

Transportation Demand Management (TDM)

The potential for vehicle trip reductions is significant for the Cafritz Property due to: (1) the proximity of the College Park Metro Station, the Riverdale Marc Station, numerous bus transit and shuttle services along US 1 and MD 410, the extension of Rhode Island Avenue bike trail and the proposed Purple Line station on River Road all of which provide alternate modes of travel; (2) the synergy of uses planned on the site and in the immediate vicinity including, office, residential, and retail that will internalize site trips and provide access to services for the residents internal to the project as well as the opportunity for a live work dynamic; and (3) trip reduction measures provided by the project.

A comprehensive TDM program is proposed with this project. The program would establish a series of measures to influence travel behavior by mode, frequency, time, route, or trip length in order to achieve a maximally efficient use of the adjacent transportation facilities. The following sections outline the impacts of site TDM programs, as well as a specific TDM program for the Cafritz Property project, and includes descriptions for each of the elements that could comprise the TDM program. As the project is developed and occupied, modifications and additions to this TDM program should be considered. As required by Condition 17 of the Prince George's County District Council Condition 17, full funding for the TMP as outlined below will be provided by the owners of the Property. The TMP and funding obligations will run with the land until such time as a Transportation Demand Management District (TDMD) is established and includes the Property.

Evaluation of TDM and Potential Measures

Fundamentally, Transportation Demand Management (TDM) strategies strive to influence the mode of transportation a traveler chooses by controlling several influences. Together, these influences can have a significant impact on the mode of travel used by travelers. There are numerous TDM strategies to influence travel decisions. Some improve the transportation options available; some provide incentives to change travel mode, time or destination; others improve land use accessibility; some involve transportation policy reforms and new programs that provide a foundation for TDM. Typical TDM Programs consist of education, marketing, outreach to employers and residents as well as advocacy for alternative commuting options. By reducing total vehicle traffic and improving overall accessibility, TDM provides multiple benefits, including:

- Congestion reduction
- Road and parking savings
- Transportation options (choices)

- Road safety
- Environmental protection
- Improved quality of life
- Economic development
- Healthy lifestyles

Table 12 below categorizes examples of TDM measures by type.

Table 12
 TDM Measures by Type

Type	Measures
Alternative Modes of Transportation	<ul style="list-style-type: none"> • Carpool program • Vanpool program • Transit service/shuttle service • Bicycle/pedestrian facilities and site improvements
Economic	<ul style="list-style-type: none"> • Fuel Tax • Road user charging • Parking charges • Tradable permits (combined with regulation by quantity)
Land Use	<ul style="list-style-type: none"> • Public transportation subsidization • Land use and transportation strategies such as: car free developments and location of new developments
Information for Travelers	<ul style="list-style-type: none"> • Park and Ride facilities • Travel information provided before a trip is taken
Substitution of Communications for Travel	<ul style="list-style-type: none"> • Teleworking • E-shopping
Administrative Measures	<ul style="list-style-type: none"> • Parking controls • Pedestrianized zones • Alternative working patterns such as variable work hours, flex-time, compressed work week and staggered work hours

TDM Program Impacts

Research into TDM program effectiveness points to a range of impacts and factors for consideration in developing a site specific program:

- There is no single TDM recipe for success. The same elements implemented at different sites achieve different results. Variation in population demographics, convenience of travel alternatives, community culture and the energy with which the program is implemented on a continuing basis all influence outcomes.
- Literature consistently points to financial incentives and disincentives as most effective in causing mode switch. Financial incentives include mode subsidies (i.e. tax favored transit discounts or vanpool fare subsidies), parking cash-out, discounted parking for alternative mode users, and indirect financial incentives (i.e. programs awarding points toward rewards for trips and alternative modes). Parking fees, particularly those set at market rate, are the primary disincentive. Programs employing financial incentives/disincentives exhibit trip reduction rates several times those of programs without these strategies.
- Travelers need to know about alternative modes and incentives in order to use them. Marketing is thus an important component of successful TDM initiatives. However, programs that involve information dissemination (i.e. transit maps or ridematching) and support programs (i.e. guaranteed ride home programs) are far less effective in the absence of financial incentive/disincentives.
- Effective TDM programs market specific incentives for attractive travel options (modes), using messages appealing to travelers' self-interest as opposed to general information about mode options.

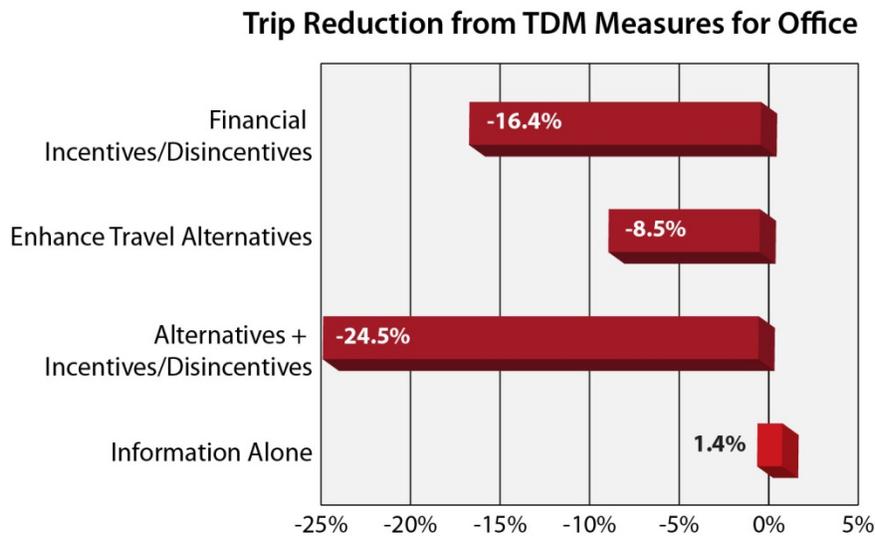
Office

National research conducted for the Transit Cooperative Research Board (TCRB) compared the effectiveness of various worksite TDM measures. Data from nearly 50 employers compared the trip reduction percentages for a variety of worksite-based TDM strategies, implemented across the country. These programs, widely perceived as successful models, achieved average trip reductions of 15.3%, measured at the worksite levels. Results, as reported in *Commuter Choice Primer: An Employer's Guide to Implementing Effective Commuter Choice Programs*, are as follows:

- TDM programs focusing on financial incentives and disincentives achieved an average 16.4% reduction.
- Employer efforts that emphasized the provision of enhanced travel alternatives themselves, such as vanpools, accomplished trip reductions averaging 8.5%.

- Worksites combining enhanced travel alternatives with financial incentives/disincentives averaged trip reductions of 24.5%.
- Employer-based programs offering only information on commute alternatives experienced an increase in trip making averaging 1.4%. In other words, initiatives offering information alone were unable to counter the general trend toward increased drive alone travel.

Chart I
Trip Reduction from TDM Measures for Office



Source: Briefing Paper, February 2005, TDM program Impacts and Evaluation: Chittenden County TDM Education, Outreach and Support

The Commuter Choice Primer’s authors observe, “These results suggest that information alone is ineffective at changing commuter’s travel behavior. However, when commuters are made aware (perhaps most effectively through their employer) of enhanced alternatives and incentive for using them, some commuters will switch from driving alone. It also suggests that financial incentives alone are not as effective as when they are combined with the necessary alternatives to driving alone and a means for employers to learn about the alternatives and incentives to use them.”

Residential

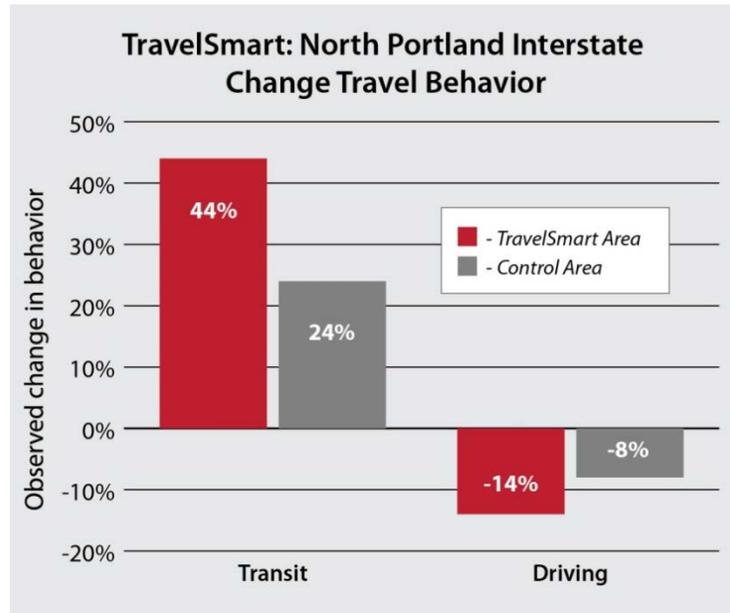
Although much of TDM research and implementation is focused on the worksite (office) and corresponding commute trip, residential based programs (i.e., Individualized Marketing and Community-Based Social Marketing) are gaining momentum. Such programs are household-based travel behavior change programs. By engaging in direct

contact and dialogue with individuals at the household level, where a majority of trips either start or end, the approach aims to shift travel for some trips into more sustainable travel modes, such as walking, cycling, carpooling, and public transportation. This approach focuses on all trips instead of just the work trip. Through personal contact, the program encourages people to break habitual decision-making patterns and consciously consider their travel options for various trip types. The program also provides personalized information and incentives to overcome real or perceived barriers to sustainable travel, and provide support and encouragement through the behavior change process. This process typically includes a before survey, market segmentation, creating awareness, information and motivation and a follow-up survey.

Portland, Oregon was the site of the first large-scale individualized marketing projects (called TravelSmart) in North America. After a new MAX light rail line was opened in the city's Interstate corridor in 2004, thousands of households in the target area asked for and received information on transit, walking and cycling. Some also received a personal home visit from trained staff. Surveys found that the growth in transit trips was almost twice as great in the area where TravelSmart was delivered as in a nearby "control" neighborhood (an increase of 44% versus 24%). The TravelSmart area also saw growth in cycling and walking, and a reduction in driving (a decrease of 14% versus 8%).

Chart 2

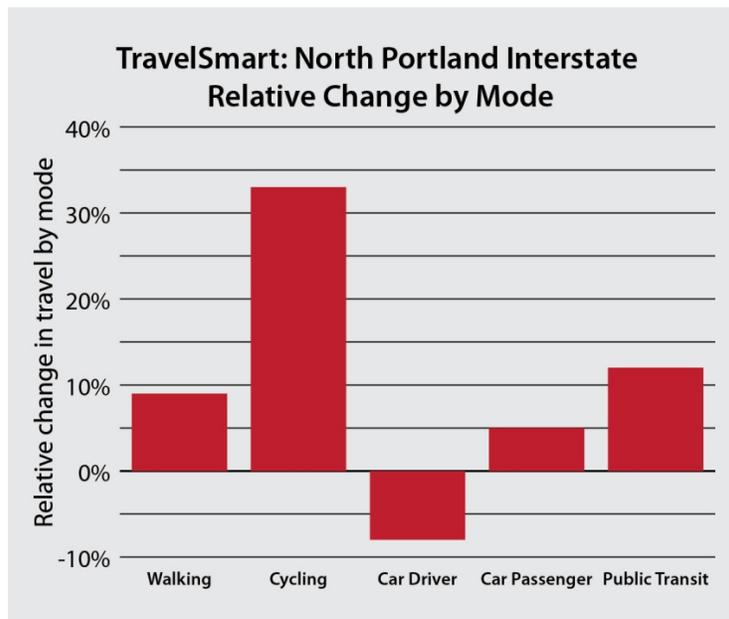
TravelSmart: North Portland Interstate Change in Travel Behavior



Source: Transport Canada: The Case for TDM in Canada

Chart 3

TravelSmart: North Portland Interstate Relative Change by Mode



Source: Transport Canada Report: The Case for TDM in Canada

Such residential TDM programs have been implemented all over the world including Australia and Canada. Statistically, significant reductions in single occupant vehicles have been reported of between 3 and 14%.

Arlington County

Arlington's TDM policy focuses on workplace commuter travel and looks to reduce peak hour work travel by achieving a reduction of single occupant vehicle trips. Key elements in the Arlington TDM program include:

- A TDM plan for each site plan consistent with the County's TDM Matrix.
- A standard site plan condition to implement the TDM Matrix.

- In-building parking provisions that extend preferences to vanpools, carpools and bicycles.
- The encouragement by employers of employee travel to and from the work place by modes of travel other than single occupant automobile through various educational and incentive measures.
- Coordination and cooperation on such measures among employers, building owners and management companies of an employment area through transportation management associations TMAs or districts.
- Arlington County encouragement to TDM planning in its roles as developer of public buildings and as employer.

A Standard County policy is set forth in the TDM Matrix. Based on the type of a land use (there are four (4) broad categories) certain strategies are mandated for implementation. The matrix includes a description of these strategies and associated costs.

City of Rockville

The City of Rockville staff recently developed a Trip Reduction Program tool which reflects a national experience with TDM program element effectiveness. The online web tool allows developers, property managers and city staff to select trip reduction strategies for new developments proposed to generate over 125 vehicle trips in a peak hour. Users select plan elements with effectiveness ratings most appropriate to their situation. Each strategy is assigned a point allocation between two (2) and fifteen (15) based on how effective the strategy is in changing travel behavior. Total points required are based on how they answer questions on availability of transit, land use mix, surrounding development and surrounding pedestrian conditions. They must select and combine strategies until they meet their total point allocation.

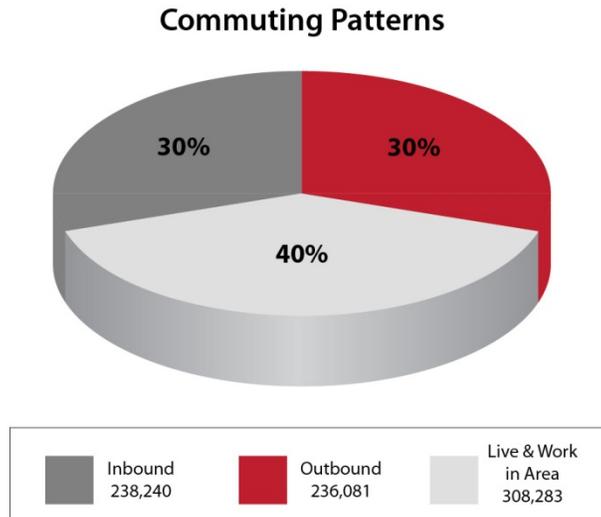
- Highest points are reserved for strategies involving parking, including parking cash-out (offering employees the choice of a parking space or its cash equivalent), charging parking fees, unbundled parking (lease residential or office space exclusive of parking) and parking management (balancing the supply or parking spaces in light of available alternatives).
- Moderate points include strategies that combine both mode incentives and alternative mode facilities. These include transit and vanpool subsidies, points redeemable for awards for using alternative modes, etc.
- Lowest points include variable work hour initiatives (i.e. compressed work weeks and flex time), marketing strategies and transportation fairs.

Fairfax County Application/Experience

Fairfax County's "Long-Range Transportation Demand Management (TDM) Plan" was published in February 2010 in compliance with Virginia Department of Rail and Public Transportation's (DRPT) mandate. The purpose of the plan is to identify and detail the TDM program currently provided in the region, to outline potential improvements to be carried out in the Plan's timeframe and to illustrate the financial resources necessary to implement these programs and improvements.

Chart 4 as follows illustrates commuting patterns specific to Fairfax County.

Chart 4
Commuting Patterns



Source: 2000 U.S. Census and Virginia Employment Commission

Typically, the type of TDM program is dictated by the volume of inbound and outbound commuters. The larger the percentage of inbound commuters the more emphasis should be placed on employer services. The larger the percentage of outbound commuters, the more emphasis should be placed on residential services. Chart 4 illustrates that a large portion of Fairfax County residents live and work within a defined service area; in this case the service area has traditionally been defined as Fairfax County, the City of Fairfax, Falls Church and the Town of Herndon.

By 2050, however, up to 100,000 residents are expected to live in Tysons compared to 17,000 in 2010. The number of jobs is also expected to increase from 105,000 to as many as 200,000 by 2050. This greater balance of jobs to residents will provide more people with the opportunity to live near where they work, thereby increasing the use of

alternate modes. Thus a successful TDM program in Tysons should focus on both employers' services and residential based programs.

In Fairfax County, the major tool for encouraging and implementing many types of TDM improvements to increase the quality of life in the county is via the proffer system. Proffers are used to ensure the private land developers construct sidewalks, trails, bike paths, bus stops and other transit and TDM friendly elements on their site as may be indicated. In addition, developers are often encouraged to design and market a site-specific TDM program to residents, employees and visitors. A robust monitoring and evaluation plan is included to measure the effectiveness of the TDM strategies on trip reduction.

Cafritz TDM Program

In developing a menu of strategies for the Cafritz TDM program, a range of impacts and factors associated with TDM effectiveness have been considered:

- There is no single TDM recipe for success. The same elements implemented at different sites achieve different results. Variation in population demographics, convenience of travel alternatives, community culture and the energy with which the program is implemented on a continuing basis all influence outcomes.
- Literature consistently points to financial incentives and disincentives as most effective in causing mode switch. Financial incentives include mode subsidies (i.e. tax favored transit discounts or vanpool fare subsidies), parking cash-out, discounted parking for alternative mode users, and indirect financial incentives (i.e. programs awarding points toward rewards for trips and alternative modes). Parking fees, particularly those set at market rate, are the primary disincentive. Programs employing financial incentives/disincentives exhibit trip reduction rates several times those of programs without these strategies.
- Travelers need to know about alternative modes and incentives in order to use them. Marketing is thus an important component of successful TDM initiatives. However, programs that involve information dissemination (i.e. transit maps or ridematching) and support programs (i.e. guaranteed ride home programs) are far less effective in the absence of financial incentive/disincentives.
- Effective TDM programs market specific incentives for attractive travel options (modes), using messages appealing to travelers' self-interest as opposed to general information about mode options.

The following sections outline the strategies to be implemented as part of the Cafritz TDM Program. Based on national research, best practices and proven results these strategies, together with TOD design elements, are intended to encourage greater use of sustainable transportation modes than might otherwise occur at the subject site.

SITE-WIDE TDM Program Management

TDM program management responsibilities will be designated to a single site representative associated with the Cafritz development, who may also be responsible for overall site operations and maintenance (particularly the Cafritz shuttle). This individual will serve as a central point of contact and manage the overall TDM program and work plan. The location of the program manager's office will be publicized broadly within the site, and the manager will be available for consultation during regular office hours.

TDM Program Manager responsibilities will include:

- Develop an annual TDM Work Plan which will outline the activities to be implemented in the upcoming year and provide an assessment of strategies implemented to date.
- Promote transportation alternatives to all owners, residents and office/retail/hotel employees, including Cafritz shuttle.
- Remain available to answer questions about all aspects of the TDM program.
- Manage a volunteer network of Transportation Coordinators composed of individual Transportation Coordinators located at residential and office/hotel buildings, and provide these coordinators with materials and information to distribute about the TDM Program and organize periodic and regular meetings with these coordinators.
- Recruit and engage participants (residential and office/hotel/retail) for any outreach events or campaigns associated with the TDM Program over time.
- Coordinate with Prince George's County's Employer Services program to conduct TDM outreach to employers located in office/retail space at the site.
- Coordinate with other county TDM providers including MWCOG and Commuter Connections to avoid duplication of services and obtain support for program implementation.
- Work with residential sales and leasing staff to train them on TDM Program elements and information so they can provide these materials to tenants as they move in or use as a recruitment tool.
- Coordinate and manage IT efforts associated with the TDM Program.
- Coordinate all monitoring and evaluation activities necessary to measure the effectiveness of the TDM program.

The overall approach of the site-wide TDM Program Manager is likely to follow an individualized marketing framework. Individualized marketing is a TDM implementation and evaluation process that takes the principles of social marketing and customizes them to transportation programs focused on the individual traveler. The approach is simple: target customized information, training, and incentives to people who are open to changing the way they travel. Identifying people open to trying transportation alternatives is achieved through pre-surveys of the population to determine who uses transportation alternatives currently, who is interested in using them more, and who would never consider changing their travel behavior. The programs are implemented and the participants are then surveyed again to understand how their travel behavior changed. This approach will ensure resources are spent on individuals most likely to change and will make sure all elements of the TDM program are captured in one fluid implementation strategy.

TDM Program Branding

An initial step in the promotion and marketing of the TDM Program is the development of a program brand. The brand will be used on TDM program marketing materials, which may include e-newsletters, the program web site, print ads, brochures, flyers, premiums and news releases. To be successful, a brand must offer a relevant, consistent message that resonates with current and potential customers. The graphic identity of a program brand, including a logo, taglines, and a brand standards document should convey the program's ability to address the needs of the various types of employees, residents and visitors that will travel to the site. The brand should create a single point of reference for the individuals that will access the site daily. Ideally, branding will eventually be coordinated with an area or district-wide TDM program. However, unique site branding will be pursued should an area-wide TDM program not be in place at the time of development.

Program Web Site

The TPM will develop a central web site to serve as a hub of transportation-related information for residents, employees, and visitors to the site. The web site will contain links to area transit, rideshare, and other relevant agencies for scheduling and route information, as well as providing opportunities for users to learn more about transportation options. If an existing property-wide website exists, a link to the TDM Program Web Site will be created and maintained.

Promote Real-time Transit Information

WMATA now offers real-time transit information through its web site and applications are available for smart phones that allow travelers to access real-time schedule

information. Because real-time transit information has been found to decrease perceived wait times and increase rider satisfaction with transit systems, the Cafritz TDM Program will promote applications and web sites that provide real-time travel information. In addition, through this platform, the TDM Program Manager can monitor new technology that can be used to increase the use of non-SOV travel modes and implement those strategies when appropriate - based on costs and potential benefits. The information provided will include, but not be limited to, the following:

- Traffic conditions, road hazards, construction work zones, and road detours.
- Arrival times and delays on Metrorail and area bus routes.
- Arrival/departure times for the Cafritz Shuttle.

Site-Based Transportation Access Guide

A local access guide will be made available to all traveler groups to the site, including residents, employees, hotel guests, and visitors. The guide will provide them with information about how to access transportation options, parking, retail, and services, as well as provide them with a sense of amenities and destinations within walking and biking distance. When possible these access guides will be provided to new residents as part of their move-in packet as well as to all new employees in office and retail space. The purpose of the local access guide is to familiarize residents and employees with what is available in and around the project site. By doing so, the need to travel off-site is reduced and in some cases this eliminates the need for a vehicle during work hours to run errands. The local access guide will be updated on an annual basis or as needed.

Live-Work-Play Marketing

A live-work-play marketing program will be implemented to encourage tenants of the residential uses to work, shop, and eat within the area. An advanced strategy will be implemented to encourage local employees to purchase or lease housing close to their worksites through a variety of financial incentives that shall be defined in the annual TDM Work Plan. These may include, but are not limited to, incentives like giving away bicycles to encourage biking from home to work or SmarTrip® Cards to encourage taking transit from home to work. The TDM Program Manager will also seek discounts or coupons from local retail and service establishments and distribute those items to residents to encourage them to shop locally. This marketing encourages residents to shop at, eat at, and visit businesses that are within walking distance of their homes or accessible via transit.

Bicycle Accommodations

Secure locations will be provided throughout the Cafritz project as development occurs. Outdoor racks will be designed to provide support at both the bicycle's wheel and frame. Racks will be placed near building entrances and in well-lit areas. The outdoor

racks will largely serve as an amenity for visitors and will provide other access options for shoppers and diners. Recommended spacing dimensions for “Inverted U” bicycle rack parking can be found in the Association of Pedestrian and Bicycle Professionals’ Bicycle Parking Guidelines.

Bicycle storage options that protect bikes from weather and offer higher security will be offered for those who commute to work via bicycle and store their bicycle onsite for long time periods.

Bikeshare programs similar to those in the District of Columbia will be provided on site and will be located and designed in accordance with conditions 6 c., 14c. (6), and 17 of the District Council conditions.

Car Sharing Placement and Services

Car sharing refers to a short-term automobile rental service available to the general public. Car sharing providers offer a small fleet of vehicles for a limited timeframe, typically only a few hours. The cars allow travelers to accomplish short trips for errands or meetings. Car sharing encourages travelers to use alternatives to SOVs (like transit) because they can use car share vehicles for mid-day trips rather than be forced to rely on their private vehicle. In addition to being an important TDM support strategy, a strategic car sharing program can also reduce the need for fleet vehicles and thereby reduce some of the corresponding parking required for those vehicles in office building parking structures or lots.

Third party car sharing providers are available on a contract basis, and would be appropriate for residential buildings within the Cafritz Riverdale area. The TDM Program Manager will pursue car sharing placement and services for the project. If opportunities exist to coordinate with other property owners in the vicinity, then a joint effort will be pursued. If such service is established, the TDM Program Manager will work with FCDOT to provide a minimum of two strategically located parking spaces throughout the project to accommodate such a car share program.

Vehicle Parking Management

There are several parking management techniques that can influence the use of alternative modes of transportation versus driving alone. The primary tool is charging a daily or monthly fee for parking. It is the intent of the TDM Plan to charge for parking associated with off-street garages, structures or lots as the market may dictate. In addition to using parking fees as a disincentive to driving alone (SOVs), there are several parking management techniques that incentivize travelers to use a transportation alternative. The techniques include:

- Limiting supply of parking
- Raising the price of parking
- Unbundling parking for residential and office space
- Parking permit controls
- Reduced cost and preferential parking for HOV

Commuter Café

A Commuter Café offers a relaxed and inviting environment to discover transportation options. The Café is typically equipped with transportation information such as transit schedules, program brochures and promotional pieces. Typically the Commuter Café is located in a visible and easily accessible location. Ideally a storefront location is preferred for the success of the establishment. The Commuter Café will be staffed by the TPM and can double as the TPM's office. The TPM or equivalent staff will be present to assist commuters with trip planning, fare purchases and other basic transportation questions. In essence the Commuter Café acts as the hub of the TDM program and is both administrative and public facing. The Cafe also provides site residents and employees free internet access to participate in the regional incentives offered to alternative commuters. The Commuter Café can be complimented or supplemented with a property concierge service through the property management office.

Other Site-Wide Elements

- Provide a taxi loading/waiting zone.
- If permitted/desired by the public transit services (MTA, The Bus, UM Shuttle) a bus shelter will be provided on the property frontage of US 1 and/or within the site as directed by the transit services.
- As required by condition 17 and 18 of the District Council conditions, the project will provide a shuttle to serve residents, tenants, and patrons with 15 minute headways during the weekday peak periods and access to the existing Metro, Marc, and future Purple Line stations. The shuttle will be either a private service and/or in combination with adjacent public services.

Residential

In addition to the site-wide TDM Program elements, there are several residential specific TDM Program elements that will be implemented in each individual residential building planned for the property. These strategies are meant to evolve over time as the location reaches full build-out. However, the core of the following strategies will be implemented:

Residential Transportation Coordinators

A Transportation Coordinator will be designated to serve as a point of contact about the TDM program for the residential building(s). The Coordinator could be paid staff of the on-site property management company, residential leasing agents, or others who have responsibility for the ongoing operation and maintenance of the building(s). The individual will have the following responsibilities:

- Promote and distribute information about the TDM Program. This information will be produced by the project-wide TDM Program Manager and the only responsibility of the residential Transportation Coordinators will be to distribute it within their building(s).
- Manage the operations and maintenance of the Business Center if located in their building.
- Inspect the condition and functionality of the bicycle storage located within or on the grounds of the building(s). Report any issues to the project-wide TDM Program Manager.
- Respond to questions or concerns about TDM program elements, provide information, and coordinate with the project-wide TDM program manager as necessary.

Business Center

A minimum of one business center with designated work space and appropriate technology that may include computers, access to printer(s), copier(s) and fax machine(s) will be located within one of the multi-family residential buildings in the development. This center should take advantage of the building-wide high speed Internet and/or wireless Internet access that is likely to be incorporated in the building design and construction.

Metrorail Preloaded Pass Cards and Try Transit Campaign

Some new residents to Cafritz Riverdale will not be accustomed to using transit or other forms of transportation alternatives; however, they might be interested in learning more about Metrorail. Try Transit campaigns, in which travelers who do not normally use transit are given free transit passes, have been shown to be very effective at increasing transit use. Each year the TPM will distribute, site wide, Metrorail SmarTrip® cards loaded with enough funds to allow the recipients to make five round trips from College Park Station to DC. The effectiveness of the campaigns will be measured using survey instruments. The manner in which the cards are distributed may vary from year-to-year based on current TDM marketing campaigns, demand, and the success of previous distribution methods and available funds in the incentive fund. The value of

each pass may differ from year to year; however, the total value of all passes distributed will remain equivalent to cover the cost of five round trips from College Park to DC as funding is available.

OFFICE TDM STRATEGIES

In addition to the site-wide TDM Program elements outlined in the previous section, several TDM strategies will be implemented for employees of the new office space associated with the Cafritz development. These strategies leverage the property-wide TDM program elements, as well as several regional TDM strategies such as ridesharing and guaranteed ride home that are available for free use by employers. The strategies include:

Onsite Transportation Coordinators

Onsite Transportation Coordinator will coordinate TDM program implementation with representatives from companies and organizations who are leasing or own space. Depending on their size, some companies and/or organizations may be large enough that they designate their own transportation program personnel and are running several programs in addition to the Cafritz Riverdale TDM program. These personnel will be encouraged to coordinate with the property-wide TDM Program Manager.

Metrorail Preloaded Pass Cards and Try Transit Campaign for Office Employees

A *Try Transit* campaign will be implemented for office commuters who are interested in trying transit. The project wide TPM will distribute Metrorail SmarTrip® cards loaded with enough funds to allow the recipients to make five round trips from College Park Station to D.C. The manner in which the cards are distributed may vary from year to year based on current TDM marketing campaigns, demand, and the success of previous distribution methods and available funds in the incentive fund. The value of each pass may differ from year to year; however, the total value of all passes distributed will be of sufficient value to cover the cost of five round trips from College Park Station to D.C. as funding is available. This flexibility will allow the TPM to adjust the Try Transit program to meet the needs of the development's workers and adjust incentive amounts on a per-user basis to assure trip reduction is maximized.

More passes will likely be distributed to residents than employees because many employers offer subsidized transit passes to their employees and those within the development who do not offer passes will be encouraged to do so through the other outreach efforts of the TPM beyond those identified in this section.

Pretax Metrorail, Vanpool, and Bicycle Benefit Programs

Established in 2001 by the United States Internal Revenue Service (IRS), the Section 132(f) transit and vanpool pretax benefit enables commuters to pay for transit passes, vanpool fares, bicycle commuting costs, and parking costs through their employer on a pre-tax basis. The limits vary by mode used and are generally updated annually by the IRS. For the 2009 tax year, the benefit levels were \$230 per month for transit and vanpool services and \$230 per month for parking. The bicycling commuter benefit was recently introduced with a pre-tax benefit of \$20 per month.

The TDM Program Manager will conduct outreach to inform employers and employees of this program element and its associated benefits as long as the tax law allows for this benefit.

Guaranteed Ride Home Program

A Guaranteed Ride Home Program is a program that provides commuters who rideshare, take transit, bicycle, or use other alternative modes with a way to get home or to another location in the case of an emergency. Although the need for employees to use a guaranteed ride home is very rare, knowing it is available provides them with the assurance that their needs can be met. The industry standard for the number of guaranteed rides home is up to five per calendar year.

A Guaranteed Ride Home program is provided at no cost to employers of the metropolitan Washington region through the Washington Metropolitan Council of Governments (MWCOG) Commuter Connections Program. The TDM Program Manager will conduct outreach to inform employees and employers of this program and its associated benefits.

Carpool Matching Program

Carpooling and vanpooling (i.e., "ridesharing") are important vehicle trip reduction strategies given the office and hotel development associated with Cafritz Riverdale and the current residential location of many workers who will work at the site. The location of many potential employees necessitates having a strong ridesharing program since the Metrorail service cannot be expected to serve all of the residential locations. Ridesharing can also be a very cost effective strategy for reducing single occupant vehicle trips. However, the challenge is matching riders and passengers, which can be facilitated today through online matching programs.

A Ridematching program is provided at no cost to employers of the metropolitan Washington region through the Washington Metropolitan Council of Governments (MWCOG) *Commuter Connections* Program and also by NuRide. The TPM will assess which program is most appropriate for the tenant mix and select a final product for the

TDM program. The TPM will conduct outreach to inform Onsite Transportation Coordinators, employers and employees of the program and its associated benefits.

Should a ridematching program be created for the surrounding area, the TPM will work with the County's representative to market and promote the program to Onsite Transportation Coordinators, employers and employees.

Telework and Flextime

The Cafritz Riverdale development will likely employ individuals that can occasionally or frequently telework (e.g., work from home) or have considerable flexibility on when they can arrive or depart from their office. Given that some of the employees will likely choose housing options greater than 15-20 miles from the TOD, promoting the option to telework or flex arrival time could become a significant recruitment and retention tool for employees. This strategy will spread out or significantly reduce peak hour trips. The TPM will encourage and assist companies with the development and implementation of telework and variable work schedules policies and procedures.