and walking in Missoula through education and outreach, safety campaigns, and bike and pedestrian infrastructure. Specific programs include:

Missoula Bike Walk Bus Week promotes healthy transportation options.

- Bike Walk Bus Week
- Missoula Walks
- Safe Routes to School
- Bike and pedestrian safety campaign, including the Bicycle Ambassadors program
- Bicycle infrastructure such as bike lane striping and bike parking

A Bicycle Pedestrian Advisory Board of 9 volunteer members, appointed by the Mayor and confirmed by the City Council advises staff on matters pertaining to bicycling and walking in Missoula.

The City Bike and Pedestrian Office has made significant progress to improve cycling infrastructure in Missoula and to increase the number of commuters, youth, and students walking and bicycling. A Spring 2012 analysis reported that the number of children walking to school in Missoula increased from 22.9% in 2011 to 28.2% in 2012, in large part due to the City's Walk to School program.[24] Over 1,400 bike racks have been installed in Missoula as of 2011.[25] In 2012, the League of American Bicyclists awarded the City of Missoula gold status for its recent additions of protected bike lanes, path system signage, and new bike parking.

The City Bicycle and Pedestrian Office invested in an aggressive bicycle safety campaign in 2011, which included 552 radio ads and 211 television ads.

Missoula In Motion

Missoula In Motion (MIM) provides education and encouragement to empower Missoulians to reduce single-occupancy vehicle travel. MIM is currently housed under the MPO.

MIM's two primary programs are The Way to Go! Club, which is an individual reward program for using non-SOV transportation, and the *Momentum* program, which helps employers and employees walk, bike, take transit, and rideshare to work. MIM also provides

Missoula In Motion promotes non-SOV transportation options.

[24] City Bike and Pedestrian Office (2012). "Analysis of spring 2012 walk-to-school counts." Submitted by Phil Smith 13 June 2012.
[25] City of Missoula. (2011). League of American Bicyclists Bicycle Friendly Community Application.

transit marketing and outreach to MUTD for transit-related marketing services. Over the years, MIM has built a recognizable brand in the community through travel options billboards, marketing materials provided to employers, and its sponsorship of Sunday Streets. It also has a downtown storefront location where people can purchase transit passes and learn about travel options in the community. This storefront has increased the visibility and reach of the program.

MIM's **Way to Go! Club** was developed to engage the general public in sustainable commute options and provide rewards to individuals who choose such options. Way to Go! Club members log their trips on-line and receive incentives and awards for doing so. In addition to prizes, members are enrolled in MIM's Guaranteed Ride Home Program that offers up to four free cab rides home per year. The Way to Go! Club program budget also pays for general public education and media.

MIM's ***Momentum*** program is an employer outreach program that works with employers to encourage employees to walk, bike, take transit, or share rides to work. Programs include an annual Commuter Challenge as part of BWBW; the Corporate ToolKit that provides survey assistance, individualized commute planning, and reporting; the EZ Pass Program that enables employers to purchase subsidized transit passes for its employees; and the Best Practices Award program that rewards stand-out employers on an annual basis.

The 2012 TDM Program Review and Organizational Plan recommended that MIM focus its marketing efforts to specific employment areas using an individualized marketing approach.

Missoula-Ravalli Transportation Management Association

The Missoula-Ravalli Transportation Management Association (MR TMA) provides vanpool service to residents in Missoula and Ravalli counties. MR TMA is funded in part by federal CMAQ funds and in part by Missoula and Ravalli counties and corporate sponsorships.

Missoula Parking Commission

The Missoula Parking Commission (MPC) works with government, business, and citizens to provide and manage parking and parking alternatives. Its revenue comes from three main sources: parking tickets, parking meters, and leased parking. The MPC has historically provided matching funds and donations to TDM programs in the region. Over the last five years, the MPC has contributed funds to the following programs: MIM, MR TMA, Out To Lunch Shuttle Bus, Mountain Line, EZ Pass Program, First Night Shuttle Bus, and the Missoula Bicycle Pedestrian Program.

The recent Missoula TDM Organizational Plan completed in 2012 recommended that a specific level of MPC funding be dedicated to downtown programs and that coordination be enhanced by forming a downtown leadership group to manage downtown access issues. The group would be comprised of MPC, MIM, the Missoula Redevelopment Agency, MUTD, the Downtown Association, and possibly other employer representatives.

TDM Program Review and Organizational Plan (2012)

In late 2012, a TDM Program Review and Organizational Plan was developed for the TDM programs in Missoula. This plan recommended that TDM programs be centralized under one roof under the City (programs were previously dispersed at the MPO and the City). A centralized TDM program would:

- Define roles and responsibilities across programs and therefore limit duplication
- Offer a "customer first" approach by emphasizing an individualized marketing approach
- Ensure that the combined set of programs is positioned to expand the reach of TDM services, programs, and marketing to a broader set of travel markets and continues to attract a higher percentage of travelers to non-SOV options
- Align marketing and outreach efforts with land use, downtown access, transit service, and bike and pedestrian initiatives to achieve regional growth management goals

Additionally, during the Plan process, the Missoula Parking Commission (MPC) expressed interest in increasing its role in supporting downtown access issues, both from a programmatic and a funding standpoint. As a result, the Plan recommended a downtown leadership group to better align downtown economic development goals, parking management, and TDM programming. It also recommended that the MPC designate parking revenue to support travel options programs.

The Plan also recommended the continuation of a TDM Consortium where representatives from the transit agency, MR TMA, ASUM, and the City meet monthly to collaborate on local TDM programming.

Funding

TDM programs in Missoula are, in large part, funded by Congestion Mitigation and Air Quality (CMAQ) funds. The Missoula Metropolitan Planning Organization (MPO) is responsible for dedicating the CMAQ dollars every four years as part of the Long Range Transportation Plan Update process. Between 2013 and 2017, CMAQ funding is expected to remain relatively constant, at approximately $1.5 million.

CMAQ funding requires a local match, ranging from 13.42% to 20% depending on the type of project. A variety of partners provide matching funds for CMAQ funding, including the City of Missoula and the Missoula Parking Commission, Missoula and Ravalli Counties, the University ASUM, and corporate sponsorships.

Lessons for Lincoln

- Missoula In Motion is a highly recognized brand. Marketing materials such as billboards and bus stop advertisements have increased awareness of travel options in Missoula. A centrally located storefront location has also helped the program's visibility.
- Interest and commitment from the Missoula Parking Commission has helped initiate the formation of a downtown leadership committee dedicated to downtown access and

economic development issues. The MPC has also expressed interest in dedicating parking revenue funds to travel options programs.

- Missoula In Motion is contracted with the transit agency to do transit-related marketing. This has led to an integrated travel options marketing campaign that includes transit, biking, walking, and ridesharing.

APPENDIX E: DRAFT ORGANIZATIONAL ALTERNATIVES

MEMORANDUM

To: Lincoln Oversight Committee

From: Thomas Brennan and Brie Becker, Nelson\Nygaard; Eric Schreffler, ESTC

Date: May 16, 2013

Subject: Lincoln Travel Options Strategy: Draft Organizational Alternatives

BACKGROUND

The City of Lincoln/MPO and its partners are interested in developing a Travel Options Program to support economic vitality in the region, improve health and air quality, and reduce peak hour congestion. Community stakeholders have expressed an interest in developing a Travel Options Program in Lincoln to heighten awareness of the multiple ways people can commute and travel around the community, education people about the benefits of alternative travel modes, and contribute to government and individual cost savings, economic development, and improved health.

The primary intent of this memo is to suggest three potential organizational alternatives for delivering a local Travel Options Program. The organizational alternatives were developed with the proposed mission, goals, and draft work plan in mind. Alternatives presented are conceptual and a final recommendation may incorporate elements of multiple alternatives or even other approaches that arise during the next phase of meetings in May. It is assumed the viability, strengths, and weaknesses of each approach will be worked out through further evaluation and feedback from the Oversight Committee.

WHY A TRAVEL OPTIONS PROGRAM IN LINCOLN?

The intent of a Lincoln Travel Options Program is to increase transportation options, provide financial savings to businesses and employees, reduce traffic congestion, manage parking demand, reduce pollution emissions (now and in the future), and promote more efficient land use patterns. While typical drivers for a Travel Options Program – such as heavy congestion and parking at capacity – are not critical issues in Lincoln today, it is important to develop programs to support the transportation system as the city and region grow while maintaining the quality of life that Lincolnites expect.

Travel Options Program stakeholders typically include property owners and businesses, business organizations, regional and local government agencies, transit providers, employees, residents,

and business patrons. Interviews with local stakeholders in Lincoln and feedback from the Community Travel Preference Survey supported the development of a Travel Options Program and confirmed that it would be an attractive investment to both the public and private sectors. Benefits include:

- **Economic Development:** Lincoln is home to a strong business community and is well-represented through business organizations. Stakeholders noted that downtown office spaces are difficult to fill because downtown real estate is more expensive and employees have to pay for parking. The availability of alternative travel options, such as biking, walking, and taking transit, could be presented to potential businesses and therefore be a tool to attract businesses downtown.
- **Health:** A primary driver for travel options in Lincoln is the desire to build a healthy community. Stakeholders emphasized the need to communicate the health benefits of biking, walking, and taking transit and the need to coordinate with employer wellness programs to garner private sector support.
- **Quality of Life:** Lincoln ranks high on national rankings of livable cities and part of this is a result of the bicycle network, urban open spaces, and improved pedestrian quality of key corridors. Stakeholders noted the need for and desire to build upon this by supporting all sustainable modes of urban transport. Improving quality of life in Lincoln was noted as particularly important to retain recent college graduates and young professionals. **Changing Demographics:** The transportation needs for older adults and the millennial generation will require expanded travel options to help the elderly age in place and to help retain college graduates and young professionals in Lincoln.
- **Education:** Stakeholders noted the need for a robust education program to communicate the availability, economic benefits, and safety of travel options in Lincoln. Stakeholders particularly noted the need for bicycle safety education and a marketing campaign to overcome the negative perception of transit and transit riders.

FACTORS FOR SUCCESS

Success in forming a Travel Options Program can be summarized into four key factors. These include:

- Addressing transportation challenges
- Creating vision and leadership
- Supporting partnerships and stable funding
- Establishing goal setting, program delivery, and performance monitoring

When there is high consensus, participation, "buy-in," and delivery of the factors noted above, travel options programs have typically quickly formed and successfully delivered programs and services that have had a measurable impact on commute trip behavior. This section describes how Lincoln stands in relation to these success factors.

Transportation Challenges

A successful travel options program is organized around a set of shared transportation issues and challenges. These challenges often include, among others:

- Traffic congestion (or concerns about future congestion due to growth)
- Limited local mobility and accessibility due to poor bicycle and pedestrian facilities
- Severely constrained transit service
- Lack of dedicated funding for transportation options, including public transportation
- Growing parking demands and/or the need to better manage parking resources
- Identified need to educate and reach out to the public about travel options

Local Assessment – Transportation Challenges

Strengths/Opportunities	Weaknesses/Challenges
World class bicycle trail network: The Great Plains Trails Network has implemented a world class network of bicycle trails with a substantial following. Continuing this momentum to increase the number of bicycle commute trips will be an important component of the travel options program.	**Limited congestion:** Traffic congestion in Lincoln is only seen during peak hours (and only for relatively short periods) at key access points. While limited congestion in communities is seen by some as a positive, the lack of congestion in Lincoln presents an obstacle to justify a personal change in travel behavior. Traffic congestion is often seen as an incentive to change modes. On the other hand, congestion is "in the eye of the beholder" such that *relative* increases in the level of congestion might be a factor in Lincoln.
Adaptive transit agency: StarTran is actively working to meet customer demands (e.g. lowering the monthly pass fare, launching the "Where's My Bus" application, adding bicycle racks on buses, and developing an online trip planner). Continuing this commitment to meeting the demands of existing and new transit riders will be important.	**Perception and limitations of transit:** Many stakeholders discussed the need for improved transit service and an improved image of transit in Lincoln. Specific concerns related to circuitous routes, complicated transit schedules, transit service ending too early in the evening to be a viable option for commuters, and a general perception that transit service was a "social service" for people, not a choice mode. Likewise, StarTran is funded out of the general fund, which needs to be approved each year. This creates competition for funds for travel options (more on the funding issues is provided later in this section).
Public support for improved downtown environment: The Downtown Master Plan envisions a safe, convenient pedestrian and protected bikeway system in the downtown core.	**Limited east/west bicycle connections and bicycle connections between trails and the roadway:** Many stakeholders noted the need for more east/west separated bicycle facilities in downtown, and also to improve the connection between the off-street and on-street bicycle network.
Strong centralized employment base: The University of Lincoln, State of Nebraska offices, and other sectors provide a strong employment base for the region. Of the 135,728 employees in Lincoln, 65% of them are also residents of Lincoln.	**Downtown parking:** Parking access is seen as the primary access mode for downtown. Parking in downtown is generally available for employees and patrons; a 2009 downtown parking study found on-street and off-street parking managed by the City to be at 62% occupancy, with localized areas of constrained parking, especially adjacent to the UNL campus.

Strengths/Opportunities	Weaknesses/Challenges
Education is key: Stakeholders noted the need for a robust education program to provide information and resources for people to change travel behavior.	**Neighborhood parking spillover:** Many stakeholders and survey respondents noted an issue of UNL and state employees parking in the neighborhoods to avoid parking charges on the UNL campuses or at the state offices.

Vision and Leadership

Successful travel options programs have formed and grown in areas where there is a clear vision for growth that has strong buy-in from the business community, institutions (hospitals, state offices, and universities), and the public sector. It has proven difficult to initiate travel options in areas where there is not broad support for job and housing growth, denser urban form, and multi-modal access. Strong leadership must be in place to implement the vision and connect with key stakeholders. Key success factors include:

- Strong consensus on vision for travel options program and its direct link to economic growth and sustainability
- Clear recognition of transportation challenges that would limit achievement of the vision (e.g., congestion, resource needs, lack of public services, etc.)
- Strong buy-in from the business community, institutions, and public sector leaders to support and fund new and innovative programs

Local Assessment – Vision and Leadership

Strengths/Opportunities	Weaknesses/Challenges
TDM supports LPLAN 2040: Adopted in 2011, LPLAN 2040 is Lincoln's comprehensive and long range transportation plan. The plan identifies downtown as the major office and commercial center, encourages higher density development in downtown, and identifies commercial and neighborhood centers. The Long Range Transportation Plan (LRTP) recommends the development of a TDM program with dedicated funding to reduce congestion and travel delay, improve air quality, and improve access to jobs and schools.	**Typical drivers for TDM aren't prominent:** Although improvements to the transportation system are needed, including bicycle and pedestrian improvements and transit service enhancements, typical drivers for TDM such as congestion, travel time, and lack of parking availability are not major issues in Lincoln today.
Lincoln Downtown plan sets a strong vision for a dense, walkable, mixed-use downtown: The plan embraces the Complete Streets framework identified in LPLAN 2040, and promotes pedestrian enhancements to improve the downtown retail environment.	**Many downtown businesses want ample parking:** Any attempts to manage the demand and supply of parking may be met with skepticism by the business community.
Strong downtown business community: The Lincoln Downtown Association and the Chamber of Commerce provide strong support for downtown businesses and access management.	

Strengths/Opportunities	Weaknesses/Challenges
Buy-in from University of Nebraska and State of Nebraska: Travel options programs are already underway at UNL and the state; developing a formal TO program will help support these programs and reach key travel markets in the region.	

Partnerships and Stable Funding

Partnerships and stable and diverse funding mechanisms are essential elements of any travel options program, especially one that is just in the organization phase, such as in Lincoln. Travel options programs are inherently led by strong partnerships given the range of programs, travel modes, and travel markets. Key success factors typically include:

- Organizational structure with clearly defined roles and responsibilities
- Clearly defined partnership structures with monthly or quarterly meetings to limit duplication of efforts and foster collaboration across multiple organizations (business community, public sector, transit service agency, universities and major employers)
- Stable funding source with clear buy-in (consensus, support, and in-kind services) from the business community

Local Assessment – Partnerships and Stable Funding

Strengths/Opportunities	Weaknesses/Challenges
Strong programs already in place: Travel options programs in Lincoln are already being implemented by a wide range of partners, including the City, StarTran, UNL, the State of Nebraska, and various health, human service, and nonprofit organizations. There is an opportunity to define efforts underway and look for opportunities to consolidate efforts and develop a streamlined travel options marketing and education program.	**Centralized leadership is valuable:** TO programs perform well under the leadership of one organization or coordinating body. Given the range of modes and travel markets, having one organization develop a recognizable brand and unified voice for travel options can help spread the word and impact diverse travel markets. In Lincoln, while there are a number of organizations already involved in travel options, one organization does not stand out as being the "leader."
Strengthen downtown focus: Travel options programs in Lincoln are not currently focused on downtown. TO programs can be particularly successful in downtown environments due to the large employment base, the opportunity to tie to local economic development initiatives, and the presence of a paid parking district.	**Funding is uncertain:** To date, a stable funding source has not been established for a TO program. There has been some discussion that TO funding could come out of the general fund or from federal transportation planning funds. However, relying on the general fund (as StarTran does today) means that TO program funding would not be dedicated and would be up for debate every year.
Downtown parking district: Paid parking downtown represents an opportunity to potentially derive funds from downtown parking revenue.	

Goal Setting, Program Delivery, and Performance Monitoring

Consensus on specific targets and goals assures that all programs and strategies developed through a travel options program can be correlated back to (and measured against) broader

community goals, such as emissions reduction, economic development, and health objectives. Setting a mode split target for downtown, identifying the number of people reached through a travel options marketing campaign, or setting a target for how many downtown employers participate in a TO program are all useful travel options metrics to assess the performance of a TO program. Performance monitoring will be critical to justify investment in travel options programming over time.

Key success factors typically include:

- Transportation goals that support broader community objectives, such as health, economic development, and the environment
- Staffing capacity and capabilities to reach identified goals
- Performance monitoring process to assess progress toward identified goals

Local Assessment – Goal Setting, Program Delivery, and Performance Monitoring

Strengths/Opportunities	Weaknesses/Challenges
Travel options program supports LRTP goals: The Long Range Transportation Plan (LRTP) identifies seven goals that support an enhanced transportation system, including maintaining the existing transportation system, improving efficiency and performance of the system, promoting consistency between land use and transportation plans, providing safe and secure facilities, protecting the environment, and maximizing the cost effectiveness of transportation. A TO program will support all seven LRTP goals.	**Limited history tracking mobility goals**: Lincoln has limited experience evaluating access and mobility goals/objectives, particularly from the standpoint of how they affect business access, health, and transportation affordability.
Timing is right for new implementation measures: On the heels of the Downtown Master Plan Update and LPLAN 2040, the time is right to begin tracking transportation outcomes with increased rigor. A strong system to track progress on mode split for transit and bicycling, and participation in various program types, transit pass sales, etc. will help local partners to gauge progress. A TO program could provide an important structure for creating an ongoing system of performance measurement.	**Staffing capacity is limited:** In recent economic times, staffing capacity is rarely at an excess. Dedicating staff – particularly with the right set of skills to build a TO program – will be a challenge for Lincoln.
Performance monitoring can help build the business case: A carefully monitored TO program that meets its targets and demonstrates the value to the community will help to justify future investment in the program over time.	**Monitoring must be done correctly:** Assuring that the correct data of sufficient quality and quantity is often difficult to assemble. Establishing a streamlined monitoring process across multiple organizations is also difficult.

ORGANIZATIONAL ASSESSMENT EVALUATION CRITERIA

Determining the appropriate structure for travel options program delivery in Lincoln will be important to ensure the program is coordinated, effective, and has the political and community support to succeed and expand over time. As noted in the previous section, five key success factors are needed to launch an effective TO program, including the presence of transportation

challenges, vision and leadership, partnership and stable funding, and goal setting, program delivery, and performance. Evaluation criteria to evaluate each success factor are outlined in Figure 1. These criteria will be used to assess the organizational alternatives provided below.

Figure 61 Summary of Evaluation Criteria

Success Factor Category	Evaluation Criteria
Transportation Challenges	Ability to address key transportation challenges in Lincoln
Vision and Leadership	Ability to establish and support a vision for travel options in Lincoln
	Established leader in addressing transportation challenges
Partnership and Stable Funding	Ability to leverage diverse and sustainable funding sources
	Ability to define roles and responsibilities and reduce overlap across organizations
Goal Setting, Program Delivery, and Performance	Ability to support defined transportation goals
	Existence of staff to implement identified programs
	Ability to access and analyze data for program performance monitoring

ORGANIZATIONAL ALTERNATIVES

This section provides three draft organizational alternatives for travel options delivery in Lincoln.

Organizational Alternative #1: City/MPO-Led Initiative

A City/MPO-led TO program would be centralized at the City of Lincoln Planning Department in a newly established Travel Options Department or Program Office. The City/MPO-led TO program would be responsible for the following initiatives:

- Develop a regional marketing campaign and brand for all travel modes, including biking, walking, transit, and rideshare
- Investigate a rideshare program and opportunities for bike share and car share
- Partner with StarTran to expand and market a Universal Pass program for downtown employees and neighborhoods
- Develop and manage a centralized website for travel options
- Lead outreach and education efforts for all modes, including a program targeted to Lincoln public schools
- Develop and manage a travel options loyalty program and a Guaranteed Ride Home program
- Foster partnerships with UNL, the State of Nebraska, the League of Human Dignity, Lincoln Literacy Council, and neighborhood associations to target specific travel markets
- Sponsor and organize community events, such as Streets Alive!

The University of Nebraska would be an important partner and would lead TO efforts at the University.

A Travel Options Consortium would be established to foster collaboration between the City/MPO TO Program, the University of Nebraska, the State of Nebraska offices, the Great Plains Trails

Network, the Chamber of Commerce, the Downtown Lincoln Association, and health and wellness groups.

Funding and Cost

Funding for a City/MPO-led travel options program could come from the general fund or from the City's Federal Transportation Planning Grant. Further investigation would be needed to determine the feasibility of these or other funding sources. The cost for a City/MPO-led organizational structure is outlined in Figure 62 below (a detailed cost estimate is provided in Attachment A).

Figure 62 Organizational Alternative #1 Five-Year Cost Estimate Summary

Year 1	Year 2	Year 3	Year 4	Year 5
$148,920	$257,899	$244,832	$401,939[26]	$259,253

**Detailed cost estimates are provided in Attachment A.*

Strengths

A centralized travel options program at the City/MPO houses travel options information and outreach in one location within an established organization with knowledge and experience with transportation. This format would create a centralized clearing house for information and services from a user perspective, and coordinate bicycle and pedestrian, transit, and rideshare marketing, programming, and outreach. Due to the centralized approach, potential cost savings could also be realized. The majority of overhead costs (i.e. rent, computer and copier equipment, office supplies, etc.) could be absorbed by the City/MPO. Given that travel options programming would be centralized under one roof, there is the potential for cost savings compared to other organizational alternatives due to fewer staff. The City/MPO also has the ability to directly influence key transportation challenges, such as parking, bicycle, and pedestrian infrastructure, and transit service. Given this direct involvement, the City/MPO can seamlessly coordinate travel options programming with infrastructure and service investments.

Weaknesses

A centralized approach at the City/MPO could potential dilute the marketing efforts of all travel modes. StarTran marketing and outreach may be best executed by StarTran staff, for example. Likewise, the TO program staff may have competing demands if housed at the City/MPO. The TO program may just be seen as another "project" or "planning effort" and not an operating arm of the City/MPO. Centralizing efforts under a City/MPO department may make it difficult to create a marketing and branding campaign that truly reaches all travel markets and all modes. Furthermore, the City may not have the staff capacity to take on such an effort. The ability to find a strong candidate with expertise in marketing and outreach for all modes may also be a challenge. Furthermore, this organizational alternative does not focus specifically on downtown employees and access management policies which are typically key travel markets for a TO program.

[26] Assumes grant money secured for bike share and car share seed funding.

Assessment

Figure 63 provides an assessment of the City/MPO-led organizational alternative based on the evaluation criteria noted above. The assessment is based on a qualitative “high,” “medium,” “low” classification. “High” assumes that the organizational alternative would perform well; low assumes an inherent weakness in the structure.

Figure 63 Assessment of Organizational Alternative #1: City/MPO-Led Initiative

Success Factor Category	Evaluation Criteria	Assessment
Transportation Challenges	Ability to address key transportation challenges in Lincoln	**High:** The City/MPO can seamlessly coordinate travel options programming with infrastructure and service investments.
Vision and Leadership	Ability to establish and support a vision for travel options in Lincoln	**High:** LPLAN 2040 and the LRTP both call for efficient management of the transportation plan. A TO program directly supports these efforts.
	Established leader in addressing transportation challenges	**Medium:** The City/MPO is an established leader in transportation infrastructure and services. From a programmatic standpoint, the City has less experience developing programs and tools for residents and commuters to use travel options. Likewise, the City/MPO itself may not be seen as a champion in the same way that an outside entity might be.
Partnership and Stable Funding	Ability to leverage diverse and sustainable funding sources	**Medium:** The City/MPO could secure stable funding from the City's general fund or other transportation planning sources. However, these sources of funds will likely be in competition with a multitude of other city services and transportation projects and therefore may not provide the most stable funding source. On the other hand, the City/MPO has experience seeking funding at the state and federal level and writing grants.
	Ability to define roles and responsibilities and reduce overlap across organizations	**High:** A centralized TO program would clearly define roles and responsibilities because programming would be centralized primarily at one organization with a defined travel options consortium to foster collaboration across organizations.
Goal Setting, Program Delivery, and Performance Monitoring	Ability to support defined transportation goals	**High:** The City's LRTP defines seven goals to manage the transportation system efficiently. A City/MPO-led TO program would be directly linked to these goals and therefore directly justify investment in TO.
	Existence of staff to implement identified programs	**Medium:** The City does not currently have a likely candidate to lead a TO Department. Finding a candidate with the necessary skills may require a national search. Providing a competitive salary could be a challenge.
	Ability to access and analyze data for program performance monitoring	**High:** A centralized TO program at the City/MPO would streamline the performance monitoring process. The City/MPO also has access to relevant data and survey analysis tools that could support data collection and analysis.

Organizational Alternative #2: City/MPO-Led Initiative with Strong Downtown Organization

A City/MPO-led TO program would be centralized at the City of Lincoln Planning Department in a newly established Travel Options Department or Program Office. The City/MPO-led TO program would be responsible for the following initiatives:

- Develop a regional marketing campaign and brand for all travel modes, including biking, walking, transit, and rideshare
- Investigate a rideshare program and opportunities for bike share and car share
- Partner with StarTran to expand and market a Universal Pass program for downtown employees and neighborhoods
- Develop and manage a centralized website for travel options
- Lead outreach and education efforts for all modes, including a program targeted to Lincoln public schools
- Develop and manage a travel options loyalty program and a Guaranteed Ride Home program
- Foster partnerships with UNL, the State of Nebraska, the League of Human Dignity, Lincoln Literacy Council, and neighborhood associations to target specific travel markets
- Sponsor and organize community events, such as Streets Alive!

In addition to a City/MPO-led travel options program that would focus on the overall travel options brand and be responsible for marketing and outreach outside of downtown, a new downtown Transportation Management Association or organization focused on downtown access and economic development would dedicate specific attention to the most predictable travel markets: commuters in downtown. This organization could be closely integrated with the City's Park and Go program to collaborate on downtown access strategies and also collaborate with (or be housed in) the Downtown Lincoln Association to ensure a strong tie to the downtown business community. The primary focus of the downtown organization would be to garner private sector support for improved travel options and focus on the travel behavior of downtown employees. The downtown program would leverage the resources (education programs, regional travel options brand, etc.) created by the City/MPO-led TO program.

Integration of travel options, economic development, and parking are closely aligned in places like Ann Arbor and Des Moines where the downtown development associations see parking and travel options as central strategies to achieving their mission of a livable and economically viable downtown.

The University of Nebraska would be an important partner and would lead TO efforts at the University. A Travel Options Consortium would also be established to foster collaboration between the City/MPO-led TO program, the University of Nebraska, the State of Nebraska offices, the Great Plains Trails Network, the Chamber of Commerce, the Downtown Lincoln Association, and health and wellness groups.

Funding and Cost

Funding for Organizational Alternative #2 could come from the general fund or from the City's Federal Transportation Planning Grant. Further investigation would be needed to determine the feasibility of these funding sources. Additional funding could come from the business community and/or parking revenue to support downtown-specific travel options programming. The cost of this organizational structure is outlined in Figure 64 below (a detailed cost estimate is provided in Attachment A).

Figure 64 Organizational Alternative #2 Five-Year Cost Estimate

Year 1	Year 2	Year 3	Year 4	Year 5
$148,920	$339,237	$328,336	$487,888[27]	$347,720

**Detailed cost estimates are provided in Attachment A.*

Strengths

A centralized travel options program at the City/MPO houses travel options information and outreach in one location within an established organization with knowledge and experience with transportation. This format would create a centralized clearing house for information and services from a user perspective, and coordinate bicycle and pedestrian, transit, and rideshare marketing, programming, and outreach. Due to the centralized approach, potential cost savings could also be realized. The majority of overhead costs (i.e. rent, computer and copier equipment, office supplies, etc.) could be absorbed by the City/MPO. Given that travel options programming would be centralized under one roof, there is the potential for cost savings compared to other organizational alternatives due to fewer staff. The City/MPO also has the ability to directly influence key transportation challenges, such as parking, bicycle, and pedestrian infrastructure, and transit service. Given this direct involvement, the City/MPO can seamlessly coordinate travel options programming with infrastructure and service investments.

In addition to a strong centralized approach to travel options programming at the City/MPO, a downtown organization would specifically focus on the travel needs of downtown employees and businesses. This approach links travel options to a broader economic development agenda, leveraging support from the business community and potentially additional funding.

Weaknesses

A centralized approach at the City/MPO could potential dilute the marketing efforts of all travel modes. StarTran marketing and outreach may be best executed by StarTran staff, for example. Likewise, the TO program staff may have competing demands if housed at the City/MPO. The travel options program may just be seen as another "project" or "planning effort" and not an operating arm of the City/MPO. Centralizing efforts under a City/MPO department may make it difficult to create a marketing and branding campaign that truly reaches all travel markets and all modes. Furthermore, the City may not have the staff capacity to take on such an effort. The ability to find a strong candidate with expertise in marketing and outreach for all modes may also be a

[27] Assumes grant money secured for bike share and car share seed funding.

challenge. While focusing on downtown access issues is certainly a strength, there may not be the organizational capacity or leadership in downtown to bring this structure to fruition.

Finally, this model divides the travel options program into downtown and all other areas of Lincoln and this might serve to erode overall cohesion and effectiveness.

Assessment

Figure 65 provides an assessment of organizational alternative #2 based on the evaluation criteria noted above. The assessment is based on a qualitative "high," "medium," "low" classification. "High" assumes that the organizational alternative would perform well; low assumes an inherent weakness in the structure.

Figure 65 Assessment of Organizational Alternative #2: City/MPO-Led Initiative with Downtown Organization

Success Factor Category	Evaluation Criteria	Assessment
Transportation Challenges	Ability to address key transportation challenges in Lincoln	**High:** The City/MPO can seamlessly coordinate travel options programming with infrastructure and service investments.
Vision and Leadership	Ability to establish and support a vision for travel options in Lincoln	**High:** LPLAN 2040 and the LRTP both call for efficient management of the transportation plan. A TO program directly supports these efforts.
	Established leader in addressing transportation challenges	**Medium:** The City/MPO is an established leader in transportation infrastructure and services. From a programmatic standpoint, the City has less experience developing programs and tools for residents and commuters to use travel options. Likewise, the downtown organization can elevate a champion for travel options.
Partnership and Stable Funding	Ability to leverage diverse and sustainable funding sources	**High:** The City/MPO could secure stable funding from the City's general fund or other transportation planning sources. However, these sources of funds will likely be in competition with a multitude of other city services and transportation projects and therefore may not provide the most stable funding source. A downtown-focused organization could leverage additional funds from the private sector or from parking revenue to focus on downtown programs, outreach, and access management.
	Ability to define roles and responsibilities and reduce overlap across organizations	**Medium–High:** A centralized TO program at the City/MPO would clearly define roles and responsibilities because programming would be centralized primarily at one organization with a defined travel options consortium to foster collaboration across organizations. Adding a downtown organization focused on downtown access would target an important travel market, but would add a level of coordination between organizations.

Success Factor Category	Evaluation Criteria	Assessment
Goal Setting, Program Delivery, and Performance Monitoring	Ability to support defined transportation goals	**High:** The City's LRTP defines seven goals to manage the transportation system efficiently. A City/MPO-led TO program would be directly linked to these goals and therefore directly justify investment in TO.
	Existence of staff to implement identified programs	**Medium:** The City does not currently have a likely candidate to lead a TO Department. Finding a candidate with the necessary skills may require a national search. Providing a competitive salary could be a challenge. It is also unknown whether or not the Downtown Lincoln Association (DLA) has ample interest or capacity to launch a downtown travel options program. If the DLA is not interested in establishing such a program, the incentive to form a new organization would be needed.
	Ability to access and analyze data for program performance monitoring	**High:** A centralized TO program at the City/MPO would streamline the performance monitoring process. The City/MPO also has access to relevant data and survey analysis tools that could support data collection and analysis.

Organizational Alternative #3: Partnership Model

The partnership model assumes that travel options programs are delivered in Lincoln by a number of organizations working together as a formal consortium:

- City/MPO: regional travel options brand and marketing, bicycle and pedestrian education and outreach; rideshare investigation
- Downtown organization: downtown specific marketing, education, and outreach for all modes
- StarTran: transit marketing, education, and outreach
- University of Nebraska and state offices: continue to promote options to students and employees
- Partnership for a Healthy Lincoln: Streets Alive! and school education and outreach
- Travel Options Consortium would be established to foster collaboration between City, State, UNL, Great Plains Trails Network, Chamber, health and wellness groups
- Formal partnership is created with advisory board for the purposes of providing collective direction, leadership, advocate for joint funding requests, and to advise staff and partner agencies on consortium activities

Funding and Cost

Funding for this organizational structure would come from a range of organizations, including the City/MPO, StarTran, UNL, the State, Partnership for a Healthy Lincoln, the Great Plains Trails Network, etc. Detailed costs for this option are not provided, given that costs would be derived from so many different organizations.

Strengths

A partnership model ensures that marketing and outreach for each mode is being done by the experts (i.e. StarTran does transit marketing, the City does bicycle and pedestrian marketing, etc.). By compartmentalizing these efforts, it is assumed that each travel mode and travel market will be treated equally and programs will be strong. This alternative also provides a potentially diverse set of funding sources, from the City/MPO, StarTran (although this funding would still be from the City/MPO), and other nonprofit organizations.

Weaknesses

The partnership model assumes the following weaknesses:

- Partnership implies equal effort and dedication, which in practice is difficult to achieve
- Marketing and outreach efforts are broad-based, and may not be focused on downtown
- Potential duplication of efforts between StarTran, City/MPO, and nonprofit organizations
- Difficult to establish an agreed-upon regional travel options brand across multiple organizations
- No identified champion for travel options which may lead to minimal progress

Assessment

Figure 66 provides an assessment of the partnership model organizational alternative based on the evaluation criteria noted above. The assessment is based on a qualitative "high," "medium," "low" classification. "High" assumes that the organizational alternative would perform well; low assumes an inherent weakness in the structure.

Figure 66 Assessment of Organizational Alternative #3: Partnership Model

Success Factor Category	Evaluation Criteria	Assessment
Transportation Challenges	Ability to address key transportation challenges in Lincoln	**Medium:** An organizational structure with multiple players makes it more difficult to seamlessly align transportation challenges with programmatic and infrastructure solutions.
Vision and Leadership	Ability to establish and support a vision for travel options in Lincoln	**Low–Medium:** While an advisory board is recommended to oversee travel options programs in Lincoln, it may be more difficult to establish a focused vision for the program if multiple organizations are involved.
	Established leader in addressing transportation challenges	**Low:** Effective leadership can be difficult to establish in a partnership model.

Success Factor Category	Evaluation Criteria	Assessment
Partnership and Stable Funding	Ability to leverage diverse and sustainable funding sources	**Medium:** Funding could be available from multiple organizations, however without a strong vision it could be difficult to leverage these funds.
	Ability to define roles and responsibilities and reduce overlap across organizations	**Low:** A partnership model could result in duplication of efforts across multiple organizations.
Goal Setting, Program Delivery, and Performance Monitoring	Ability to support defined transportation goals	**Medium:** An organizational structure with multiple players makes it more difficult to develop programs that align with one set of goals.
	Existence of staff to implement identified programs	**Medium–High:** Staffing may be easier to secure if staffing requirements are specialized to specific organizations and travel modes.
	Ability to access and analyze data for program performance monitoring	**Low:** A partnership model would make it difficult to foster a streamlined performance monitoring approach across multiple organizations.

Summary of Organizational Alternatives

Figure 67 provides a summary assessment of each organizational alternative. In addition to the five success factors noted above, estimated cost and staffing requirement based on the Draft Work plan and Budget are included below. Cost and staffing estimates for the partnership model are not included due to the complication of estimating costs and staffing needs across multiple organizations.

Figure 67 Summary of Organizational Alternatives

Success Factor Category	Evaluation Criteria	#1 City/MPO-Led Initiative			#2 City/MPO-Led Initiative with Strong Downtown Organization			#3 Partnership Model
Estimated Cost		Yr 1: $149k	Yr 2: $258k	Yr 3: $245k	Yr 1: $149k	Yr 2: $339k	Yr 3: $328k	n/a
Staffing Requirement		Yr 1: 1.0 FTE	Yr 2: 1.5 FTE	Yr 3: 2.0 FTE	Yr 1: 1.0 FTE	Yr 2: 2.5 FTE	Yr 3: 3.0 FTE	n/a
Transportation Challenges	Ability to address key transportation challenges in Lincoln	**High**			**High**			**Medium**
Vision and Leadership	Ability to establish and support a vision for travel options in Lincoln	**High**			**High**			**Low–Medium**
	Established leader in addressing transportation challenges.	**High**			**High**			**Low**

Success Factor Category	Evaluation Criteria	#1 City/MPO-Led Initiative	#2 City/MPO-Led Initiative with Strong Downtown Organization	#3 Partnership Model
Partnership and Stable Funding	Ability to leverage diverse and sustainable funding sources	**Medium**	**High**	**Medium**
	Ability to define roles and responsibilities and reduce overlap across organizations	**High**	**Medium–High**	**Low**
Goal Setting, Program Delivery, and Performance Monitoring	Ability to support defined transportation goals	**High**	**High**	**Low**
	Existence of staff to implement identified programs	**Medium**	**Medium**	**Medium–High**
	Ability to access and analyze data for program performance monitoring	**High**	**High**	**Low**

ATTACHMENT A – DRAFT COST ESTIMATES

Cost estimates for Organizational Alternative #1 and #2 are provided below. These estimates are derived from the draft work plan provided in the *Draft Travel Options Mission, Goals, and Work Plan* memorandum submitted to the Oversight Committee on May 15. These estimates will be further refined once a preferred organizational structure is determined.

Cost Estimate - Organizational Alternative #1

	YR 1	YR 2	YR 3	YR 4	YR 5
	Budgeted	Budgeted	Budgeted	Budgeted	Budgeted
PERSONNEL					
Travel Options Program Director (1.0 FTE)	$ 60,000	$ 61,800	$ 63,654	$ 65,564	$ 67,531
Travel Options Program Coordinator (0.50 Yr 2; 1.0 FTE Yr 3)		$ 25,000	$ 50,000	$ 51,500	$ 53,045
Taxes	$ 3,720	$ 3,832	$ 3,947	$ 4,065	$ 4,187
Benefits	$ 13,200	$ 13,596	$ 14,004	$ 14,424	$ 14,857
Sub-Total Personnel	$ 76,920	$ 104,228	$ 131,604	$ 135,553	$ 139,619
PROGRAMS/INFRASTRUCTURE					
Travel Options Brand Development	$ 15,000				
Marketing Collateral Materials	$ 25,000	$ 25,698	$ 26,414	$ 27,151	$ 27,909
Website Development & Maintenance	$ 15,000	$ 500	$ 514	$ 528	$ 543
Education Collateral Materials		$ 10,000	$ 10,279	$ 10,566	$ 10,861
Travel Options Loyalty Program	$ 10,000	$ 10,279	$ 10,566	$ 10,861	$ 11,164
Guaranteed Ride Home Program	$ 3,000	$ 3,084	$ 3,170	$ 3,258	$ 3,349
Events		$ 7,500	$ 7,709	$ 7,924	$ 8,145
Universal Pass Program			$ 25,000	$ 25,698	$ 26,414
Rideshare Ridematching Program		$ 30,000	$ 2,000	$ 2,056	$ 2,113
Carshare Program Seed Funding (Grant)				$ 100,000	
Bikeshare Seed Funding (Grant)				$ 50,000	
Covered Bike Parking		$ 20,000			
Bicycle Map		$ 10,000	$ 500	$ 514	$ 528
Transportation Affordability Tool		$ 20,000			
Wellness Program Collateral Materials		$ 5,000	$ 5,140	$ 5,283	$ 5,430
Neighborhood Parking Permit Program			$ 10,000	$ 10,279	$ 10,566
Sub-Total Programs	$ 68,000	$ 142,060	$ 101,292	$ 254,118	$ 107,023
DIRECT EXPENSES					
Rent: Travel Options Storefront (500SF @ $15/sf)		$ 7,500	$ 7,709	$ 7,924	$ 8,145
Office supplies	$ 500	$ 514	$ 528	$ 543	$ 558
Printing	$ 500	$ 514	$ 528	$ 543	$ 558
Postage	$ 2,500	$ 2,570	$ 2,641	$ 2,715	$ 2,791
Travel	$ 500	$ 514	$ 528	$ 543	$ 558
Sub-Total Direct Expenses	$ 4,000	$ 11,612	$ 11,936	$ 12,269	$ 12,611
TOTAL EXPENSES	**$ 148,920**	**$ 257,899**	**$ 244,832**	**$ 401,939**	**$ 259,253**

Cost Estimate - Organizational Alternative #2

	YR 1	YR 2	YR 3	YR 4	YR 5
	Budgeted	Budgeted	Budgeted	Budgeted	Budgeted
PERSONNEL					
Travel Options Program Director (1.0 FTE)	$ 60,000	$ 61,800	$ 63,654	$ 65,564	$ 67,531
Travel Options Program Coordinator (0.50 Yr 2; 1.0 FTE Yr 3)		$ 25,000	$ 50,000	$ 51,500	$ 53,045
Downtown Program Director (1.0 FTE)		$ 60,000	$ 61,800	$ 63,654	$ 65,564
Taxes	$ 3,720	$ 3,832	$ 3,947	$ 4,065	$ 4,187
Benefits	$ 13,200	$ 13,596	$ 14,004	$ 14,424	$ 14,857
Sub-Total Personnel	$ 76,920	$ 164,228	$ 193,404	$ 199,207	$ 205,183
PROGRAMS/INFRASTRUCTURE					
Travel Options Brand Development	$ 15,000				
Marketing Collateral Materials	$ 25,000	$ 25,698	$ 26,414	$ 27,151	$ 27,909
Website Development & Maintenance	$ 15,000	$ 500	$ 500	$ 500	$ 500
Education Collateral Materials		$ 10,000	$ 10,279	$ 10,566	$ 10,861
Downtown Commuter Program Collateral Materials		$ 10,000	$ 10,279	$ 10,566	$ 10,861
Travel Options Loyalty Program	$ 10,000	$ 10,279	$ 10,566	$ 10,861	$ 11,164
Guaranteed Ride Home Program	$ 3,000	$ 3,084	$ 3,170	$ 3,258	$ 3,349
Events		$ 7,500	$ 7,709	$ 7,924	$ 8,145
Universal Pass Program			$ 25,000	$ 25,698	$ 26,414
Rideshare Ridematching Program		$ 30,000	$ 2,000	$ 2,056	$ 2,113
Carshare Program Seed Funding (Grant)				$ 100,000	
Bikeshare Seed Funding (Grant)				$ 50,000	
Covered Bike Parking		$ 20,000			
Bicycle Map		$ 10,000	$ 500	$ 514	$ 528
Transportation Affordability Tool		$ 20,000			
Wellness Program Collateral Materials		$ 5,000	$ 5,140	$ 5,283	$ 5,430
Neighborhood Parking Permit Program			$ 10,000	$ 10,279	$ 10,566
Sub-Total Programs	$ 68,000	$ 152,060	$ 111,557	$ 264,655	$ 117,840
DIRECT EXPENSES					
City/MPO Expenses:					
Rent: Travel Options Storefront (500SF @ $15/sf)		$ 7,500	$ 7,709	$ 7,924	$ 8,145
Office supplies	$ 500	$ 514	$ 528	$ 543	$ 558
Printing	$ 500	$ 514	$ 528	$ 543	$ 558
Postage	$ 2,500	$ 2,570	$ 2,641	$ 2,715	$ 2,791
Travel	$ 500	$ 514	$ 528	$ 543	$ 558
Downtown Organization Expenses:					
Occupancy/Rent (500SF @ $15/sf)		$ 7,500	$ 7,709	$ 7,924	$ 8,145
Office supplies		$ 2,500	$ 2,570	$ 2,641	$ 2,715
Equipment Rental		$ 3,000	$ 3,084	$ 3,170	$ 3,258
Phone/fax service		$ 840	$ 863	$ 888	$ 912
Printing		$ 1,500	$ 1,542	$ 1,585	$ 1,629
Postage		$ 2,500	$ 2,570	$ 2,641	$ 2,715
Insurance		$ 1,000	$ 1,028	$ 1,057	$ 1,086
Internet		$ 1,000	$ 1,028	$ 1,057	$ 1,086
Website support		$ 1,000	$ 1,028	$ 1,057	$ 1,086
Bank Service Charges		$ 500	$ 514	$ 528	$ 543
Travel		$ 400	$ 411	$ 423	$ 434
Professional Fees/Accounting		$ 1,000	$ 1,028	$ 1,057	$ 1,086
Sub-Total Direct Expenses	$ 4,000	$ 22,740	$ 23,374	$ 24,027	$ 24,697
TOTAL EXPENSES	**$ 148,920**	**$ 339,028**	**$ 328,336**	**$ 487,888**	**$ 347,720**

Note: The cost estimates provided in this figure do not match the final cost estimates presented in Figure 8 on page 22. Cost estimates were revised.

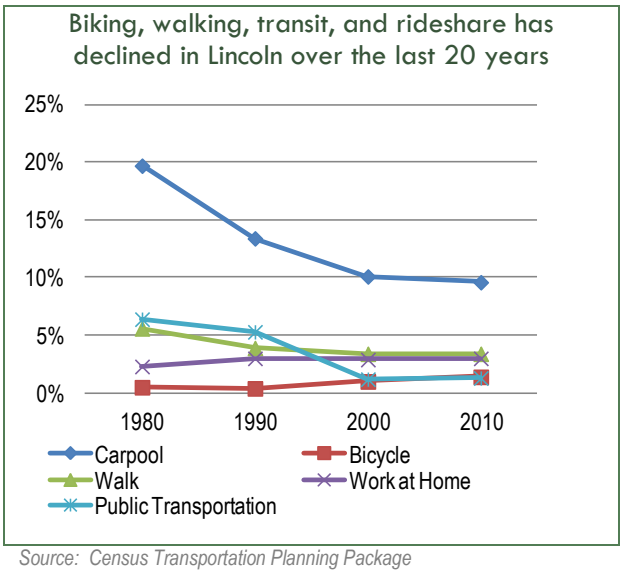
APPENDIX F: BUSINESS CASE FOR A LINCOLN TRAVEL OPTIONS PROGRAM

WHAT IS A TRAVEL OPTIONS PROGRAM?

Travel Options programs encourage residents, commuters, and visitors to get out of the private automobile for more trips and provide opportunities for them to walk, bike, share rides, and take transit. These programs are coordinated efforts - between the City of Lincoln/MPO, the business community, universities and other institutions, and area nonprofits – that provide education, information, incentives, and other resources to encourage alternatives to driving alone. Partnerships – particularly with the business community – are key to the success of any Travel Options program.

WHY ARE TRAVEL OPTIONS IMPORTANT FOR LINCOLN?

Lincolnites expect to get where they need to go efficiently and affordably. Expanding travel options in the community preserves short commute times, increases active transportation, and keeps money in people's – and the government's – pockets.



Source: Census Transportation Planning Package

While many of Lincoln's peers are experiencing higher rates of walking, bicycling, and transit use, Lincoln has experienced the opposite trend: the number of residents driving alone to work has increased. ***Today, over 80% of Lincoln residents drive alone to work – a rate that has increased steadily over the last twenty years.*** Since 1980, the rate of carpooling has been cut in half, from 20% in 1980 to 10% in 2010, while the use of public transportation decreased from 6.4% to just over 1%. Walking has also declined from 5.6% to 3.4%. The rate of bicycling increased from 0.5% in 1980 to 1.4% in 2010 largely due to the city's extensive trails network. While these rates are fairly typical for small Midwest communities, the City of Lincoln wants to provide more travel options to:

- **Support Economic Development:** Lincoln is home to a strong business community and is well-represented through business organizations. The availability of alternative

travel options, such as biking, walking, and taking transit, is important to retain businesses and workers and to attract new businesses to Lincoln.

- **Maintain Drive Time:** Lincoln has one of the best average commute times in the nation. Short commute times attract both businesses and workers to the region. With the population projected to increase by 15% by 2020 and by 45% by 2040, the Lincoln region will need to increase the number of people biking, walking, taking transit, and sharing rides – particularly in the peak hours – to maintain a short commute.
- **Improve Health:** Creating opportunities for healthy, active transportation is a priority for Lincoln. The community has taken many positive steps in this direction, including the development of an excellent multiuse trail system. Communicating the health benefits of biking, walking, and taking transit is a strong sell for Travel Options programs nationwide.
- **Maintain Quality of Life:** Lincoln is high on the ranks of livable cities; a result of the bicycle network, urban open spaces, and improved pedestrian quality of key corridors. Improving quality of life in Lincoln is particularly important to retain recent college graduates and young professionals.
- **Adapt to Changing Demographics:** The transportation needs of older adults and the millennial generation (those born between 1980 and 2000) will require expanded travel options. The elderly population is increasingly wanting to age in place; millennials are often prioritizing travel options over owning their own car.

TRAVEL OPTIONS: THE BUSINESS CASE

Lincolnites have short commutes, very good options for biking and walking, and a strong downtown business district with a well developed parking supply and management program. So what value does a new Travel Options program provide? The nation's most vibrant and economically successful communities have supported Travel Options programs as a fiscally prudent approach to managing transportation budgets and protecting against the negative externalities associated with growth in automobile traffic.

Can Lincoln afford the cost of <u>not</u> implementing travel options?

Over the last five years, the City of Lincoln has spent an average of over $50 million per year on capital, rehabilitation, operations, and maintenance for the roadway system. With declining transportation revenue and increasing costs, the ability for Lincoln to sustain this level of investment will be a challenge.

A Lincoln Travel Options program can make more efficient use of the existing transportation system by spreading out peak hour traffic and getting more people to take transit, bike, and walk. The proposed Travel Options program would cost $183,920 in year one and $328,002 by year 5. At a fraction of the cost, a Lincoln Travel Options program can reduce between 9,306 and 17,544 vehicle trips per day, or an estimated 93,060 – 175,000 vehicle miles traveled per day (23.6 – 43.8 million vehicle miles traveled per year). See a detailed methodology for this calculation in Attachment A.

In addition, a Travel Options program supports a number of important community objectives outlined below:

TRAVEL OPTIONS SUPPORT CITY POLICY OBJECTIVES

Over the last decade, the Lincoln region has established a number of plans and policies that support a sustainable future with a thriving downtown. Key to the success of this vision is a suite of travel options that help residents, commuters, and visitors to bike, walk, take transit and share rides for more trips.

The Business Case

Expanding the awareness and use of travel options supports numerous City policies, plans, and goals:

- **Lincoln Community Transportation Indicators** track 36 different indicators related to growth, economy, environment, housing, transportation, and recreation. The transportation indicator, for example, sets a benchmark to increase the use of non-auto transportation.
- **LPLAN 2040** identifies downtown as the major office and commercial center and encourages higher density development with parking areas at the rear of buildings or on upper floors of multi-use parking structures.
- The **Long Range Transportation Plan (LRTP)** sets goals for a sustainable, efficient, and accessible transportation system (see sidebar) and a Complete Streets policy.
- The **Lincoln Downtown Plan** envisions a pedestrian friendly downtown with thriving businesses, mixed-use buildings, and a balanced transportation network to improve access to downtown.
- The **City's Congestion Management Process** seeks a "management" solution to increased traffic by targeting resources to provide operational management and travel demand reduction strategies. The goal is to provide an efficient and effective transportation system, increase mobility, and improve safety. Public education and promotion, a Guaranteed Ride Home program, and ridesharing programs are among the strategies identified in the process.
- The **West Haymarket Integrated Development Plan** establishes a vision to connect Haymarket and Downtown and promote a range of transportation choices.
- The **Five Year Strategic Plan 2013 – 2017 for HUD Entitlement Programs** used LPlan 2040 and the *Sustainable Lincoln Plan* to help identify community development needs, develop goals, and identify projects to be implemented using federal funds from the U.S. Department of Housing and Urban Development (HUD).

Travel Options Support LRTP Goals:

Goal 1: Maintain the existing transportation system to maximize the value of these assets.

Goal 2: Improve the efficiency, performance and connectivity of a balanced transportation system.

Goal 3: Promote consistency between land use and transportation plans to enhance mobility and accessibility.

Goal 4: Provide a safe and secure transportation system.

Goal 5: Support economic vitality of the community.

Goal 6: Protect and enhance environmental sustainability, provide opportunities for active lifestyles, and conserve natural and cultural resources.

Goal 7: Maximize the cost effectiveness of transportation.

MAINTAIN SHORT COMMUTE TIMES

Lincoln is in the fortunate position of having one of the lowest commute times in the U.S. Short commute times are due in part to the vast majority of residents living and working in Lincoln..[i] Of the 151,426 employees in Lincoln, 67% of employees (or 101,462) both live and work in Lincoln compared to only 33% of employees who travel in to Lincoln for work. Lincoln also has minimal congestion, except for at a handful of key intersections at peak hours.

Commute time in Lincoln, NE is among the best in the country.
Source: Nelson\Nygaard

As the population grows over the next 30 years, the goal of the Lincoln Travel Options program will be to maintain drive time in light of population growth. **Given the high cost of roadway infrastructure and declining transportation revenues, widening roadways to manage congestion during a short peak period is not a fiscally prudent approach.** Lincoln will have to accommodate the projected increase in population primarily within existing infrastructure. To maintain competitiveness from a congestion standpoint, people will need to bike, walk, use transit, and share rides for more trips. A Travel Options program will expand travel options and awareness.

The Business Case

- **Travel options will help maintain drive time:** In 2009, the mean travel time to work in Lincoln was 17.1 minutes, compared to 25.1 minutes nationally.[ii] Encouraging more people to bike, transit, walk, and share rides will ease up the peak commute times for those who will continue to drive.
- **Reduced traffic means faster drive time:** A small reduction in traffic volumes can cause a proportionally larger reduction in traffic delay. Reduced traffic delay improves drive times in Lincoln.

SUPPORT A HEALTHY ECONOMY

The benefits of walking, biking, and transit access to business districts extend beyond health and improved livability; they have been attributed to increased retail sales and accelerated economic development. Patrons are attracted to visually welcoming places built at a human scale. Investing in transportation options has shown proven success in developing and sustaining local economies.

San Francisco, CA has reordered street space to allow better access for pedestrians and bicycles. This has bolstered small and large retailers along business corridors.
Source: Nelson\Nygaard

The Business Case

- **Travel options are a Green Dividend:** The average American family spends about $9,000 annually on an automobile.[iii] Those that drive less, save more.[iv] Money spent on fueling an automobile typically leaves the local economy (to other states or countries), whereas money not spent on gas is often spent locally. Economist Joe Cortright has dubbed this savings a 'Green Dividend'.[v] ***It is estimated that Lincolnites spend $600,000 on gasoline every day – over $220 million every year.***[vi] If a Travel Options program was able to reduce the vehicle miles traveled in the region by 39.6 million – 52.8 million annually (as estimated on page 2 above), Lincolnites would save between $7 and $9 million gasoline annually. If this money – or even a portion of it – is spent locally, more jobs will be created than if this money were to leave the local economy due to the multiplier effect of local spending.[vii] The multiplier effect of money put into the local economy is estimated to be between 1.5 and 3 times the original amount; **therefore the annual economic benefit to the community due to a Travel Options Program would be between $10 and $13 million annually.**[viii]

- **Walkers and Bikers Spend More Locally:** Overall, people who walk and bike spend more money at local business than those who drive.[ix] [x] [xi] [xii] People who ride or walk to grocery stores spend less on each trip, but because of more frequent trips they tend to spend more overall. Studies have also shown that walkers and bikers who visit restaurants and bars spend more locally than those who drive.[xiii] For example, studies have concluded that walkers reported spending the most (i.e. walkers comprised the greatest percentage of people spending more than $100 per month), followed by bicyclists, car drivers, and public transit users.[xiv]

MAINTAIN GOOD AIR QUALITY

Lincoln has been ranked as one of the cleanest metropolitan areas in the country according to a 2012 report from the American Lung Association.[xv] A primary goal of a Lincoln Travel Options program would be to maintain the region's healthy air by helping to reduce the number of vehicle miles traveled in the region.

Clean air in Lincoln is one of the many factors that contribute to its high quality of life.
Source: flickr user chrisdejabet

Most of the pollutants predicted to be at high levels in future years are those typically emitted by vehicles. Vehicle-related emissions are also assumed to pose the greatest health risk.[xvi]

The level of mobile source emissions is directly related to the number of vehicle miles traveled in the region. The City of Lincoln estimates that nearly 4.9 million vehicle miles are driven per day, up from 3.1 million in 1992 (an annual growth rate of 2.3% per year). The percent growth in vehicle miles traveled has outpaced the growth in population (1.4% annual growth rate during the same period).[xvii]

The Travel Options program will encourage people to use alternative modes of travel for more trips, decreasing the number of vehicle miles traveled. ***A priority for Lincoln is to protect its air quality as the population and economy grow.***

The Business Case

- **Reduced vehicle miles traveled mean lower mobile source emissions and less greenhouse gases:** If vehicle miles traveled are reduced by 5% in Lincoln, over 162 million pounds of CO_2 will be eliminated daily.[xviii]

- **Reduced emissions improve public health:** Mobile source emissions are known to increase the risk of respiratory and other diseases. A study estimated that, on average, 260,000 premature deaths per year are associated with short term exposure to ozone pollution and, among children under age 18, an average of just over 93,000 hospital admissions for respiratory disease and more than 35,000 emergency room visits for asthma.[xix]

MANAGE PARKING & ACCESS

In a view from the Capitol in Lincoln, NE yellow highlights illustrate land currently utilized by surface parking.
Source: flickr.com user karindalziel

The Lancaster County population is projected to increase 15% by 2020 and 45% by 2040, adding more than 100,000 jobs to the county. As population and jobs increase, particularly in the downtown and at the University, more parking will be needed. New parking is both expensive and induces additional car trips. ***Future solutions should seek to provide access to downtown, the University, and other business districts through a balance of new parking and demand management.***[28] Land not used for parking can be used to stitch the urban fabric back together, providing more space for shops, restaurants, jobs and other amenities that make cities vibrant destinations. ***Investing in transportation options today can help delay or remove the need to build more parking in the future.***[29]

The Business Case

- **Public and Private Cost Savings:** Nationwide, the cost of building new parking structures averages $17,533 per space or $52.51 per square foot.[xx] Surface parking costs between $3,500 and $6,000 per space.[xxi] These capital costs do not reflect the ongoing operations and maintenance costs estimated between $150 and $200 per space per month.[xxii]
- **Increased Development Potential:** As Lincoln's downtown grows the amount of parking related congestion will increase.[xxiii] Surface parking lots in downtown areas hold great development potential. Reducing excessive parking increases land value and bolsters development.[xxiv] [xxv] Land otherwise given over to parking lots and structures may be profitably developed into vibrant multi-use buildings. When transportation options are available, reduced parking requirements allow for more housing options and increased business development.[xxvi]
- **Land Value Increases:** Surface parking lots undervalue land and bring down development in surrounding areas. For example, in Minneapolis, Minnesota a 2.5 acre surface parking lot pays $1.57 per-square-foot in annual property tax while an adjacent building pays $65.34 per square foot.[xxvii] In Portland, Oregon, free-market parking requirements allowed developers to build no-parking apartments, thereby maximizing land development.[xxviii] As demand for downtown and close-in apartments rose, more developers built car-free apartments to provide lower rents and to maximize revenue.[xxix]

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[28] It should be noted that the Central Business District in Lincoln does not require parking. However, developers have seen the need to build parking. One option to explore in the future will be to implement parking maximums in the downtown area to limit the amount of new parking. Parking maximums would need to be supported by a travel options program to ensure downtown access.

[29] The University of Nebraska Master Plan projects a 20% growth in campus population without any net growth in parking spaces. This is an important philosophical shift that recognizes that growth can occur within the existing University parking system if investment in other access strategies (such as biking, walking, and transit) is prioritized.

SUPPORT COMMUNITY HEALTH

In March 2013, Mayor Beutler emphasized the City of Lincoln's commitment to health by participating in the First Lady's *Let's Move!* campaign. ***Providing travel options that support walking, biking, and transit increases community health.*** Walking, biking, and transit are active forms of transportation that help battle obesity, chronic disease, depression and a host of public health concerns.

Fewer people driving promotes a cleaner environment and fewer emissions-related diseases such as asthma. Calmed traffic also creates safer road environments. Safe and healthy travel options impact all people, especially those most vulnerable.

Lancaster County's *Community Health Improvement Plan* includes a vision of people living in communities that support healthy lifestyles, physical activity, and active transportation. The Partnership for a Healthy Lincoln also advocates policies and programs that support this vision.

Finally, the Work Well program sponsored by the Nebraska Safety Council supports over 100 wellness programs at employer sites. These programs have documented marked success. For example, the First State Bank Nebraska Wellness program documented a reduction in overweight or obese employees from 59% to 54% and a remarkable increase in the number of employees engaging in the recommended amounts of physical activity from 57% to 83% in a three-year period.[xxx]

The Streets Alive! Program – sponsored by Healthy Lincoln – encourages thousands of Lincoln residents to bike and walk every summer.

Source: Partnership for a Healthy Lincoln

The Business Case

- **Increased Exercise:** You don't have to arrive sweaty to work to reap the health benefits of active transportation: even low-intensity exercise garners health benefits. [xxxi] [xxxii] A 2009 study in Portland, OR found that almost two-thirds of cyclists exceeded the Center for Disease Control and Prevention recommended150 minutes of exercise per week by cycling.[xxxiii]

- **Improved Employee Productivity:** A healthy workforce is a productive workforce. By improving public health, employees will be more productive, happier, miss fewer days, and incur fewer health costs. [xxxiv] In 2009, obesity-related absenteeism in the U.S. cost employers an estimated $6.4 billion and the obesity-related loss of productivity was estimated at more than $30 billion per year.[xxxv]

- **Reduced Health Care Costs:** America's obesity, type 2 diabetes, heart disease, and other chronic diseases add an additional $395 per year to the per-person health care costs.[xxxvi] For those with chronic disease, the costs are significantly higher.[xxxvii] In the Seattle region, a health initiative to get King County employees to exercise regularly has resulted in more than $46 million in savings for the county.[xxxviii]

- **Reduced Health Issues:** Reducing the number of vehicle miles traveled reduces the amount of airborne pollutants which have been proven to increase rates of asthma and other repository diseases; these effects are especially devastating for youth.[xxxix] A State of Washington study found that effects of particulate matter are responsible for an estimated 1,100 premature deaths per year in the state, decreased health for thousands, and a direct and indirect business cost of $190 million per year.[xl]

ENHANCE VALUE OF TRANSIT

A Lincoln Travel Options program can improve the image and efficiency of transit in Lincoln, resulting in more bang for the City's buck.
Source: Nelson\Nygaard

Stakeholder interviews and the Community Travel Preference Survey conducted for this study concluded that people don't know how to ride transit, and don't know that transit can get them where they need to go efficiently. There were several comments about the inefficiency of the transit service (i.e. large buses carrying only a few riders). A Travel Options program would increase people's awareness of transit options and provide incentives and useful information to encourage people to ride the bus for the first time or more often. Travel options programs aimed at getting more riders on existing bus service will increase the value of the City's current annual investment in transit, in addition to realizing many other community-wide benefits outlined below.

The Business Case

- **More bang for the buck:** Increasing the number of people riding the bus improves cost effectiveness. In 2011, StarTran provided 1.9 million unlinked passenger trips at a cost of $4.04 per ride. If ridership increased 10%, the cost per ride would drop 9% to $3.27 per unlinked trip. Comparatively, peer communities such as Ann Arbor MI, Madison WI, and Fort Collins CO have an average cost per ride of $2.72. Peers also provide double the service hours per capita (peers provide nearly 1.0 service hour per capita compared to Lincoln's 0.50 service hours per capita).[xli] Increased ridership also increases fare revenues, which can lead to a decrease in City subsidy. This assumes there are no expenses associated with the increase in ridership (i.e. increase in service levels). At this time, however, there is capacity on the existing transit system. Finally, StarTran's federal apportionment (5307 formula funds) is dependent largely on passenger miles. The more passenger miles operated, the more federal money received.

- **Public cost savings:** Transit systems that are well-utilized can help the public sector avoid costly road expansions. A report prepared by the Washington Metropolitan Area Transit Authority estimates that over $6.7 billion in capital costs have been avoided due to the presence of transit in the Washington D.C. region. This cost savings is due to not having to construct an estimated 1,000 additional lane miles. The same report estimates over $65 million avoided in parking construction costs.[xlii] The magnitude of cost savings would clearly be less in a small city such as Lincoln.

- **Resident cost savings:** As noted in the *Support a Healthy Economy* section above, owning and operating a car is costly. The average American family spends about $9,000 annually on an automobile.[xliii] Compared to owning a car, StarTran bus passes range from $96 to $396 annually for commuters.[xliv] A family that is able to get rid of one car will have more than $8,000 to spend on housing, food, or other goods and amenities. This type of spending is more likely to benefit locally owned and operated businesses.

LONG TERM ROADWAY O&M COSTS

Expensive paving and maintenance costs are significantly reduced by fewer automobile trips. Reducing the number of people driving alone will result in less future spending to build and maintain local roads.

Potholes cause damage to motor vehicles and are dangerous to bicyclists. Community members took it upon themselves to warn others in Orlando, FL.
Source: flickr.com user stevendepolo (Attribution license)

The Business Case

- **Extend the Life of Roads:** Without intervention, the vehicle miles traveled in Lincoln are expected to increase 54% by 2030.[xlv] Reduced automobile VMT significantly reduces the wear and tear on the roads.[xlvi] Reducing cars at peak demand will help reduce the need to build new travel lanes. Cities that have invested in Travel Options programs are now seeing decreases in VMT despite strong economic and population growth.

ATTACHMENT A: VEHICLE TRIP AND VEHICLE MILES TRAVELED REDUCTION METHODOLOGY

The following table calculates projected mode shift, trip and vehicle trip reduction impacts for the proposed Lincoln Travel Options Program, as described in the draft work plan. The methodology used was as follows:

18. Utilized American Communities Survey mode split and person trip information for the most recent period available (2010) to establish baseline mode shares for commute trips in the Lincoln area. (Columns A and B)
19. Projected mode shift from SOV to HOV, transit, active transportation, and telework. Projections based on experience of similar modeling exercises in medium sized urban areas. For example, carpool shift based on introduction of ride-matching and employer promotion. Transit, bike and walk shift based on additional promotion of these modes through employers and well as specific marketing efforts and information tools to be implemented by Lincoln to support these alternative modes. Telework shift also due to increased employer promotion. (Column C)
20. Projected mode split multiplied by base person trips (total Column A) to establish new person trips (Column D)
21. Average vehicle occupancy used to convert person trips to vehicle trips. 3+ person carpools assumed to have an occupancy of 2.5 to include new vanpools. Transit occupancy estimated at 12 persons per bus trip. (Column E)
22. Vehicle trip reduction based on D x E (Column F)
23. Vehicle trip reduction multiplied by 2 (to get round trips) (Column G)
24. Vehicle trip reduction multiplied by average one-way commute distance (Column H) from ACS (Column I)
25. Annual VMT reduction based on daily reduction x 250 commute days.
26. Percent vehicle trip reduction is obtained by dividing trip reduction (Column F) by total trips (Column A)

Average vehicle trip reduction of 10-15% can be expected at individual worksites where information and incentives are present. Estimated vehicle trip reduction for the recommended Lincoln Travel Options program, of 6.1%, can be viewed as high end of relative impacts, which with a less comprehensive program generating more moderate impacts of perhaps half this amount (3.05%).

Figure 68 Estimated Vehicle Trip and VMT Reduction: Moderate Program (3.05% trip reduction)

Mode	Trips 2006-2010 ACS (A)	Mode Split (Current) (B)	Projected Mode Split (2018) (C)	New Person Trips (D)	Average Vehicle Occupancy (E)	Vehicle Trip Reduction (F)	Vehicle Trip Reduction (round trip) (G)	Average Trip Length (10 miles) (H)	VMT Reduction (I)
Drive Alone	116,404	81.3	77.1	110,900	1.0				
Carpool 2	10,804	7.5	8.5	12,170	2.0	683			
Carpool 3+	2,758	1.9	2.2	3,150	2.5	157			
Transit	1,707	1.2	1.5	2,148	12	37			
Bike	1,938	1.4	2.5	3,579	0	1,641			
Walk	4,508	3.1	4.0	5,727	0	1,249			
Other	935	0.7	0.7	0	0	0			
Telework	4,125	2.9	3.5	5,011	0	886			
Total	143,179	100.0	100.0	~ 143,000		4,653	9,306	10	93, 060

VTR = (D) – (A)/(E) = 4,653 daily round trips

VMTR = VTR x 2 x (H) = 93,060 per day or 23.3 million miles per year

% VTR = (F)/(A) = 3.2%

Figure 69 Estimated Vehicle Trip and VMT Reduction Aggressive Program (6.1% trip reduction)

Mode	Trips 2006-2010 ACS (A)	Mode Split (Current) (B)	Projected Mode Split (2018) (C)	New Person Trips (D)	Average Vehicle Occupancy (E)	Vehicle Trip Reduction (F)	Vehicle Trip Reduction (round trip) (G)	Average Trip Length (10 miles) (H)	VMT Reduction (I)
Drive Alone	116,404	81.3	74.0	105,952	1.0				
Carpool 2	10,804	7.5	10.0	14,328	2.0	1,762			
Carpool 3+	2,758	1.9	2.5	3,579	2.5	328			
Transit	1,707	1.2	1.8	2,577	12	72			
Bike	1,938	1.4	3.0	4,295	0	2,357			
Walk	4,508	3.1	5.0	7,159	0	2,651			
Other	935	0.7	0.7	0	0	0			
Telework	4,125	2.9	4.0	5,727	0	1,602			
Total	143,179	100.0	100.0	~ 143,000		8,772	17,544	10	175, 440

VTR = (D) – (A)/(E) = 8,772 daily round trips

VMTR = VTR x 2 x (H) = 175,440 per day or 43.9 million miles per year

% VTR = (F)/(A) = 6.1%

Endnotes

i. *City of Lincoln/Lancaster County. Transportation Improvement Program, 2013-2016.*

ii. *City of Lincoln/Lancaster County. Transportation Improvement Program, 2013-2016.*

iii. *US Census Bureau (2010) "2010 U.S. Census Bureau Longitudinal Household-Employer Dynamics Data"*

iv. *http://www.city-data.com/city/Lincoln-Nebraska.html#ixzz2Lvf0HaYo*

v. *USA Today (April 16, 2013) "The cost of owning your car? $9,000 a year." Accessed online: http://www.usatoday.com/story/news/nation/2013/04/16/aaa-car-ownership-costs/2070397/*

vi. *Center for Neighborhood Technology and Surface Transportation Policy Project (2005). Driven to Spend: Pumping Dollars Out of Our Households and Communities. Washington, DC.*

vii. *Cortright, J. Portland's Green Dividend. CEOs for Cities, 2007. Accessed online: http://www.ceosforcities.org/city-dividends/green/special-reports/portland/*

viii. *Daily dollars spent on gasoline based on the following: (1) 2011 National Highway Transportation Safety Administration CAFE fleet average: 29.3 miles per gallon; (2) 2011 Nebraska Energy Office average monthly gasoline prices in Lincoln: $3.57 per gallon; (3) 2011 average daily vehicle miles traveled from the City of Lincoln Crash Report: 4,963,000 miles.*

ix. *Brown, C, M Lahr; and M. Bodnar. The Economic Impacts of Active Transportation in New Jersey, 2013. http://njbikeped.org/wp-content/uploads/2013/05/Economic-Impacts-of-Active-Transportation-in-NJ.pdf.*

x. *The US Conference of Mayors estimates local multiplier effects to be 1.5 to 2.0 times original dollars: The US Conference of Mayors (2008), "Dollarwise Best Practice," accessed online: http://usmayors.org/dollarwise/resources/eitc08.pdf; The America Independent Business Alliance estimates the local multiplier effect to be more than 3 times the original dollars: American Independent Business Alliance, "The Multiplier Effect on Local Independent Business Ownership," accessed online: http://www.amiba.net/resources/multiplier-effect*

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xxi. *Assumptions: 8,887 grams of CO2 are emitted per gallon of gasoline (Environmental Protection Agency); average fuel economy is assumed at 30 miles per gallon; 296 grams of CO2 are emitted per mile. If we assume that VMT is reduced in Lincoln by 5% (based on City of Lincoln 2011 estimate of 4.96 daily VMT), we can assume that 73.4 billion grams (or 162 million pounds) are diverted daily.*

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xxiv. *The University of Nebraska Master Plan projects a 20% growth in campus population without any net growth in parking spaces. This is an important philosophical shift that recognizes that growth can occur within the existing University parking system if investment in other access strategies (such as biking, walking, and transit) is prioritized.*

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APPENDIX G: SAMPLE JOB DESCRIPTIONS & WEBSITES

SAMPLE JOB DESCRIPTION #1: TDM PROJECT/PROGRAM MANAGER

Position Description

The TDM Project/Program Manger is responsible for the day to day management, direction, and oversight of existing TDM programs and services as well as the implementation of new programs and services. This will involve developing, managing, and marketing programs to educate commuters and employers about various transportation alternatives. The Manager is also responsible for the overall direction of the program including: strategic & business planning, management data and performance reporting on TDM activities; researching and developing proposals on TDM public policy & legislation; and evaluating and incorporating new TDM strategies.

Duties and Responsibilities:

- Develop, administer, and evaluate strategic TDM programs and services to promote alternative transportation methods.
- Manage the development and implementation of TDM programs including administration of related contracts, timelines, budgets and evaluation measures.
- Prepare and implement business and strategic plans to encourage the use of alternative transportation.
- Design, operate and maintain a variety of databases and spreadsheets to ensure data integrity and quality outputs to customers and partners.
- Supervise and evaluate performance of employees that are on a direct report. Manage and oversee the daily work of staff.
- Plan, organize, and manage supplemental projects to promote timely use of funds and adherence to program guidelines and intergovernmental funding requirements.

- Responsible for monitoring the progress of all projects against set goals and providing up to date information on the
status of each project.
- Develop and maintain partnerships with other public agencies and private organizations to develop new programs and
enhance existing programs.
- Prepare and deliver presentations regarding marketing of alternative transportation and represent organization in
other public meetings.
- Participate in committees, task forces, and events related to TDM and serve as liaison between the organizations to
various groups.

Qualifications

Education and/or Experience

Bachelor's degree from an accredited college or university in Civil Engineering, Planning, Transportation, Business or Public Administration, or related field: Master's degree preferred; three to five years of relevant work experience, preferably in a managerial capacity. Project management experience is also highly desirable.

Skills, Knowledge, and Abilities

Must have knowledge of MS Office, database, and spreadsheet software. Strong interpersonal, organizational, written, and oral communication skills required. Develop and maintain effective working relationships w/ various groups that can include public presentations. Be able to successfully manage a support staff while possessing meeting facilitation and leadership skills. Plan and complete complex and multiple work assignments.

SAMPLE JOB DESCRIPTION #2: OUTREACH COORDINATOR AND MARKETING MANAGER

Position Description

The primary function of the Marketing Manager is to serve as an advocate for alternative transportation options. The Manager also acts as a liaison among a variety of agencies working cooperatively to promote TDM and alternative commute options. The Marketing Manager provides has a direct responsibility to develop marketing strategies that advertise TDM programs. The Outreach Coordinator generally assists with the following duties and reports to the Marketing Manager.

Duties and Responsibilities

- Organize, attend, and/or participate in special events and promotions advocating transportation alternatives.
- Serve as spokesperson for the organization at meetings, special and media events.
- Responsible for developing and implementing all outreach and marketing activities, campaigns, and strategies to promote alternative transportation programs. This can be done through a combination of personal contacts, brochures, mass mailings, public presentations, special events, the Internet, etc.
- Establish and maintain effective relationships with local, state, and federal agencies, employers, and other parties to develop transportation programs and resolve other transportation issues.
- Develop and implement an annual outreach plan that includes promotional and educational strategies.
- Performs and supervises all communication, outreach, marketing, public relations, and media duties relating to TDM as required.

Qualifications

Education and/or Experience: Bachelor's degree from an accredited college or university in Journalism, Public Relations, Marketing/ Advertising, Business or Public Administration; Master's degree a plus: two to five years of increasingly responsible relevant work experience; previous experience working in commuter transportation/TDM industry is desirable.

Skills, Knowledge, and Abilities: Must have proficiency in MS Office Applications, desktop publishing, database and spreadsheet software. Strong interpersonal, written, and oral communication skills are required. Must have the ability to effectively prepare and present information to various groups. The ability to work independently or with others to manage multiple tasks with minimal supervision is essential. Knowledge of marketing principles to develop and implement strategies to promote TDM programs is critical.

SAMPLE TRAVEL OPTIONS WEBSITES

This section provides sample Travel Options websites from the across the U.S.

Figure 70 Sample Travel Options Websites in the U.S.

Community	Travel Options Brand Name	Website Link
Ann Arbor, MI	Get Downtown	http://www.getdowntown.org/
Des Moines, IA	Downtown Des Moines	http://www.downtowndesmoines.com/
Eugene, OR	Point2Point	http://www.point2pointsolutions.org/
Missoula, MT	Missoula in Motion	http://www.missoulainmotion.com
Seattle, WA	Way to Go, Seattle!	http://www.seattle.gov/waytogo/
Tacoma, WA	Downtown: On the Go!	www.downtownonthego.com