

# WILMAPCO



## TMA Feasibility Study for Cecil County, Maryland

Submitted to:  
Wilmington Area Planning Council

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## Executive Summary

### Introduction

The purpose of this study was to determine the feasibility of establishing a Transportation Management Association (TMA) in Cecil County, Maryland. A TMA represents the interests of businesses and local officials whose goal is to improve mobility in a region through advocacy and transportation demand management (TDM) programs. Maryland has several TMAs operating within its borders and there are approximately 150 TMAs nationwide. This study was designed to examine the transportation conditions, the business environment and the viability of forming and sustaining a TMA in Cecil County that would serve residents, municipalities and businesses.

Over the course of the past nine months, AECOM, in conjunction with WILMAPCO, analyzed market data, surveyed large employers and commuters and spoke with businesses and officials to determine the interest in forming a TMA. In addition, AECOM explored various organizational formats that a TMA could take and outlined the next steps of providing TMA services in Cecil County. The sections below summarize the study process and findings and recommendations that were prepared as part of this study effort.

### Study Process

The feasibility study began with the collection of data about population, employment and travel trends in Cecil County. Several key decision factors were also developed to establish a framework for evaluating conditions that would impact the possible formation of a TMA. In addition, two web-based surveys were developed – one for employers in the County with 100 employees or more and one for commuters. Businesses were asked about their perceptions of transportation in the County, their participation and interest in transportation demand management programs, and their willingness to support a TMA. Commuters were asked about their current participation and interest in TDM programs.

At the same time, meetings were held with the Elkton Chamber of Commerce and Alliance and the Cecil County Chamber of Commerce. The purpose of these meetings was to explain the purpose and role of a TMA and to explore with the business community their interest in a TMA in Cecil County. At the conclusion of the surveys and the meetings with stakeholders, the decision factors were revisited and analyzed. **The analysis of decision factors concluded that the provision of TMA services would be supported to a moderate degree by the business leaders and officials, but that a stand-alone organization was not warranted.**

Various formal and informal organizational structures were explored to demonstrate the various forms that a TMA could take if it were decided that Cecil County should advance the concept of a TMA. Because of the conclusions reached in the previous analysis of decision factors, it was

assumed that TMA services would be provided by staff persons who would reside within an established adjacent TMA or other organization in either Delaware or Maryland. Interviews were conducted with transportation agencies in Delaware including TMA Delaware, and in Maryland with Harford Commuter Assistance, Commuter Choice Maryland, and the Cecil County Chamber of Commerce. Only organizations in Maryland were shown to be viable candidates to provide TMA services in Cecil County.

### Findings & Recommendations

#### Findings

Several conditions appear to favor the establishment of TMA services in Cecil County to at least a moderate degree and the analysis of these conditions formed the basis of the study recommendations.

- Both population and employment have been growing over the past 15 years, and the number of residents and jobs in Cecil County are projected to increase by 86% and 61%, respectively, between 2000 and 2030.
- The number of jobs in Cecil County will increase from 38,500 in 2000 to 62,000 in 2030 meaning there will be more people commuting within its borders.
- More residents work outside of Cecil County than within, but the number of people commuting into the county to work has been increasing.
- There are congested conditions along the major transportation corridors of US Route 40, MD Route 272 and I-95 and these conditions are expected to worsen over time as the area continues to attract development.
- There are many jobs located in the US Route 40, MD Route 272 and I-95 corridors; additional employment is expected to be located along these highways and at the Aberdeen Proving Grounds in nearby Harford County.
- Public policy supports commute alternatives such as public transportation and ridesharing, biking and walking.
- Local businesses, particularly those that employ low-wage workers, are facing challenges recruiting and retaining employees due to lack of transportation alternatives to driving alone.
- About half of the employers express support for forming a Cecil County TMA. This conclusion is the result of the responses to the employer survey and a show of interest during the Elkton and Cecil County Chamber meetings.
- In addition to congestion, there are some common transportation problems and issues shared by the community.
- Businesses and stakeholders see the value in working with others to solve these problems which include: localized congestion and highway access constraints; inadequate local and intercity bus and rail services and facilities; and, safety concerns.

- Although most large employers do not offer alternative commute options they are interested in learning more, particularly because many workers face long commute times which affect their productivity.
- Major businesses are interested in implementing some transportation alternatives at their worksites. The most commonly mentioned TDM programs include: vanpooling, carpooling, and improved public transportation. Bicycle and pedestrian improvements are also mentioned at select locations where bikers and walkers are common.

There are several conditions that do *not* favor the establishment of TMA services in Cecil County. These conditions are as follows:

- As of this time, there is no potential core group or individual who is “championing” the creation of a TMA.
- No long-term funding commitments exist from either the public or private sectors to finance a new TMA.

### Recommendations

- An analysis of the decision factors based on the survey research and discussions with business leaders and officials indicates that TMA services are desired in Cecil County.
- The analysis does not show that a stand alone organization is feasible or appropriate at this time. Rather, it shows that TMA services should be provided within an existing Maryland organization or agency. A staff person devoted to TMA activities should be hired to work on Cecil County TDM initiatives.
- Because transportation problems are not severe and there is no urgent request from the private sector to establish a TMA, the most likely organizations to host a TMA would be in Cecil or Harford County government or the State of Maryland.
- It is recommended that services be provided to the entire county, recognizing that the majority of services are likely to be needed in the US US Route 40, MD Route 272 and I-95 corridors.
- Furthermore, it is recommended that the Aberdeen Proving Ground receive particular notice and attention so that TDM services can be developed specifically to address commutation needs as a result activities at this location.
- The new staff person who is dedicated to TMA services in Cecil County should concentrate initial efforts on advocacy for congestion relief and safety programs, public transportation enhancements and improvements, and marketing and outreach services. TDM-related services should concentrate on rideshare and vanpool programs and a guaranteed ride home program. Cecil County residents working in Harford County and New Castle County can sign-up for carpooling and vanpooling services through Harford County and Rideshare Delaware, respectively.

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- Discussions with potential hosting organizations revealed that some additional education on the roles and goals of a TMA would be necessary to further refine the appropriate hosting agency. These organizations acknowledged they need additional information to understand better how a TMA fits within the context of Cecil County.



### I. Introduction

The Wilmington Area Planning Council (WILMAPCO) is the regional transportation planning agency for Cecil County, Maryland and New Castle County, Delaware. WILMAPCO is a federally required Metropolitan Planning Organization (MPO) charged with planning and coordinating transportation investments to satisfy the needs of residents and employers in the region. Recently, WILMAPCO was requested to investigate the need for a transportation management association (TMA) in Cecil County. TMAs work with local employers and public officials to organize programs to solve transportation problems.

TMAs have been formed nationwide to bring together government and business for the purpose of improving transportation for commuters, residents and other members of the traveling public. TMAs can be an informal arm of an existing organization, such as a chamber of commerce committee or formally structured as independent non-profits. The work that TMAs conduct varies and is directly related to the needs of the region. TMAs advocate for transportation improvements within their service area and support the implementation of transportation demand (TDM) services that reduce the demand for traveling alone in single-occupant vehicles. Most seek to reduce congestion and improve air quality through ridesharing programs, including carpooling and vanpooling, public transportation and walking and biking.

Locally, TMA Delaware in Wilmington and Harford County TMA in Maryland assist the Delaware Department of Transportation (DelDOT) and the Maryland Department of Transportation (MDOT) and its members with activities to manage traffic congestion and to encourage reductions in travel demand by working with employers. Increased residential growth and commuting in Cecil County, Maryland may warrant the establishment of TMA services in this region. The purpose of this study for WILMAPCO is to determine the feasibility of expanding TMA Delaware or Harford County's TMA scope or other organizations to include Cecil County or establishing an independent transportation management association to serve Cecil County, Maryland.

Following Section I of this report, Section II describes population and employment growth and projections in Cecil County that indicate the extent to which a new transportation management association may be needed. Section II also identifies the decision factors that commonly are used to determine the feasibility of establishing a new TMA, and presents the results of the analysis of these factors. Section III presents the findings of web-based surveys of employers and commuters, and the results of outreach to the business community in Cecil County with regard to a TMA. It also offers conclusions about the feasibility of a TMA in Cecil County. Section IV presents the various structures that a new TMA could use to organize itself. Section V presents recommendations for new services in Cecil County, a one-year work program and administrative planning guidelines.

## II. Decision Factors

There are approximately 150 TMAs throughout the United States that were established to address regional transportation problems through TMAs that are dedicated to implementing transportation demand management (TDM) programs. Experience indicates that while no two TMAs are identical in their inception or operation, there are some common factors that are considered when determining whether or not a new TMA should be formed. Section II presents the decision factors that were developed for this feasibility study and analyzes each of them to determine the degree of support for a new TMA. A description of the primary growth areas in Cecil County is presented as a context to this analysis.

### Growth Areas in Cecil County

Cecil County is a largely rural area located between metropolitan Philadelphia and Wilmington to the north and Baltimore to the south. The resident population has increased from approximately 71,350 in 1990 to nearly 96,195 in 2005. Population projections published by the State of Maryland show that the number of residents will continue to increase over the next 20 years and reach nearly 160,000 persons by 2030. Similarly, employment has been rising in Cecil County. <sup>1</sup> WILMAPCO reports that there were 38,500 jobs in 2005 and that employment will reach 61,300 by 2030. <sup>2</sup> The economic base in the county currently reflects a rural heritage and, in contrast to the rest of the state, also contains a significant manufacturing and distribution sector. Future growth in population and employment is anticipated to be located along the Interstate 95 and US Route 40 corridors between Elkton and Perryville. These corridors currently have the highest concentrations of development and are targeted for future investments in transportation infrastructure.

### Identification of Decision Factors

Decision factors were developed for this study based on national research and consultant experience with forming TMAs in nearby New Jersey. <sup>3</sup> The factors for this study have been grouped into four major areas: Transportation Issues, Regional Issues, Stakeholder Involvement, and Financial Commitment. Each criterion is placed into one of the four areas and described in terms of supporting a TMA to a high, medium or low degree. Each criterion is discussed below and also in Table I-1.

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<sup>1</sup> The Cecil County Growth Study, Cecil County Office of Economic Development, The Sage Group, Inc., January 2007.

<sup>2</sup> WILMAPCO Demographic Projections by TAZ, WILMAPCO, July 2009.

<sup>3</sup> TMA Handbook, National Center for Transit Research, 2001. Feasibility Studies for Hunterdon County and for Atlantic and Cape May Counties, Lehr & Associates, 1994.

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Table I-1: TMA Decision Factors

Criteria	High	Medium	Low
<b>Transportation Issues</b>			
Travel Trends	Commutation into County Increasing	Commutation into County Static	Commutation into County Declining
Traffic Congestion	Existing and Growing Congestion	Emerging Congestion	No Congestion
Access and Mobility	Major Difficulties	Some Challenges and/or Lack of Alternatives	Easy Access
Employers and Employees	Major Recruitment and Retention Problems	Some Recruitment and Retention Challenges	No Employment Recruitment and Retention Issues
<b>Regional Issues</b>			
Population Trends	Population Growth	Population Static	Population Decline
Employment Trends	Employment Growth	Employment Static	Employment Decline
Employment Base	Over 50,000	25,000-50,000	Less than 25,000
Activity Center/Corridor	Widely Recognized Activity Center(s)	Locally Known Area	Undefined Areas
Economic Development	High	Some Opportunity and/or Diminishing Due to Access Issues	Stagnant
Public Policies	Imperatives for Commute Alternatives	Support for Commute Alternatives Moderate	Support for Commute Alternatives Weak
Employer Support	Strong Support for a TMA	Moderate Support for a TMA	Support for a TMA Weak
Commuter Support	Strong Support for Commute Alternatives	Moderate Support for Commute Alternatives	Support for Commute Alternatives Weak
<b>Stakeholder Involvement</b>			
History of Involvement	Success with Transportation Issues	Some Commonality in Issues and Actions	No Previous Collaboration
Core Group/Champion	Identifiable, Existing	Potential Group or Champion	None
<b>Financial Commitment</b>			
Multi-year Commitment (Public)	Guaranteed Long-Term Success	Short-Term Commitments	No Commitments
Multi-year Commitment (Private)	Guaranteed Long-Term Success	Short-Term Commitments	No Commitments
Other Stakeholders	Strong Group, Identified Resources	Commitments, No Resources, Wait and See	No Commitments

**Sources:** Fort Collins TMA Feasibility Study, 2006  
 Atlantic & Cape May Counties TMA Feasibility Study, 1994  
 Hunterdon County TMA Feasibility Study, 1994

### Transportation Issues

The identification of a well defined transportation problem or set of problems that a collaborative effort by the public and private sectors can address is a key for successful TMAs. A TMA can best succeed when transportation issues are clearly defined and realistic solutions and funding sources are adequate and available. Listed below are some challenges TMAs have addressed in the past.

#### *Travel Trends*

Reviewing existing and past travel commuter patterns can indicate whether traffic has been increasing or decreasing in the potential TMA area. A review of future development may indicate how future travel patterns will be affected.

#### *Traffic Congestion*

Existing traffic congestion on area roadways to and from a specific area is a key motivation factor in TMA formation. Traffic congestion has varying effects on private sector agencies, local business leaders, real estate developers and property managers, local residents, and the general commuting public. Each of these populations has agendas on traffic congestion and the TMA has to make decisions about which to address. Quantitative and qualitative measures should be considered.

#### *Access and Mobility*

The ability of employees, customers and suppliers to access local businesses and other destinations is just as important as traffic congestion issues. The lack of accessibility options will fuel the investigation of transportation solutions. Ease of access to local destinations including employment and community resources (e.g., schools, libraries, parks, etc.) should be a high priority.

#### *Employer and Employee Recruitment and Retention*

Congestion has been cited in the past by employers as a detriment to locating in particular locations. Likewise, employees may not make the effort to work at industries because of traffic congestion whether the problem is real or perceived. A TMA is uniquely suited to work with employers to address congestion, accessibility or mobility and can provide economic benefits to area businesses because there is an economy of scale of working together.

### Regional Issues

TMAs need to be flexible and adapt to an area's specific needs. Thus, the geographic area of a TMA varies with the organization. Nationwide, TMAs serve regions, specific activity centers, downtown activity centers or highway/transit corridors.

#### *Population Trends*

TMAs are more successful where population is increasing. TMAs are not well suited to areas experiencing stagnant or declining population.

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### *Employment Trends*

TMA formation is more successful where employment is increasing. TMAs are not well suited to areas experiencing stagnant or declining employment.

### *Employment Base*

TMAs address the transportation needs in a geographic area with a large employment base. Large numbers of employees increase the potential for TMA formation. An area containing over 50,000 employees, over 1,500 employers and engaged real estate developers and property managers are an ideal situation for TMA formation.

### *Major Mixed-Use Activity Center and/or Transportation Corridor*

Past TMA formation has focused on major activity centers containing a mixture of residential, commercial and retail activities. These areas often have the potential for TMA formation because of the presence of density and diversity of land uses and potential development. Some TMAs serve major highway or transit corridors that have a common set of issues or a cohesive sense of community along the corridor.

### *Economic Development*

TMAs are favored where there is significant economic development present or occurring or in built-up areas with substantial business activity. TMAs are not well suited to areas experiencing economic downturns unless access is the principle reason for the decline or areas where growth is not expected or within the next several years.

### *Public Policies*

Public policy challenges include parking, air quality requirements, emergency preparedness, residential population density, transit-oriented development or recreational travel. TMAs are most useful in localities where there is some support from the public sector for commute alternatives.

### *Employer Support*

TMAs are most successful where there is strong support from area employers for commute alternatives. If there is little support from employers for helping to get employees to work by means other than driving alone, then it is a difficult environment for TMAs to market its services.

### *Commuter Support*

Locations where commuters already travel to work using alternatives to driving alone such as carpooling and taking public transportation are environments that are likely to support TMAs. On the other hand, if workers seem averse to trying new travel options, then a TMA finds it more difficult to be successful.

### **Stakeholder Involvement**

The success of a TMA also depends on whether public and private stakeholders are prepared and committed to the TMA formation. Below are several critical elements necessary to gauge stakeholder commitment.

### *History of Involvement*

If the public and private sectors have collaborated successfully in the past, whether for transportation issues or some other problem, this will help determine the ease of TMA formation. There is an assumption that these same stakeholders would work together similarly on behalf of the TMA. If there is no history of collaboration on projects then it is more difficult for a TMA to function.

### *Core Group/Champion*

Nationally, TMAs that achieve their goals are blessed with a core group of stakeholders who believe in the organization's mission. Often, there is an individual who champions the cause of TMAs and uses his or her influence in the business community to form a TMA. TMAs find it more challenging to operate without a core group or champion.

### **Financial Commitment**

Financial commitment from private industry and governmental entities comes in the form of membership dues, grants and in-kind funding.

### *Multi-year Commitment (Public)*

TMAs are in a much stronger financial position when they have the backing of a multi-year funding commitment in the form of federal, state or local grants than TMAs that do not. Public sector financial support can provide a secure and predictable base from which the TMA can work to acquire private funding.

### *Multi-year Commitment (Private)*

Likewise, TMAs are most financially viable when they also have multi-year commitments from private industry. This source of financial support can also provide stability for a new TMA.

### *Other Stakeholders*

Additional financial support from stakeholders will contribute to the overall financial health of a TMA.

### **Analysis of Decision Factors**

Each of the decision factors that appear under the major headings of Transportation Issues, Regional Issues, Stakeholder Involvement and Financial Commitment have been analyzed for Cecil County. The result of the analysis appears in Table I-2. Each of the factors is shown as rating a high, medium or low in terms of supporting a TMA in Cecil County. Ratings for Cecil County appear in red. The analysis is based on a review of demographic and travel data and projections, and the results of the web-based surveys and outreach that are described in Section III.

### Transportation Issues

#### *Travel Trends*

Travel trends show that the amount of commutation into Cecil County increased but that a rising percentage of Cecil County residents worked outside of the County. Combined, the trend was determined to support a new TMA in Cecil County to a *medium* degree. According to the 2000 U.S. Census, the number of people commuting into Cecil County grew from about 4,840 to 7,100 between 1990 and 2000. At the same time, approximately 56% of Cecil County residents worked outside of the county in 2000 compared to 51% in 1990.<sup>4</sup> The trend toward working outside of the County increased between 1990 and 2000 but it is expected that there will be increasing opportunities for local employment in the future that will reverse this trend. Various local and regional planning initiatives and economic development activities will combine to increase employment in Cecil County that will drive up commutation into the county.

#### *Traffic Congestion*

There is emerging traffic congestion in Cecil County and thus the presence of traffic congestion was determined to support the formation of a new TMA in Cecil County to a *medium* degree. Many residents and businesses report that getting to work in Cecil County is relatively easy; however, there is localized congestion along some intersections along US Route 40 and I-95. Planners expect that this congestion will worsen as traffic increases due to the development of the Aberdeen Proving Ground in nearby Harford County, Maryland.

#### *Access and Mobility*

There are some transportation challenges and lack of transportation alternatives in Cecil County and so it was determined that these problems and deficiencies create enough access and mobility concerns that the presence of a new TMA would be supported to a *medium* degree. There is no formal ridesharing program in Cecil County and public transportation is limited.

#### *Employer and Employee Recruitment and Retention*

Some larger employers are finding it difficult to recruit and retain employees particularly at the lower wage scales. For this reason, it was determined that the presence of employer and employee recruitment and retention concerns support a new TMA to a *medium* degree.

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<sup>4</sup> Analysis of Commuter Flows to and from the WILMAPCO Region 1990 – 2000, WILMAPCO, July 2005.



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Table I-2: Analysis of TMA Decision Factors

Criteria	High	Medium	Low
<b>Transportation Issues</b>			
Travel Trends	Commutation into County Increasing	<u>Commutation into County Static</u>	Commutation into County Declining
Traffic Congestion	Existing and Growing Congestion	<u>Emerging Congestion</u>	No Congestion
Access and Mobility	Major Difficulties	<u>Some Challenges and/or Lack of Alternatives</u>	Easy Access
Employers and Employees	Major Recruitment and Retention Problems	<u>Some Recruitment and Retention Challenges</u>	No Employment Recruitment and Retention Issues
<b>Regional Issues</b>			
Population Trends	<u>Population Growth</u>	Population Static	Population Decline
Employment Trends	<u>Employment Growth</u>	Employment Static	Employment Decline
Employment Base	Over 50,000	<u>25,000-50,000</u>	Less than 25,000
Activity Center/Corridor	Widely Recognized Activity Center(s)	<u>Locally Known Area</u>	Undefined Areas
Economic Development	High	<u>Some Opportunity and/or Diminishing Due to Access Issues</u>	Stagnant
Public Policies	Imperatives for Commute Alternatives	<u>Support for Commute Alternatives Moderate</u>	Support for Commute Alternatives Weak
Employer Support	Strong Support for a TMA	<u>Moderate Support for a TMA</u>	Support for a TMA Weak
Commuter Support	Strong Support for Commute Alternatives	<u>Moderate Support for Commute Alternatives</u>	Support for Alternatives Weak
<b>Stakeholder Involvement</b>			
History of Involvement	Success with Transportation Issues	<u>Some Commonality in Issues and Actions</u>	No Previous Collaboration
Core Group/Champion	Identifiable, Existing	Potential Group or Champion	<u>None</u>
<b>Financial Commitment</b>			
Multi-year Commitment (Public)	Guaranteed Long-Term Success	Short-Term Commitments	<u>No Commitments</u>
Multi-year Commitment (Private)	Guaranteed Long-Term Success	Short-Term Commitments	<u>No Commitments</u>
Other Stakeholders	Strong Group, Identified Resources	Commitments, No Resources, Wait and See	<u>No Commitments</u>



### Regional Issues

#### *Population Trends*

The population of Cecil County is projected to grow from approximately 86,000 to 160,000 by 2030, an increase of 86% over 30 years. An increase in the number of residents supports the establishment of a new TMA to a *high* degree.

#### *Employment Trends*

Likewise, employment is also projected to grow from 38,500 in 2005 to 62,000 in 2030, representing an increase of 61% over 30 years. An increase in the number of jobs supports the establishment of a new TMA to a *high* degree.

#### *Employment Base*

There were 38,500 jobs in 2005 thus leading to the conclusion that the number of jobs supports the creation of a new TMA to a *medium* degree.

#### *Major Mixed-Use Activity Center and/or Transportation Corridor*

Because there is a band of commercial and industrial activity along US Route 40 and I-95 there are locally known transportation corridors. For this reason, it was determined that the presence of a concentrated area of economic activity supports a new TMA to a *medium* degree.

#### *Economic Development*

BRAC changes at the Aberdeen Proving Ground in adjacent Harford County are likely to present significant economic development opportunities that will have transportation impacts in Cecil County. Thus, it was determined that the presence of economic development opportunities and the potential for transportation problems supports a new TMA to a *medium* degree.

#### *Public Policies*

There appears to be support from WILMAPCO and the state of Maryland with regard to encouraging the use of commute alternatives. Support from Cecil County is not evident. It was determined that public policies for commute alternatives support the establishment of a TMA to a *medium* degree.

#### *Commuter Support*

In 2000 the U.S. Census reported that 83.2% of Cecil County residents commuted to work by driving alone, 10.7% carpoled and 0.6% took transit. This is compared to the state of Maryland where 73.7% drove alone, 12.4% carpoled, and 7.2% took a bus, train or taxicab to go to work.<sup>5</sup> Over the past few years bus and rail ridership has been increasing. Between 2000 and 2007 MARC ridership at Perryville has increased by 68%, and there has been an 87% increase in bus ridership in Cecil County on the fixed route system. Thus, the support for alternatives is considered to be moderate in the County and thus it supports a new TMA to a *medium* degree.

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<sup>5</sup> U. S. Bureau of Census, 1990 and 2000 Census of Population, Social and Economic Characteristics. Prepared by the Maryland Department of Planning, Planning Data Services, May 2002.

### Stakeholder Involvement

#### *History of Involvement*

There appears to be a commonality of interests in improving transportation in Cecil County and there are individuals and organizations who currently work together to address concerns. Improvements along US Route 40, I-95 and enhanced public transit services and facilities are some commonly shared interests in the County. Thus, this criterion was rated as a *medium* in terms of support for the formation of a new TMA.

#### *Presence of a “Champion” and/or a Core Group of Stakeholders*

So far there is not a core group of stakeholders or an individual who is a champion for a new TMA. For this reason, the criterion was rated *low* as indicated in the table.

### Financial Commitment

#### *Multi-Year Commitment (Public)*

There is no long-term public commitment to funding a new TMA so the criterion is rated as *low* in terms of supporting a new organization.

#### *Multi-Year Commitment (Private)*

There is no long-term commitment from the private sector to funding a new TMA so the criterion is rated as *low* in terms of supporting a new organization.

#### *Other Stakeholders*

There are no other stakeholders who have indicated their financial support for a new TMA so the criterion is rated *low* in terms of supporting a new organization.

### Conclusions

Overall, there appears to be a moderate level of support for the formation of a new TMA in Cecil County. The fact that the county is increasing in population and employment and that there is localized congestion and transportation constraints along I-95 and US Route 40, the locations in which future growth is likely to occur, means that there are transportation issues that may be addressed by an organization like a transportation management association. In addition, the local government and business community have identified highway and transit improvements that are desired in the county. On the other hand, there is no identified core group or individual champion of a new organization and there is no funding commitment from either the public or private sector for a TMA.

### III. Outreach & Surveys

Gauging business and public support is very important when deciding whether or not to establish a new transportation management association. To this end, outreach to the business community and commuters in Cecil County was conducted for this TMA feasibility study. AECOM facilitated internet surveys and two group meetings. The section below presents the results of the outreach and surveys and the anticipated support for a TMA in the region.

#### Web-based Surveys

AECOM developed internet surveys for Cecil County businesses and commuters under the direction of WILMAPCO. At the start of the project, AECOM discussed with WILMAPCO the objectives of the surveys and the various topics that should be included. It was agreed that the goal of the business survey was to obtain information from managers about their interest in commute options and their opinion about the need for and potential support of a TMA in the region. The goal of the commuter survey was to determine interest in using alternative forms of transportation if offered by employers.

#### Methodology

The purpose of the employer web-based survey was to solicit opinions about interest in transportation demand management programs and joining a new TMA in Cecil County. Firms with 100 or more employees were designated for participation in the WILMAPCO employer survey effort. According to WILMAPCO, there are 29 companies in Cecil County with 100 or more employees, and this list became the sample frame for the employer survey (Appendix A). The survey plan called for the completion of a web-based survey to be located as a link on WILMAPCO's website at [www.wilmapco.org](http://www.wilmapco.org).

WILMAPCO mailed a letter to each of the 29 companies that explained the purpose of the survey, requested their participation, and provided the link to the survey (Appendix B). AECOM prepared a draft questionnaire that was reviewed by WILMAPCO. AECOM prepared a final questionnaire based on WILMAPCO's comments and incorporated the survey into Survey Monkey in January 2009 (Appendix C). In addition to the survey of employers, a similar web-based survey was developed for commuters and placed as a separate link on the WILMAPCO website. There was no special announcement that a commuter survey was available. Any individual, including commuters or employers who visited the WILMAPCO website was invited to respond to the survey.

Initially, there were eight (8) responses to the employer survey. Follow-up telephone calls and emails were placed to the 21 non-respondents in March and early April to increase the response rate. A total of 15 surveys were completed by employers which included large employers who were solicited and others who completed the survey as they discovered it on the WILMAPCO

website. Records show that the survey took about 10 minutes to complete. Employer respondents included:

- Acme Markets
- Burris Logistics
- C&S Wholesale Grocers
- Enterprise Rent-A-Car
- Estes Express Lines
- IKEA
- Moon Nurseries
- Performance Food Group
- Petro Fuel Operation
- Sandy Cove Ministries (2)
- Senior Services & Community Transit of Cecil County
- Union Hospital of Cecil County
- URS Corporation
- WL Gore & Associates

Only six commuters responded to the commuter survey. The questionnaire is appears in Appendix D and the results of the survey appear in Appendix E. In general, commuters reported that they do not have many TDM options available to them for work travel but they are interested in carpooling, vanpooling, additional transit services, and walk/bike facilities. Commuters who responded to the survey indicated that traffic congestion and length of commute were problematic.

### Findings

The following is a summary of the results of the web-based employer survey which appear in Appendix F:

1. **How many employees do you have in Cecil County?**

Eight of the 15 employers who responded to the web survey answered that they have between 100 and 250 employees and four of the employees responded that they have over 250 employees. The remaining three have fewer than 50 employees.

2. **Which best describes the industry your firm is in?**

One-third (5) of the companies answered that their firm was in the services industry, four of the companies replied that their firm was in wholesale or retail trade, and three were in transportation, communications or are a public utility.

3. What type of services does your firm provide?

Seven companies responded to this question. Two stated that they provide hotel/lodging, two provide professional services, and two provide recreational/entertainment.

4. Do you have other worksites in Cecil County?

Five of the 15 respondents answered that they have other worksites in Cecil County and 10 stated that they did not.

5. If you have more than one worksite, how many other locations does your firm have?

Six companies answered this question. Two companies have four or more worksites, one has three sites, two have two sites and one company only has one site.

6. How long has your firm been at this location in Cecil County?

Nearly three-quarters of the companies (11) have been at the same location in Cecil County for more than 5 years.

7. Is the largest worksite currently or in the near future expanding or reducing the size of its workforce?

Nearly three-quarters of the companies (11) said that the size of its workforce is remaining the same.

8. Are any of the following services available at or within walking distance of this site?

The list of services included places to eat; child care centers; elder care centers; exercise and gym facilities; banking; post office; dry cleaners; convenience stores; and, drug stores. Places to eat and convenience stores are the only services for which at least half of the companies have access by walking distance.

9. Do you operate with fixed work hours or shifts where employees are assigned start and end times?

Two-thirds (10) of the companies stated that they have shifts.

10. Do you offer staggered work hours where employees are assigned different start times by your firm?

Sixty percent, nine firms said that they offer staggered work hours.

11. Would your company be interested in learning more about staggered work hours?

None of the six companies that answered the question said that they were interested in learning more about staggered work hours.

12. At the largest worksite, do you offer flextime where employees choose starting and ending times centered around a set of core business hours?

Ten of the 14 respondents said that they did not offer flextime to employees.

13. **Would your company be interested in learning more about flextime?**  
None of the 12 firms that responded to this question were interested in learning more about flextime.
14. **Do you offer a compressed work week where all or some work days are lengthened in order to shorten the work week?**  
Only 20 percent of the companies, 3 out of the 15 that responded to the question, said that they offered compressed work week to their employees.
15. **Would your company be interested in learning more about compressed work weeks?**  
None of the 12 companies who answered this question were interested in learning more about compressed work weeks.
16. **Does any portion of your workforce regularly telecommute, meaning work at home or at a satellite work location closer to home, at least one day per week?**  
Only five of the 15 companies that answered this question said that a portion of their workforce telecommutes.
17. **Would your company be interested in learning more about telecommuting or satellite work locations?**  
None of the 10 companies that responded to the question said that they were interested in learning more about telecommuting.
18. **How would you characterize the availability of parking at your firm?**  
Three-quarters of the firms (11 out of 15) responded that there was adequate parking at their work site; another 3 companies responded that they have a surplus of parking.
19. **Do your employees pay for parking or is it offered for free?**  
Only 3 companies responded to this question and none of them stated that their employees pay for parking.
20. **Does public transportation service come within walking distance, approximately ¼ mile, of your work location?**  
Fifteen firms responded to this question. Five companies said that transit was located within walking distance of their work site.
21. **What kind of public transportation is available?**  
Ten companies answered the question, and half of the respondents said that bus services were available and one company said that both bus and rail was available for employees to use.
22. **Does your company have a vanpool program?**  
None of the 15 firms responded that they have a vanpool program.

23. **Would your company be interested in learning more about vanpooling?**  
Seven of the 15 companies stated that they would be interested in learning more about vanpooling.
24. **Does your company have a carpool program?**  
Only one company of the 15 has a carpool program.
25. **Would your company be interested in learning more about carpooling?**  
Six of the 14 companies that answered this question would be interested in learning more about carpooling.
26. **Does your company currently offer subsidies to employees who use transit?**  
No companies that are located near transit currently offer subsidies to employees who use transit.
27. **Would your company be interested in learning more about transit subsidies?**  
Four out of the 15 companies that responded to this question said that they would be interested in learning more about transit subsidies.
28. **Does your company provide shuttles to and from bus stops or rail stations?**  
None of the 15 companies provide shuttle services to or from public transportation.
29. **Would your company be interested in learning more about shuttles?**  
Five of the 15 companies said that they would be interested in learning more about shuttles between work sites and transit.
30. **Does your company provide a guaranteed ride home program where employees who take transit or use carpools or vanpools are provided with a ride home in the case of a personal emergency or unexpected overtime?**  
None of the 15 companies currently offer a guaranteed ride home for employees in the case of an emergency or unexpected overtime.
31. **Would your company be interested in learning more about guaranteed ride home programs?**  
Five of the 15 firms stated that they would be interested in learning more about guaranteed ride home programs.
32. **Do you provide facilities for bicyclists and pedestrians such as bike racks or special paths?**  
Six of the 15 companies provide facilities for bicyclists and pedestrians.
33. **Would your company be interested in learning more about bike racks and special paths?**  
Three of the 10 companies that responded to this question said that they would be interested in learning more about bike racks and special paths.

34. What are the key transportation problems affecting your worksites? Please check all that apply.

Fifteen companies responded to this question as follows in rank order of problems:

- Transportation problems do not affect my organization (7)
- Lack of convenient public transportation (6)
- Lack of sidewalks and/or bike lanes (6)
- Length of commute for employees (4)
- Access from local roads and highways (2)
- Safety concerns (2)
- Traffic congestion (1)
- Lack of parking for employees (1)
- Other, not specified (1)

35. How do transportation problems affect your organization? Please check all that apply.

Only 3 companies answered this question. Three stated that employee recruitment is challenging, two stated that employee turnover was high, and one company said that transportation problems reduced employee productivity.

36. In your opinion, how interested would your firm be in working together with other employers in Cecil County to assist people in getting to work and reducing congestion?

Eight of the 15 companies responding to the question stated that they would be somewhat interested in working with other employers and one company said that they would be very interested. The remaining six companies either were not very interested or not at all interested.

37. One way to get companies involved in transportation concerns is to form a Transportation Management Association (TMA). TMAs are non-profit agencies that inform their members and transportation issues and help them solve commuting problems. Typically, TMAs help employers set up carpooling and vanpooling programs, advocate for transit and roadway improvements, and distribute real-time information about traffic conditions. Based on your knowledge of transportation problems in Cecil County, do you think a TMA is needed in the county?

Nine of the 15 companies either could not answer the question one way or the other or declined to answer. Four companies stated that a TMA was needed and two companies said that it was not needed.

38. As a private, non-profit membership association, a TMA is supported by its membership dues and fees-for-service and by grants from governments and foundations. How likely do you think your firm would be to join a TMA?

Six of the 15 companies said that they were not likely to join a TMA and two companies either could not answer the question or they declined. Five firms were either somewhat or very likely to join a TMA.



39. Would you be likely to join a TMA if your firm's annual membership dues were \$1.50 per employee?

Only 8 companies answered this question. Four companies did not know or declined to answer, two companies said that they would be likely to join and two said that they would not.

40. Finally, TMA members sometimes contribute in ways other than membership dues. Would you be likely to offer support to the TMA by providing surplus office equipment and supplies or by offering in-kind services?

Only six companies answered this question. Three said that they might offer in-kind services; one company said that they would not, and two did not know or declined to answer.

### Meetings with Stakeholders

Group interviews were conducted with the Elkton Chamber of Commerce and Alliance and the Cecil County Chamber of Commerce. Below is a summary of the input from chamber members with regard to transportation problems and the need for a new TMA in Cecil County.

#### Elkton Chamber of Commerce and Alliance

AECOM interviewed members of the Elkton Chamber of Commerce and Alliance at a member meeting on March 9, 2009 in Elkton. A series of interview questions was developed to facilitate this interview and the guide appears in Appendix G. Over the course of the 60-minute interview, all of the questions were posed for group response.

#### Primary Transportation Problems

- A MARC/Amtrak train station is needed in Elkton, MD
- Commutation between the various cities in Cecil County is problematic
- US Route 40 through Cecil County is congested especially at intersections
- More people commute out of Cecil County than into the County to work
- Parking is often in short supply in Elkton, North East and Perryville
- A new interchange is needed on I-95 between Perryville and North East
- Muddy Lane has connectivity and safety problems
- There is a need for a comprehensive bus service network in the County
- Bus transportation is needed between Elkton and North East

#### Effect of Transportation Problems on Business

- Transportation problems are strangling the County's ability to grow
- The community college's North East campus is growing but there is no safe way to walk or bicycle

- More bus service to the community college is needed
- US Route 40 is a targeted growth area but it is already congested
- The lack of transportation options for lower wage employees makes it difficult to attract and retain workers, especially in manufacturing
- Burriss Logistics, IKEA and food distribution companies are finding it difficult to recruit and retain workers because of the lack of public transportation

### *Local Employer TDM Programs*

- ATK has a 4/40 program where employees work 40 hours in 4 days

### **Cecil County Chamber of Commerce**

AECOM was a featured speaker at the Cecil County Chamber of Commerce in North East on March 12, 2009. AECOM prepared a short presentation about the project and then posed the same questions as it did at the Elkton Chamber meeting. The presentation and survey questions that were developed to facilitate this interview appear in Appendix H. Over the course of the 60-minute group interview all of the questions were posed for group response.

In addition to the group interview, the survey was distributed to the attendees and they were asked to complete it during the meeting or to mail it to AECOM afterward. The survey largely consisted of the same questions as posed to the group with additional opportunities to rank transportation problems and programs. Only 5 members responded to the survey. Thus, the results of the group interview discussion and the Chamber survey are combined below. Comments made exclusively in the written survey responses are denoted with an asterisk (\*).

### *Primary Transportation Problems*

- Washed out bridges during a storm at Turkey Point
- Traffic from golf course on MD Route 272 creates congestion
- US Route 40 needs additional lanes for peak and off-peak traffic
- The lanes from Wal-Mart on US Route 40 to I-95 do not work well
- Traveling from US Route 40 in North East to MD Route 272 is confusing
- MD Route 272 between I-95 and US Route 40 needs improvements \*
- The I-95 tolls result in congestion on Route 7 in Perryville
- Access to I-95 in Perryville is difficult due to the truck traffic at weigh station and the merging of cars with trucks
- There is a lack of transit in the Cecil County, particularly along US Route 40
- Evening after-hour transit is needed to local industrial parks include Peninsula, Triumph and Belvedere Road

- A passenger rail connection is needed between Perryville and Delaware
- A rail station at Elkton is needed in order to reduce congestion caused by Delaware and Pennsylvania rail users who now use the Perryville station
- I-95 needs an additional exit to accommodate traffic, particularly truck traffic, from industrial areas in Perryville and North East
- MARC rail service needs to connect to SEPTA rail service
- Cecil County is not bike friendly
- A traffic light is needed on MD Route 272 at the industrial park near Holiday Inn
- There needs to be sustainable and higher density development to make transportation more efficient and effective \*

### *Effect of Transportation Problems on Business*

- It is difficult to get qualified employees if they do not own a car
- Transportation deficiencies make it difficult to attract business sometimes
- BRAC will raise transportation issues as it is developed
- Increased travel time due to congestion and lack of adequate transportation facilities \*
- Increased delivery costs due to tolls \*

### *Economic Opportunities Not Realized*

- Paying a toll to enter and leave Cecil County has a negative impact on economic growth

### *Safety Issues*

- County roads need improvements to address 'dead man' curves on Dr. Jack Road and Liberty Road

### *Local Employer TDM Programs*

- One company offers telecommuting, flextime, a guaranteed ride home program using company vehicles, and also works with RideShare Delaware to provide employees with alternative commute options
- Another company offers telecommuting and compressed work weeks
- In both instances, the programs were requested by employees and instituted by employers
- One company began providing transportation to the rail station when gasoline prices began to rise

### *TDM Programs Appropriate for Cecil County*

- Improve public transportation from urban centers in Cecil County to industrial parks in order to attract and retain employees
- Create public transportation options between Perryville and Wilmington
- Improve transportation for BRAC commuters half of whom travel to Philadelphia and half to Baltimore
- Develop a plan to address the safety and congestion problems due to the increase in truck traffic
- Decrease congestion caused by Cecil County residents who commute outside of the County to work
- Support the Cecil County Comprehensive Plan which calls for growth along I-95, US Route 40 and near rail stations in order to create a job base for Cecil County residents
- Support other economic development efforts to grow jobs in Cecil County so residents can work in the county in which they reside
- Promote Maryland's Commuter Choice program
- Encourage the use of alternative fuels and hybrid vehicles \*

### *Support for a TMA*

- Approximately half of the persons in attendance indicated that they would support a TMA if one were formed, particularly if the services were joined to another agency

### *Individual Interviews*

Individual interviews were conducted with the Transportation Management Association (TMA) of Delaware, Harford County Commuter Assistance, the Cecil County Chamber of Commerce, and Maryland Department of Transportation. Each of the organizations was interviewed to understand their programs and the potential for providing TMA services to Cecil County. These interviews and their outcomes are discussed in Section IV *Organizational Structures*.

### *Presentations*

In addition to the surveys and meetings, AECOM presented a status of the project to the WILMAPCO Technical Advisory Committee (TAC) on June 18, 2009 and a final presentation to the WILMAPCP Council on September 10, 2009.

### Feasibility Conclusions

The analysis of the TMA decision factors showed that the extent of growth and transportation problems and degree of public and private commitment to a TMA supports the formation of a new transportation management association in Cecil County to a moderate level. The web-based surveys of large employers and commuters in Cecil County confirmed this analysis. Looking at the results of the employer survey and the discussions that occurred in the meetings with the Elkton Chamber and the Cecil County Chamber members together, there appears to be a moderate level of support for offering TMA services in Cecil County via an existing organization. While TMA services appear to be desirable, it is clear that there is not a level of support that could sustain the formation of a new and independent TMA organization in Cecil County. Currently, business leaders see the need for a person who could advocate for local transportation improvements and bring TMA services to employers in Cecil County, but they were adamant about not wanting to support a separate organization at this time. The sections which follow are based on the conclusion that TMA services should be provided in Cecil County.

## IV. Organizational Structures

The previous sections analyzed the factors that support the formation of a TMA and the opinions of community and business leaders about the need for a new TMA in Cecil County. In the short-term, it was concluded that a wholly separate TMA organization was not needed or desired. However, it was concluded that there is a moderate level of support for the introduction of TMA services that would advocate for transportation improvements and introduce TMA services via an existing organization in the region. There are many ways that this concept could be advanced in Cecil County. Section IV presents alternative organizational structures for developing TMA services. The section also presents a list of local organizations within which TMA services could be offered and conclusions.

### Alternative Organizational Structures

Setting up the “right” structure for the TMA will set the tone for success in the future. TMAs can be organizationally formal in their development or informal depending on the TMA service area, governing documents, membership and IRS legal status.

Outlined below are several formal and informal TMA structures. Each structure has merit and consideration for the potential Cecil County TMA; however, an informal structure appears to be the most appropriate at this time.

#### Informal Structure

TMAs may be part of another multi-purpose organization. These TMA types would not have a formal corporate structure. An informal TMA could evolve later into a traditional TMA if certain trigger points are met including the emergence of both public-private leadership and sustainable funding sources are identified. Several informal organization models are identified below.

#### *Annexed Into Existing Organization*

When the service area is adjacent to an existing TMA, the residents and employers may ask that the TMA host or provide services to their area. The reason for the adjacent area issues is because of a boundary, either a county line or in the case of the proposed Cecil County TMA, because of the state boundary between Delaware and Maryland. The advantage of this arrangement is that many start-up organizational issues have already been addressed because of the existing TMA. In addition, there would be economies of scale from the standpoint that service would be offered to a greater number of employers in an expanded TMA service area. One disadvantage is that public funding for TMA services cannot commingled between the two service areas.

### *Chamber of Commerce Subcommittee*

Chambers typically have working committees of members dedicated to specific activities (e.g., legislative, work force development, financial, etc.) A result could be the development of a chamber transportation committee that meets with state and local officials to improve transportation service for their membership. An advantage of this arrangement is that many start-up organizational issues have already been addressed by the existing agency. In addition, all chamber members could take advantage of all offered transportation demand management services provided. A disadvantage of this arrangement is that services provided would be limited to the extent that the chamber could take on these additional responsibilities. In addition, this organization may not have a separate corporate identity.

### *Activity Center Oriented*

This structure is based upon a given specific area that has the density of employers and residents to support TMA services. For example, a large mixed-use development containing residential and commercial activities may be appropriate for providing TMA services. However, the development of the organization's roles and relationships may conflict with the TMA's mission.

In adjacent Harford County specific transportation needs in the area relate to the US Army's Aberdeen Proving Ground. The Cecil County Commissioners enlisted a Base Realignment and Closure (BRAC) group to address the impacts of BRAC changes at the Aberdeen Proving Ground. The decision to close, increase operations and/or realign military installations could prove to be a significant gain in economic and community development opportunities which will be felt in Cecil County and the entire I-95 corridor. Development at the Aberdeen Proving Ground could result in the formation of a TMA that is organized to serve this activity center.

The mixed-use developer would provide transportation demand management services to their client employers and residents. Typical services may include rideshare matching for employers and area residents, transit or shuttle services to/from train stations or fixed route bus systems, provision of park-and-ride lots for residents, and development of alternative work schedule program to stagger traffic entering and exiting the activity center. A disadvantage of this arrangement is that services would only be provided within the activity center and not to the general public.

Establishing an informal TMA would lay the groundwork to demonstrate the ability for private sector transportation leadership. Housing the organization in an existing entity would permit the coordinator to focus on developing and coordinating transportation advocacy, identifying and securing potential funding and creating a unified voice for Cecil County stakeholders.

Examples of trigger points that could emerge to consider the establishment of a formal TMA organization would include changes to the regional transportation

system, pressure from private and public sector employers and major changes within Cecil County activity centers.

- **Regional Transportation** – Increases in regional traffic growth could spur construction projects on major Cecil County corridors leading to the need for traffic mitigation activities that the TMA would be uniquely qualified to provide.
- **Employer Pressure** – Improvements in the economy may make employers more concerned about transportation issues and the retention and attraction of quality employees. These employers would seek avenues to expand their employment base and identify activities that would allow them to hold onto valued employees. A TMA could provide services such as transit and shuttle services, ridershare programs and on-site amenities.
- **Activity Center Changes** – Major changes to population, employment and land use could occur and potentially merit TMA consideration, especially if the changes impact the interstate or local roadway network.

### Formal Structure

Formal organizations would have a defined mission, a defined membership, and a dedicated staff. Time would need to be spent to choose a legal status, develop business and financial plans, and create a service work program.

### Stand-Alone Organization

TMA developed as separate entities typically have more refined mission statements, committed membership, and dedicated staff. One of the first duties when incorporating a TMA is to decide the organization's legal status. The IRS codes covering nonprofit organizations that may apply include 501(c) (3), 501(c) (4) and 501(c) (6). Each designation has advantages and disadvantages as illustrated in the Table IV-1 below.

Table IV-1: Examples of 501 (c) Organizations for TMA Incorporation

	501(c) (3)	501(c) (4)	501(c) (6)
<b>Organizational Purpose</b>	Community or corporate foundation	Civic League or welfare organization	Business organization
<b>Services Provided</b>	Provided to general public	Provided to general public	Limited only to members
<b>Dues Collection</b>	No	Yes	Yes
<b>Fundraising Activities</b>	Deductible contributions from members and nonmembers	Deductible contributions considered business expense	Membership dues
<b>Lobbying Activities</b>	Prohibited from lobbying	Permitted to lobby for their membership	Lobby to support legislation



### Organizations in Adjacent States and Counties

As was mentioned in the Section III, interviews were conducted with various agencies and organizations that could incorporate a person who would provide TMA services in Cecil County. The following is a summary of the interviews.

#### TMA Delaware

Transportation Management Association of Delaware provides a host of TDM programs, information and advocacy activities to employers and commuters in the entire State of Delaware.<sup>6</sup> Activities include transportation fairs, maps, Bike to Work, ozone alerts, construction alerts and preferred parking programs. Rideshare services are provided by DelDOT. The organization has three full-time staff and in FY 2009 they are funded with approximately 65% state grants and 35% membership fees. Last year, the Executive Committee of TMA Delaware considered, but ultimately rejected, expanding the organization's mission to encompass Cecil County. The reason for the interest in expansion was related to the potential impact of BRAC Aberdeen on Delaware and the increased commuter congestion that is likely to be the result. Although including Cecil County in its TMA territory does not appear to be an option now, nonetheless, TMA Delaware sees the need to provide TDM services in the county and remains interested in the potential for establishing a TMA.

#### Harford Commuter Assistance/Harford TMA

Harford Commuter Assistance is located within the Harford County Department of Community Services. The State of Maryland, through the Maryland Department of Transportation, Maryland Transit Administration (MTA), provides many of the counties in Maryland, including Harford, with a grant to support ridesharing and coordination activities.<sup>7</sup> The Harford County TMA is funded 100% with grants to provide other TMA activities that include advocacy for transportation improvements on behalf of the business community. Cecil County does not provide ridematching services in the county. Harford Commuter Assistance and the Harford County TMA present a potential location for a person who would provide TMA services to Cecil County if funding for this position were identified.

#### Commuter Choice Maryland

Commuter Choice Maryland is located within the Maryland Transit Administration. Commuter Choice Maryland is a state funded program that provides incentives to encourage people to choose transit or vanpools instead of driving to work. Commuter Choice Maryland offers employers commuter benefit distribution options, which encourage employees to ride MTA buses, light rail, Metro subway, MARC trains, or qualified vanpools. Employers receive special federal and state tax deductions, state tax credits, and savings on

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<sup>6</sup> Interview with Suzan Dordan, Program Manager, June, 2009. Subsequent email from Bill Osborne, Executive Director, TMA Delaware, June 22, 2009.

<sup>7</sup> Interview with Pat Fielder, Rideshare Coordinator and Executive Director, Harford Commuter Assistance, Harford County TMA, June 2009.

certain payroll taxes. An extensive list of commuter transportation services that can be useful in developing customized corporate commuter transportation programs are available including:

- Maryland Commuter Tax Credit Information/Assistance
- Ridesharing – Carpool/Vanpool Matching/Formation
- Transit Information/Timetables
- Guaranteed Ride Home Information
- Variable Work Hours Information
- Telecommuting Information/Assistance
- Telework Centers Information
- Parking "Cash-Out" Information
- Bicycling & Walking Information

An employer must have at least 20 employees signed up to be in the formal program, however, employers with less than 20 employees may still offer commuter benefits.

### **Cecil County Chamber of Commerce**

The Chamber, located in Elkton, provides opportunities for Cecil County businesses to jointly promote the county and business communities. The Chamber hosts events that bring the business community together for networking and sharing ideas. The Chamber is funded solely through annual memberships which represent 550 members and more than 17,000 employees. The staff of two serves the Chamber membership as the primary representatives to forward the mission of the Chamber by promoting a “strong, viable economic environment in Cecil County”. The Chamber is currently active in transportation issues in the County, and is particularly interested in the impact of BRAC on the region. Its current transportation advocacy concerns are to improve failing intersections along US Route 40, to restore \$1.1 billion of transportation improvement funding, to promote MARC train commuter service to Elkton, and to encourage broadband accessibility to all Cecil County businesses.

### **Cecil County Government**

The Cecil County Senior and Community Transit Division, within the Human Service Department, provides transportation to all Cecil County citizens.<sup>8</sup> This department provides four demand responsive and two deviated fixed-route transit services. The department is funded with 40-50 percent local match dollars with the remaining funds provided from Federal and State sources. There is a four person administrative staff along with 14 full-, part-time and on-call drivers.

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<sup>8</sup> Interview with Leslie Gorek, Community Transit Supervisor, Cecil County Senior and Community Transit, June 2009

### WILMAPCO

The Wilmington Area Planning Council (WILMAPCO) is the bi-state Metropolitan Planning Organization (MPO) serving New Castle County, Delaware and Cecil County, Maryland. The WILMAPCO Council consists of state, county and municipal representatives and the agency has the important role of educating and involving the public and local agencies in the transportation decision-making and funding process.

### Summary of Interviews

An organization or agency in Maryland is a likely host for TMA services in Cecil County. While interviews revealed general support for a TMA in the County and the potential for assuming TMA advocacy and TDM services, additional discussions with potential hosting organizations is needed to explain the roles and goals of a TMA in order to further refine the appropriate hosting agency. While there was some preliminary indication that a TMA could provide valuable advocacy and transportation demand management services, these organizations acknowledged they need additional information to better understand how a TMA could fit within the context of their organizations and in Cecil County as a whole.

## V. Recommendations

Section V presents recommendations for advancing TMA services in Cecil County assuming that TMA programs and activities will occur under the umbrella of an existing organization in the state of Maryland. The section presents recommendations for a one-year work program to initiate the services and start-up administrative needs.

### TMA Services in Cecil County

Through the surveys and group meetings, Cecil County stakeholders have indicated that TMA services are desirable with these services provided under the auspices of an existing Maryland organization rather than by a new stand-alone organization. The most likely location for these services would be the expansion of Harford Commuter Assistance/Harford TMA, the Cecil County Chamber of Commerce, Commuter Choice Maryland, or Cecil County government.

### Initiation of TMA Services

It is assumed that the first year is dedicated to the start-up of the TMA program that is hosted within an existing organization in Maryland. Five steps would need to take place in preparation for implementation of a TMA organization:

#### *Identify Stakeholders*

Initial outreach to both the public and private sectors should occur. At least a core group of three to four public and private sector stakeholders interested in collaborating and cooperating with each other should be identified. In the course of this work effort large employers and public sector agencies have been identified and those are the ones contacted early in this process. These stakeholders may later form a TMA advisory committee.

#### *Develop a Mission Statement and TMA Roles and Goals*

Interested stakeholders should then meet to assist with the development of a mission statement and identification of clear and achievable goals focused on transportation advocacy, TDM strategies and outreach services.

#### *Formalize an Advisory Committee*

A typical advisory committee is comprised of interested stakeholders that meet on a regular basis (monthly or quarterly) to discuss issues confronting the TMA such as goals, programs, services and other initiatives. The committee would meet with TMA staff to review and revise goals, ensure the outreach and advocacy issues are inclusive, and identify and react to other appropriate issues.

#### *Research and Secure Funding*

TMA services should be eligible for federal and state grants and other funding programs. Funding opportunities need to be identified and secured from all potential sources including the Maryland Department of Transportation,

Maryland Transit Administration, public and private sector employers, and in-kind services.

### *Develop Outreach and Marketing Strategy*

The TMA must work with and represent public and private sector stakeholders. By developing an outreach and marketing program, the TMA can keep their stakeholders involved and engaged.

### *Identify Staff*

A person must be identified from either within the host organization or a new person must be hired to work on TMA-related activities. A job description must be prepared and salary and benefits package delineated.

## One-Year Work Program

A one-year TMA work plan will guide the organization following the initiation period described above. Based on employer surveys and conversations with members of the Elkton and Cecil County chambers, new TMA services would focus on the transportation advocacy and TDM activities below and would likely be supported by the public and private sectors of Cecil County.

### **Advocacy**

#### *Highway*

- Congestion relief and improved highway access for US Route 40, MD MD Route 272 and I-95 including interchanges
- Local highway and bridge safety improvements

#### *Transit*

- Intercity bus service improvements between Elkton, North East and Perryville
- Local bus service route and schedule improvements for existing services
- Development of new local bus services to major employers and destinations
- Establishment of a new MARC/Amtrak rail station in Elkton
- Passenger rail connection between Perryville and Delaware
- Promotion of the Commuter Choice Maryland program

#### *Other Transportation Modes/Smart Growth*

- Support of smart growth development that supports the Cecil County Comprehensive Plan and WILMAPCO Long-Range Plan
- Bicycle and pedestrian facilities for major employers and other destinations

### **TDM Services**

- Ridematching (i.e., carpool/vanpool) services
- Guaranteed ride home program
- Parking management services
- Shuttle services to rail stations

### **Marketing and Outreach**

- Identify and initiate contact with potential TMA members
- Develop promotional materials
- Host membership events

### **Organizational and Administrative Plans**

If the population and employment projections are realized, thus setting in motion the trigger points previously discussed, a new 'spin-off' or stand-alone TMA organization would be created to serve Cecil County. In the meantime, however, there are common next steps for developing the necessary organizational and administrative activities regardless whether the TMA is a formal or informal arrangement. Those steps include:

#### **Establish a Steering Committee**

A Steering Committee should be formed under that would guide the formation of an independent organization. The Committee should represent as many constituent groups as possible. This group should also represent skill areas needed by the TMA including accounting, law financial planning, marketing, public relations, advertising, computer technology and insurance.

#### **Establish an Office Location and Hire Staff**

Agreement on where the organization should be located and how many staff people are needed depends on the TMA mission statement and types of services and activities the TMA membership believes they require. With only a moderate level of support for a TMA and the conclusion that a standalone TMA is not feasible, the County could assume that the initial cost of providing TMA services in Cecil County would be limited to funding one full-time staff person's salary and benefits. Office space and support would be provided by the host agency. A direct cost budget that would include producing flyers and materials would also be assumed.

#### **Develop a Funding Strategy and Fiscal Structure**

The TMA will need to fund staff activities and overhead expenses. The TMA could be funded in part by the Maryland Department of Transportation, Maryland Transit Administration, public and private sector employers, and in-kind services. Thinking longer term, the TMA should consider developing a three to five year funding self-sufficiency plan which outlines funding strategy activities including how the TMA develops budgets, projects cash flow requirements, and conducts its accounting procedures.

Appendix A: Companies with 100+ Employees

<b>Employer Survey</b>						
<b>Employers with 100+ Employees</b>	<b>Contact</b>	<b>Title</b>	<b>Address</b>	<b>City</b>	<b>State</b>	<b>Zip</b>
Acme Markets			101 Big Elk Mall	Elkton	MD	21921
ATK	Brian Buckland		PO Box 214	Elkton	MD	21922
Builders Firstsource			18 Industrial Drive	North East	MD	21901
Burriss Logistics	Maggie Owens	Marketing Director	501 SE 5th Street	Milford	DE	19963
C&S Wholesale Grocers			100 Lums Rd.	North East	MD	21901
Calvert Manor Healthcare Center	Ronald Graybeal		1881 Telegraph Road	Rising Sun	MD	21911
Cecil College	Stephen Pannill	President	1 Seahawk Drive	North East	MD	21901
Chesapeake Publishing	Jeff Mezzatesta		610 North Bridge Street	Elkton	MD	21921
Estes Express Lines			201 Chesapeake Boulevard	Elkton	MD	21921
General Electric / Holman						
IKEA			72 Ikea Way	Perryville	MD	21903
Laurelwood Care Center	Felicia Oberly		100 Laurel Dr.	Elkton	MD	21921
LyondellBasell Industries	Mark Mendelson	Business Communications				
Maryland Portable Concrete	Frank Campbell	VP Sales	111 Southway	Havre de Grace	MD	21078
Michelin			515 Fletchwood RD	Elkton	MD	21921
Moon Nurseries	Ian Brown	Sales Representative	PO Box 672	Chesapeake City	MD	21915
New England Motor Freight		Headquarters & Distribution Ctr	1-71 North Avenue East	Elizabeth	NJ	*07201
Performance Food Group		Human Resources	1520 Elkton Rd	Elkton	MD	21921
Perry Point VA Medical Center						
Petro Fuel Operation			221 Belle Hill Rd	Elkton	MD	21921
PNC Financial Services Group	Stewart Lee		123 North Street	Elkton	MD	21921
Sandy Cove Ministries	Mark Fisher		60 Sandy Cove Rd	North East	MD	21901
Terumo Cardiovascular Systems			125 Blue Ball Rd	Elkton	MD	21921
Terumo Medical	Joe Cupini	Human Resources	950 Elkton Blvd.	Elkton	MD	21921
Union Hospital of Cecil County	Kathy McKinney	Human Resources	106 Bow Street	Elkton	MD	21921
Upper Bay Counseling and Support			200 Booth Street	Elkton	MD	21921
W.L. Gore & Associates	Michael Ratchford		1901 Barksdale Rd	Newark	DE	19714
Wal-Mart			1000 E Pulaski Hwy	Elkton	MD	21921
URS Corporation	Brian Bolender		1200 Philadelphia Pike	Wilmington	DE	19809



Appendix B: Letter to Employers

February 2, 2009

Name, Title  
Company  
Address  
City, State, Zip

Dear Name:

To better address the commuting needs of employers and employees in Cecil County, the Wilmington Area Planning Council, WILMAPCO, is studying the feasibility of establishing a Transportation Management Association (TMA) in Cecil County, Maryland. A TMA works with local employers and public officials to organize comprehensive programs to solve transportation problems; these programs may include ridesharing, telecommuting, vanpools and other services to help meet commuting needs. WILMAPCO is the metropolitan planning organization (MPO) in the region which is responsible for transportation planning in New Castle County, Delaware and Cecil County, Maryland.

During the course of the study, WILMAPCO will analyze demographic, economic and travel data in Cecil County. In addition to analyzing this data, the study will determine private sector interest and support for the formation of a TMA or opportunities to provide commuter services. As a major employer in Cecil County your views on transportation issues are important.

To assist us in understanding the transportation problems Cecil County employers experience, we will be conducting a county-wide internet survey of employers. The survey is located on the WILMAPCO website at [www.wilmapco.org/ceciltma](http://www.wilmapco.org/ceciltma) . The survey may be viewed at your convenience and it takes approximately 10 minutes to complete. We encourage you or another person in upper management or human resources to complete the survey. Your help and that of other major employers in Cecil County are essential to the study's success. We greatly appreciate your cooperation in this effort.

Very truly yours,

Tigist Zegeye  
Executive Director, WILMAPCO

Appendix C: Employer Questionnaire

**FINAL Employer Internet Questionnaire**  
**January 23, 2009**

The Wilmington Area Planning Organization, WILMAPCO, is conducting a study to determine the feasibility of establishing a transportation management association (TMA) in Cecil County. A TMA works with local employers and public officials to organize programs to solve transportation problems. We would like to hear your company's opinions about transportation and interest in various types of commuter travel options.

**The survey results will be kept confidential.** The survey will take approximately 10 minutes to complete.

Firm/Organization \_\_\_\_\_  
Address \_\_\_\_\_  
City, State, Zip \_\_\_\_\_  
Survey completed by \_\_\_\_\_  
Title \_\_\_\_\_  
Telephone \_\_\_\_\_  
Email address \_\_\_\_\_

1. First, some background questions about your firm. How many employees do you have in Cecil County?
  1. 1 – 10
  2. 11 – 25
  3. 26 – 49
  4. 50 – 75
  5. 76 – 100
  6. 101 – 250
  7. 251 – 500
  8. Over 500
  9. Don't know/declined
  
2. Which best describes the industry your firm is in?
  1. Agriculture - GO TO Q.4
  2. Construction - GO TO Q.4
  3. Manufacturing - GO TO Q.4
  4. Transportation, Communications, Public Utility – GO TO Q.4
  5. Wholesale or Retail Trade - GO TO Q.4
  6. Finance, Insurance, or Real Estate – GO TO Q.4
  7. Public Administration or Government – GO TO Q.4
  8. Services
  9. Don't know/declined – GO TO Q.4
  
3. What type of service does your firm provide?
  1. Hotels/Lodging
  2. Business
  3. Personal
  4. Professional
  5. Health
  6. Recreational/Entertainment
  7. Educational
  8. Repair
  9. Don't know/declined

- 
4. Do you have other worksites in Cecil County?
    1. No --GO TO Q.6
    2. Yes
  
  5. If you have more than one site, how many other locations does your firm have?
    1. One
    2. Two
    3. Three
    4. Four or more

**For companies with more than one business location in Cecil County, please answer the following questions for the worksite with the largest number of employees.**

6. Where is the location of the worksite with the largest number of employees in Cecil County?

Address \_\_\_\_\_  
 City, State, Zip \_\_\_\_\_

7. How long has your firm been at this location?
  1. Less than 1 year
  2. One to two years
  3. Three to five years
  4. More than five years
  5. Don't know/declined
  
8. Is the largest worksite currently or in the near future expanding or reducing the size of its workforce?
  1. Increasing the total number of employees
  2. Reducing the total number of employees
  3. Staying the same
  4. Don't know/declined
  
9. Please tell me if any of the following services are available on your site or within walking distance at this site.

	YES	NO
1. Places to eat	1	2
2. Child care centers	1	2
3. Elder care centers	1	2
4. Exercise/gym facilities	1	2
5. Banking services	1	2
6. Post Office	1	2
7. Dry Cleaners	1	2
8. Convenience stores	1	2
9. Drug stores	1	2

10. Next, we'd like to find out about your firm's interest in various commute options and ways to reduce traffic during rush hours at the largest site. First, do you operate with fixed work hours or shifts where employees are assigned start and end times?
  1. Yes
  2. No
  3. Don't know/not sure
  
11. Do you offer staggered work hours where employees are assigned staggered start times?
  1. Yes -- GO TO Q.13
  2. No

- 
3. Don't know/not sure
- 
12. Would your company be interested in learning more about staggered hours?
    1. Yes
    2. No
    3. Don't know/not sure
  
  13. At the largest site, do you offer flextime where your employees choose starting and ending times centered around a set of core business hours?
    1. Yes - GO TO Q.15
    2. No
    3. Don't know/not sure
  
  14. Would your company be interested in learning more about flextime?
    1. Yes
    2. No
    3. Don't know/not sure
  
  15. Do you offer a compressed work week program for your employees where all or some work days are lengthened in order to shorten the work week?
    1. Yes - GO TO Q.17
    2. No
    3. Don't know/not sure
  
  16. Would your company be interested in learning more about compressed work weeks?
    1. Yes
    2. No
    3. Don't know/not sure
  
  17. Does any portion of your workforce regularly telecommute - work at home or at a satellite work location closer to home – at least one day per week?
    1. Yes - GO TO Q.19
    2. No
    3. Don't know/not sure
  
  18. Would your company be interested in learning more about telecommuting or satellite work locations?
    1. Yes
    2. No
    3. Don't know/not sure
  
  19. How would you characterize the availability of parking at your firm?
    1. Shortage of parking
    2. Adequate parking
    3. Surplus parking
    4. Don't know/not sure
  
  20. Do your employees pay for parking or is it offered for free?
    1. Pay
    2. Free - GO TO Q.22
  
  21. Do you pay any portion of parking costs for your employees?
    1. Yes

- 
2. No
22. Does public transportation service come within walking distance of your work location?
1. No - GO TO Q.24
  2. Yes
  3. Don't know/not sure
23. What kind of public transportation is available?
1. Bus only
  2. Rail only
  3. Both bus and rail
  4. Don't know/not sure
24. Does your company currently have a vanpool program?
1. Yes - GO TO Q.26
  2. No
  3. Don't know/not sure
25. Would your company be interested in learning more about vanpooling?
1. Yes
  2. No
  3. Don't know/not sure
26. Does your company have a carpool program?
1. Yes - GO TO Q.28
  2. No
  3. Don't know/not sure
27. Would your company be interested in learning more about carpooling?
1. Yes
  2. No
  3. Don't know/not sure
28. Does your company currently offer subsidies to employees who use transit?
1. Yes - GO TO Q.30
  2. No
  3. Don't know/not sure
29. Would your company be interested in learning more about transit subsidies?
1. Yes
  2. No
  3. Don't know/not sure
30. Does your company provide shuttles to and from bus stops or rail stations?
1. Yes - GO TO Q.32
  2. No
  3. Don't know/not sure
31. Would your company be interested in learning more about shuttles?
1. Yes
  2. No
  3. Don't know/not sure

- 
32. Does your company provide a guaranteed ride home program where employees who take transit or use carpools or vanpools are provided with a ride home in the case of a personal emergency or unexpected overtime?
1. Yes - GO TO Q.34
  2. No
  3. Don't know/not sure
33. Would your company be interested in learning more about guaranteed ride home programs?
1. Yes
  2. No
  3. Don't know/not sure
34. Do you provide facilities for bicycles and walkers such as bike racks or special paths?
1. Yes - GO TO Q.36
  2. No
  3. Don't know/not sure
35. Would your company be interested in learning more about bike racks and special paths?
1. Yes
  2. No
  3. Don't know/not sure
36. What are the key transportation problems affecting your worksite(s)? (Check all that apply)
1. Traffic congestion
  2. Safety
  3. Lack of parking for employees
  4. Lack of parking for customers
  5. Length of commute for employees
  6. Access from local roads and highways
  7. Lack of convenient transit
  8. Lack of sidewalks and/or bike lanes
  9. Other \_\_\_\_\_
37. How do transportation problems affect your organization?
1. More challenging employee recruitment
  2. Reduced employee productivity
  3. Higher employee turnover
  4. Transportation problems do not affect our organization
  5. Other \_\_\_\_\_
38. In your opinion, how interested would your firm be in working together with other employers in Cecil County to assist people in getting to work and reducing congestion?
1. Very interested
  2. Somewhat interested
  3. Not very interested
  4. Not at all interested
39. One way to get companies involved in transportation concerns is to form a Transportation Management Association (TMA). TMAs are non-profit agencies that inform its members about transportation issues and help them solve commuting problems. Typically, TMAs help employers set up carpooling and vanpooling programs, advocate for transit and roadway improvements, and distribute real-time information about traffic conditions. Based on your knowledge of transportation problems in Cecil County, do you think a TMA is needed in the county?



1. Yes – GO TO Q.41
  2. No
  3. Don't know/not sure - GO TO Q.41
40. Why do you feel that way?
- RECORD \_\_\_\_\_
41. As a private, non-profit membership association, a TMA is supported by its membership dues and fees-for-service and by grants from government and foundations. How likely do you think your firm would be to join a TMA?
1. Very likely
  2. Somewhat likely
  3. Not too likely – END OF SURVEY
  4. Don't know/not sure - END OF SURVEY
42. Would you still be likely to join a TMA if your firm's annual membership dues were \$1.50 per employee?
1. Yes
  2. No – END OF SURVEY
  3. Not too likely – END OF SURVEY
  4. Don't know/not sure – END OF SURVEY
43. Finally, members sometimes contribute to the TMA in other ways besides membership dues. Would you be likely to offer support to the TMA by providing surplus office equipment and supplies or by offering in-kind services?
1. Yes
  2. No
  3. Maybe
  4. Don't know

Thank you. We appreciate your time to complete this survey. Results of the survey will appear on the WILMAPCO website at [www.wilmapco.org](http://www.wilmapco.org).

Appendix D: Commuter Questionnaire

**FINAL Commuter Internet Questionnaire**  
**January 23, 2009**

The Wilmington Area Planning Organization, WILMAPCO, is conducting a study to determine the feasibility of establishing a transportation management association (TMA) in Cecil County. A TMA works with local employers and public officials to organize programs to solve transportation problems. We would like to hear your opinions about transportation and interest in various types of commuter travel options. **The survey results will be kept confidential.** The survey will take approximately 10 minutes to complete.

1. What is your home zip code?

\_\_\_\_\_

2. What is the zip code in which you work?

\_\_\_\_\_

3. Which best describes the industry your firm is in?

1. Agriculture - GO TO Q.5
2. Construction - GO TO Q.5
3. Manufacturing - GO TO Q.5
4. Transportation, Communications, Public Utility – GO TO Q.5
5. Wholesale or Retail Trade - GO TO Q.5
6. Finance, Insurance, or Real Estate – GO TO Q.5
7. Public Administration or Government – GO TO Q.5
8. Services
9. Don't know/declined – GO TO Q.5

4. What type of service does your firm provide?

1. Hotels/Lodging
2. Business
3. Personal
4. Professional
5. Health
6. Recreational/Entertainment
7. Educational
8. Repair
9. Don't know/declined

5. Please tell me if any of the following services are available at your employment site or within walking distance.

	YES	NO
1. Places to eat	1	2
2. Child care centers	1	2
3. Elder care centers	1	2
4. Exercise/gym facilities	1	2
5. Banking services	1	2
6. Post Office	1	2
7. Dry Cleaners	1	2
8. Convenience stores	1	2
9. Drug stores	1	2

6. Next, we'd like to find out about your interest in various commute options and ways to reduce traffic during rush hours. First, does your work place operate with fixed work hours or shifts where employees are assigned start and end times?
  1. Yes
  2. No
  3. Don't know/not sure
  
7. Does your work place offer staggered work hours where employees are assigned staggered start times?
  1. Yes -- GO TO Q.9
  2. No
  3. Don't know/not sure
  
8. Would you participate in a staggered work hours program if your employer offered it?
  1. Yes
  2. No
  3. Don't know/not sure
  
9. Does your work place offer flextime where employees can choose starting and ending times centered around a set of core business hours?
  1. Yes - GO TO Q.11
  2. No
  3. Don't know/not sure
  
10. Would you participate in a flextime program if your employer offered it?
  1. Yes
  2. No
  3. Don't know/not sure
  
11. Does your work place offer a compressed work week program for employees where all or some work days are lengthened in order to shorten the work week?
  1. Yes - GO TO Q.13
  2. No
  3. Don't know/not sure
  
12. Would you participate in a compressed work week program if your employer offered it?
  1. Yes
  2. No
  3. Don't know/not sure
  
13. Is there a telecommute program at your worksite where people are able to work at home or at a satellite work location closer to home – at least one day per week?
  1. Yes - GO TO Q.15
  2. No
  3. Don't know/not sure
  
14. Would you participate in a telecommuting program/satellite work location program if your company offered it?
  1. Yes
  2. No
  3. Don't know/not sure
  
15. How would you characterize the availability of parking at your work site?
  1. Shortage of parking
  2. Adequate parking

- 
3. Surplus parking
  4. Don't know/not sure
- 
16. Do employees pay for parking or is it free?
    1. Pay
    2. Free - GO TO Q.18
  
  17. Does your employer pay any portion of parking costs for employees?
    1. Yes
    2. No
  
  18. Does public transportation service come within walking distance of your work location?
    1. No - GO TO Q.20
    2. Yes
    3. Don't know/not sure
  
  19. What kind of public transportation is available?
    1. Bus only
    2. Rail only
    3. Both bus and rail
    4. Don't know/not sure
  
  20. Does your employer currently have a vanpool program?
    1. Yes - GO TO Q.22
    2. No
    3. Don't know/not sure
  
  21. Would you participate in a vanpooling program if your employer offered it?
    1. Yes
    2. No
    3. Don't know/not sure
  
  22. Does your employer have a carpool program?
    1. Yes - GO TO Q.24
    2. No
    3. Don't know/not sure
  
  23. Would you participate in a carpooling program if your employer offered it?
    1. Yes
    2. No
    3. Don't know/not sure
  
  24. Does your employer currently offer subsidies to employees who use transit?
    1. Yes - GO TO Q.26
    2. No
    3. Don't know/not sure
  
  25. Would you participate in transit subsidy program if your company offered it?
    1. Yes
    2. No
    3. Don't know/not sure

- 
26. Does your employer provide shuttles to and from bus stops or rail stations?
1. Yes – GO TO Q.28
  2. No
  3. Don't know/not sure
27. Would you ride a shuttle to and from bus or train service if your employer offered it?
1. Yes
  2. No
  3. Don't know/not sure
28. Does your employer provide a guaranteed ride home program where employees who take transit or use carpools or vanpools are provided with a ride home in the case of a personal emergency or unexpected overtime?
1. Yes - GO TO Q.30
  2. No
  3. Don't know/not sure
29. Would you use a guaranteed ride home program if your company offered it?
1. Yes
  2. No
  3. Don't know/not sure
30. Does your worksite have facilities for bicycles and walkers such as bike racks or special paths?
1. Yes - GO TO Q.32
  2. No
  3. Don't know/not sure
31. Would you be likely to use bike racks or special paths for biking and walking if your employer had them on site?
1. Yes
  2. No
  3. Don't know/not sure
32. What do you think are the key transportation problems affecting your worksite(s)? (Check all that apply)
1. Traffic congestion
  2. Safety
  3. Lack of parking for employees
  4. Lack of parking for customers
  5. Length of commute for employees
  6. Access from local roads and highways
  7. Lack of convenient transit
  8. Lack of sidewalks and/or bike lanes
  9. Other \_\_\_\_\_

Thank you. We appreciate your time to complete this survey. Results of the survey will appear on the WILMAPCO website at [www.wilmapco.org](http://www.wilmapco.org).

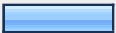

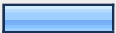

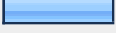
Appendix E: Results of Commuter Survey

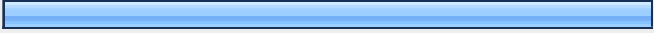
# Commuter Internet Questionnaire

1. What is your home ZIP code?		Response Count
		6
	<i>answered question</i>	6
	<i>skipped question</i>	0

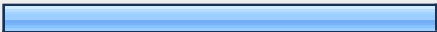
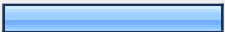
2. What is the ZIP code in which you work?		Response Count
		6
	<i>answered question</i>	6
	<i>skipped question</i>	0


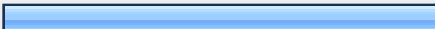
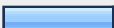


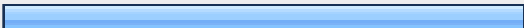
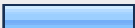
<b>3. Which best describes the industry your firm is in?</b>			
		<b>Response Percent</b>	<b>Response Count</b>
Agriculture (go to Question 5)		0.0%	0
Construction (go to Question 5)		16.7%	1
Manufacturing (go to Question 5)		0.0%	0
<b>Transportation, Communications, or Public Utility (go to Question 5)</b>		<b>33.3%</b>	<b>2</b>
Wholesale or Retail Trade (go to Question 5)		0.0%	0
Finance, Insurance, or Real Estate (go to Question 5)		0.0%	0
Public Administration or Government (go to Question 5)		16.7%	1
Services		16.7%	1
Don't know/decline to answer (go to Question 5)		16.7%	1
		<b><i>answered question</i></b>	<b>6</b>
		<b><i>skipped question</i></b>	<b>0</b>


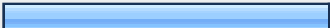
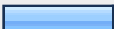
4. What type of services does your firm provide?			
		Response Percent	Response Count
Hotels/Lodging		0.0%	0
Business		0.0%	0
Personal		0.0%	0
<b>Professional</b>		<b>100.0%</b>	<b>1</b>
Health		0.0%	0
Recreational/Entertainment		0.0%	0
Educational		0.0%	0
Repair		0.0%	0
Don't know/decline to answer		0.0%	0
		<i>answered question</i>	<b>1</b>
		<i>skipped question</i>	<b>5</b>

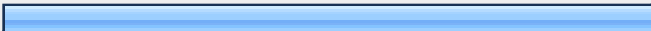
5. Are any of the following services available at or within walking distance of your worksite?			
	Yes	No	Response Count
Places to eat	50.0% (3)	50.0% (3)	6
Child care centers	16.7% (1)	83.3% (5)	6
Elder care centers	50.0% (3)	50.0% (3)	6
Exercise/gym facilities	33.3% (2)	66.7% (4)	6
Banking services	66.7% (4)	33.3% (2)	6
Post office	33.3% (2)	66.7% (4)	6
Dry cleaners	33.3% (2)	66.7% (4)	6
Convenience stores	16.7% (1)	83.3% (5)	6
Drugstores	16.7% (1)	83.3% (5)	6
	<i>answered question</i>		<b>6</b>
	<i>skipped question</i>		<b>0</b>

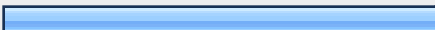
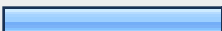
6. Next, we'd like to find out about your interest in various commute options and ways to reduce traffic during rush hours. First, does your workplace operate with fixed work hours or shifts where employees are assigned start and end times?			
		Response Percent	Response Count
Fixed work hours		66.7%	4
Shifts		0.0%	0
Don't know/decline to answer		33.3%	2
	<i>answered question</i>		<b>6</b>
	<i>skipped question</i>		<b>0</b>

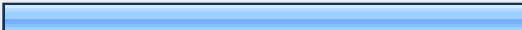
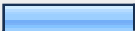
7. Does your workplace offer staggered work hours where employees are assigned staggered start times?			
		Response Percent	Response Count
Yes (go to Question 9)		16.7%	1
No		66.7%	4
Don't know/decline to answer		16.7%	1
<i>answered question</i>			<b>6</b>
<i>skipped question</i>			<b>0</b>



8. Would you participate in a staggered work hours program if your employer offered it?			
		Response Percent	Response Count
Yes		80.0%	4
No		0.0%	0
Don't know/decline to answer		20.0%	1
<i>answered question</i>			<b>5</b>
<i>skipped question</i>			<b>1</b>


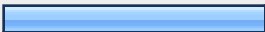
9. Does your workplace offer flextime where employees can choose starting and ending times centered around a set of core business hours?			
		Response Percent	Response Count
Yes (go to Question 11)		33.3%	2
No		50.0%	3
Don't know/decline to answer		16.7%	1
<i>answered question</i>			<b>6</b>
<i>skipped question</i>			<b>0</b>

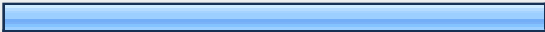
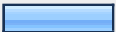
10. Would you participate in a flextime program if your employer offered it?			
		Response Percent	Response Count
Yes		100.0%	4
No		0.0%	0
Don't know/decline to answer		0.0%	0
		<b>answered question</b>	<b>4</b>
		<b>skipped question</b>	<b>2</b>

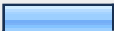
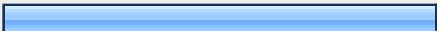
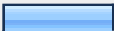
11. Does your workplace offer a compressed work week program for employees where all or some work days are lengthened in order to shorten the work week?			
		Response Percent	Response Count
Yes (go to Question 13)		0.0%	0
No		66.7%	4
Don't know/decline to answer		33.3%	2
		<b>answered question</b>	<b>6</b>
		<b>skipped question</b>	<b>0</b>


12. Would you participate in a compressed work week program if your employer offered it?			
		Response Percent	Response Count
Yes		80.0%	4
No		0.0%	0
Don't know/decline to answer		20.0%	1
		<b>answered question</b>	<b>5</b>
		<b>skipped question</b>	<b>1</b>




13. Is there a telecommute program at your worksite where people are able to work at home or at a satellite work location closer to home – at least one day per week?			
		Response Percent	Response Count
Yes (go to Question 15)		0.0%	0
No		66.7%	4
Don't know/decline to answer		33.3%	2
	<b>answered question</b>		<b>6</b>
	<b>skipped question</b>		<b>0</b>


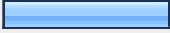
14. Would you participate in a telecommuting program/satellite work location program if your company offered it?			
		Response Percent	Response Count
Yes		60.0%	3
No		40.0%	2
Don't know/decline to answer		0.0%	0
	<b>answered question</b>		<b>5</b>
	<b>skipped question</b>		<b>1</b>

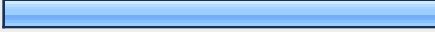
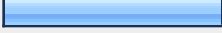
15. How would you characterize the availability of parking at your worksite?			
		Response Percent	Response Count
Shortage of parking		0.0%	0
Adequate parking		83.3%	5
Surplus parking		0.0%	0
Don't know/decline to answer		16.7%	1
	<b>answered question</b>		<b>6</b>
	<b>skipped question</b>		<b>0</b>




16. Do employees pay for parking or is it offered for free?			
		Response Percent	Response Count
Pay		16.7%	1
Free (go to Question 18)		66.7%	4
Don't know/decline to answer		16.7%	1
		<b>answered question</b>	<b>6</b>
		<b>skipped question</b>	<b>0</b>

17. Does your company pay any portion of parking costs for employees?			
		Response Percent	Response Count
Yes		100.0%	1
No		0.0%	0
Don't know/decline to answer		0.0%	0
		<b>answered question</b>	<b>1</b>
		<b>skipped question</b>	<b>5</b>

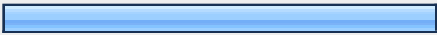

18. Does public transportation service come within walking distance (approx. 1/4 mile) of your work location?			
		Response Percent	Response Count
Yes		50.0%	3
No (go to Question 20)		16.7%	1
Don't know/decline to answer		33.3%	2
		<b>answered question</b>	<b>6</b>
		<b>skipped question</b>	<b>0</b>

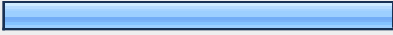
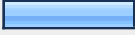
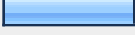
19. What kind of public transportation is available?			
		Response Percent	Response Count
Bus only		75.0%	3
Rail only		0.0%	0
Both bus and rail		0.0%	0
Don't know/decline to answer		25.0%	1
		<b>answered question</b>	<b>4</b>
		<b>skipped question</b>	<b>2</b>

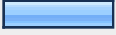

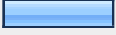
20. Does your employer currently have a vanpool program?			
		Response Percent	Response Count
Yes (go to Question 22)		0.0%	0
No		66.7%	4
Don't know/decline to answer		33.3%	2
		<b>answered question</b>	<b>6</b>
		<b>skipped question</b>	<b>0</b>


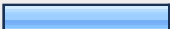
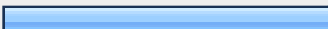
21. Would you participate in a vanpooling program if your employer offered it?			
		Response Percent	Response Count
Yes		40.0%	2
No		40.0%	2
Don't know/decline to answer		20.0%	1
		<b>answered question</b>	<b>5</b>
		<b>skipped question</b>	<b>1</b>


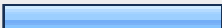


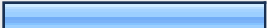
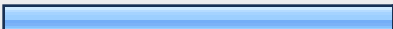
22. Does your employer have a carpool program?			
		Response Percent	Response Count
Yes (go to Question 24)		0.0%	0
No		66.7%	4
Don't know/decline to answer		33.3%	2
<b>answered question</b>			<b>6</b>
<b>skipped question</b>			<b>0</b>

23. Would you participate in a carpooling program if your employer offered it?			
		Response Percent	Response Count
Yes		60.0%	3
No		20.0%	1
Don't know/decline to answer		20.0%	1
<b>answered question</b>			<b>5</b>
<b>skipped question</b>			<b>1</b>

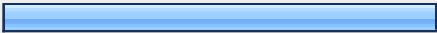

24. Does your employer currently offer subsidies to employees who use transit?			
		Response Percent	Response Count
Yes (go to Question 26)		16.7%	1
No, my employer doesn't offer it		66.7%	4
Not applicable; transit is not located near our worksite		0.0%	0
Don't know/decline to answer		16.7%	1
<b>answered question</b>			<b>6</b>
<b>skipped question</b>			<b>0</b>

25. Would you participate in transit subsidy program if your company offered it?			
		Response Percent	Response Count
Yes		25.0%	1
No		25.0%	1
Don't know/decline to answer		50.0%	2
<i>answered question</i>			4
<i>skipped question</i>			2




26. Does your employer provide shuttles to and from bus stops or rail stations?			
		Response Percent	Response Count
Yes (go to Question 28)		0.0%	0
No		66.7%	4
Don't know/decline to answer		33.3%	2
<i>answered question</i>			6
<i>skipped question</i>			0

27. Would you ride a shuttle to and from bus or train service if your employer offered it?			
		Response Percent	Response Count
Yes		40.0%	2
No		60.0%	3
Don't know/decline to answer		0.0%	0
<i>answered question</i>			5
<i>skipped question</i>			1



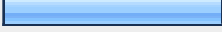
**28. Does your employer provide a guaranteed ride home program where employees who take transit or use carpools or vanpools are provided with a ride home in the case of a personal emergency or unexpected overtime?**



		Response Percent	Response Count
Yes (go to Question 30)		0.0%	0
<b>No</b>		<b>66.7%</b>	<b>4</b>
Don't know/decline to answer		33.3%	2
	<b>answered question</b>		<b>6</b>
	<b>skipped question</b>		<b>0</b>


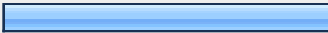
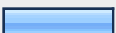


**29. Would you use a guaranteed ride home program if your company offered it?**

		Response Percent	Response Count
Yes		60.0%	3
No		20.0%	1
Don't know/decline to answer		20.0%	1
	<b>answered question</b>		<b>5</b>
	<b>skipped question</b>		<b>1</b>

**30. Does your worksite have facilities for bicycles and walkers such as bike racks or special paths?**


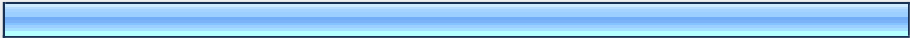
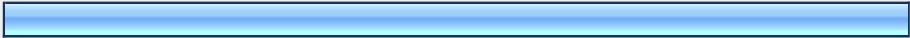
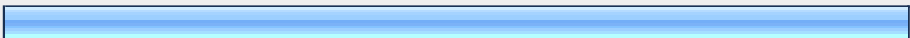
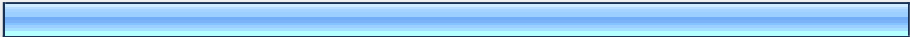
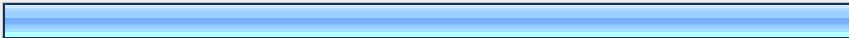
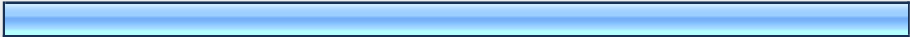
		Response Percent	Response Count
Yes (go to Question 32)		16.7%	1
<b>No</b>		<b>50.0%</b>	<b>3</b>
Don't know/decline to answer		33.3%	2
	<b>answered question</b>		<b>6</b>
	<b>skipped question</b>		<b>0</b>

31. Would you be likely to use bike racks or special paths for biking and walking if your employer had them on site?			
		Response Percent	Response Count
Yes		60.0%	3
No		40.0%	2
Don't know/decline to answer		0.0%	0
		<b>answered question</b>	<b>5</b>
		<b>skipped question</b>	<b>1</b>


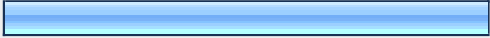


32. What do you think are the key transportation problems affecting your worksite(s)? Check all that apply.			
		Response Percent	Response Count
Traffic congestion		50.0%	3
Safety		0.0%	0
Lack of parking for employees		0.0%	0
Lack of parking for customers		0.0%	0
Length of commute for employees		50.0%	3
Access from local roads and highways		16.7%	1
Lack of convenient transit		33.3%	2
Lack of sidewalks and/or bike lanes		33.3%	2
		Other (please specify)	2
		<b>answered question</b>	<b>6</b>
		<b>skipped question</b>	<b>0</b>

Appendix F: Results of Employer Survey




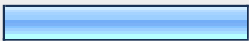
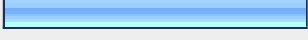

**1. This survey will take approximately 10 minutes to complete. Your answers will be kept confidential.**

		Response Percent	Response Count
<b>Firm/Organization:</b>		100.0%	15
<b>Address:</b>		100.0%	15
<b>City/State/ZIP:</b>		100.0%	15
<b>Name of person completing survey:</b>		100.0%	15
<b>Title:</b>		100.0%	15
<b>Phone number:</b>		93.3%	14
<b>E-mail address:</b>		100.0%	15
		<i>answered question</i>	<b>15</b>
		<i>skipped question</i>	<b>0</b>

**2. First, some background questions about your firm. How many employees do you have in Cecil County?**

		Response Percent	Response Count
1 - 10		13.3%	2
11 - 25		0.0%	0
26 - 49		6.7%	1
50 - 75		0.0%	0
76 - 100		0.0%	0
<b>101 - 250</b>		<b>53.3%</b>	<b>8</b>
251 - 500		13.3%	2
More than 500		13.3%	2
Don't know/decline to answer		0.0%	0
		<i>answered question</i>	<b>15</b>
		<i>skipped question</i>	<b>0</b>

**3. Which best describes the industry your firm is in?**

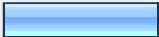
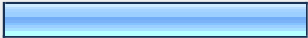
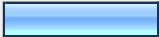
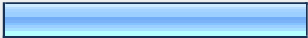
		<b>Response Percent</b>	<b>Response Count</b>
Agriculture (go to Question 5)		6.7%	1
Construction (go to Question 5)		0.0%	0
Manufacturing (go to Question 5)		6.7%	1
Transportation, Communications, or Public Utility (go to Question 5)		20.0%	3
Wholesale or Retail Trade (go to Question 5)		26.7%	4
Finance, Insurance, or Real Estate (go to Question 5)		0.0%	0
Public Administration or Government (go to Question 5)		0.0%	0
<b>Services</b>		<b>33.3%</b>	<b>5</b>
Don't know/decline to answer (go to Question 5)		6.7%	1
		<b><i>answered question</i></b>	<b>15</b>
		<b><i>skipped question</i></b>	<b>0</b>

4. What type of services does your firm provide?			
		Response Percent	Response Count
Hotels/Lodging		28.6%	2
Business		14.3%	1
Personal		0.0%	0
Professional		28.6%	2
Health		14.3%	1
Recreational/Entertainment		28.6%	2
Educational		0.0%	0
Repair		0.0%	0
Don't know/decline to answer		14.3%	1
		<b>answered question</b>	<b>7</b>
		<b>skipped question</b>	<b>8</b>

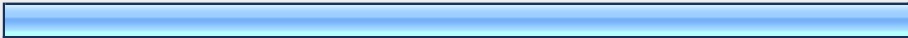

5. Do you have other worksites in Cecil County?			
		Response Percent	Response Count
Yes		33.3%	5
No (go to Question 8)		66.7%	10
Don't know/decline to answer		0.0%	0
		<b>answered question</b>	<b>15</b>
		<b>skipped question</b>	<b>0</b>





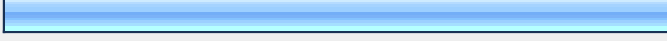
**6. If you have more than one worksite, how many other locations does your firm have?**

		Response Percent	Response Count
One		16.7%	1
Two		33.3%	2
Three		16.7%	1
Four or more		33.3%	2
Don't know/decline to answer		0.0%	0
		<i>answered question</i>	<b>6</b>
		<i>skipped question</i>	<b>9</b>


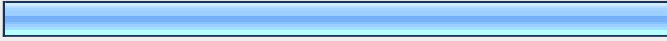
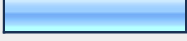
**7. For companies with more than one business location in Cecil County, please answer the following questions for the worksite with the largest number of employees. Where is the location of your worksite with the largest number of employees in Cecil County?**

		Response Percent	Response Count
Address		100.0%	3
City/State/ZIP		100.0%	3
		<i>answered question</i>	<b>3</b>
		<i>skipped question</i>	<b>12</b>

**8. How long has your firm been at this location?**

		Response Percent	Response Count
Less than a year		0.0%	0
One to two years		6.7%	1
Three to five years		20.0%	3
<b>More than five years</b>		<b>73.3%</b>	<b>11</b>
Don't know/decline to answer		0.0%	0
		<b>answered question</b>	<b>15</b>
		<b>skipped question</b>	<b>0</b>


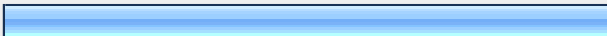

**9. Is the largest worksite currently (or in the near future) expanding or reducing the size of its workforce?**

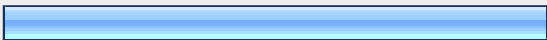


		Response Percent	Response Count
Increasing the total number of employees		6.7%	1
Reducing the total number of employees		0.0%	0
<b>Staying the same</b>		<b>73.3%</b>	<b>11</b>
Don't know/decline to answer		20.0%	3
		<b>answered question</b>	<b>15</b>
		<b>skipped question</b>	<b>0</b>

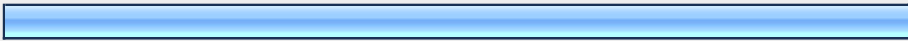
**10. Are any of the following services available at or within walking distance of this site?**

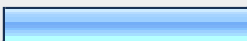
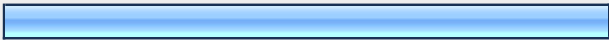

	Yes	No	Response Count
Places to eat	<b>53.3% (8)</b>	46.7% (7)	15
Child care centers	13.3% (2)	<b>86.7% (13)</b>	15
Elder care centers	13.3% (2)	<b>86.7% (13)</b>	15
Exercise/gym facilities	33.3% (5)	<b>66.7% (10)</b>	15
Banking services	33.3% (5)	<b>66.7% (10)</b>	15
Post office	26.7% (4)	<b>73.3% (11)</b>	15
Dry cleaners	26.7% (4)	<b>73.3% (11)</b>	15
Convenience stores	<b>53.3% (8)</b>	46.7% (7)	15
Drugstores	33.3% (5)	<b>66.7% (10)</b>	15
	<i>answered question</i>		<b>15</b>
	<i>skipped question</i>		<b>0</b>

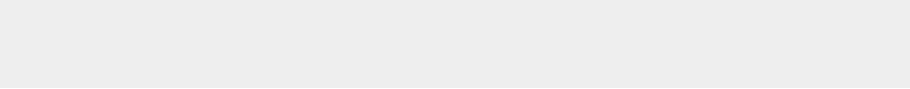

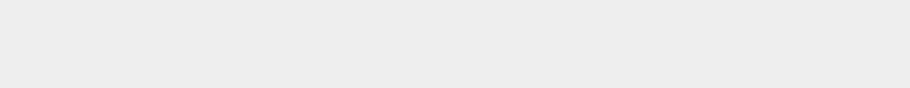
**11. Next, we'd like to find out about your firm's interest in various commute options and ways to reduce traffic during rush hours at the largest worksite. First, do you operate with fixed work hours or shifts where employees are assigned start and end times?**

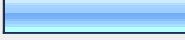


		Response Percent	Response Count
Fixed work hours		26.7%	4
<b>Shifts</b>		<b>66.7%</b>	<b>10</b>
Don't know/decline to answer		6.7%	1
	<i>answered question</i>		<b>15</b>
	<i>skipped question</i>		<b>0</b>

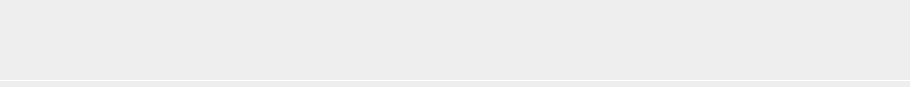
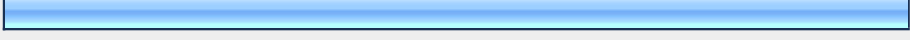
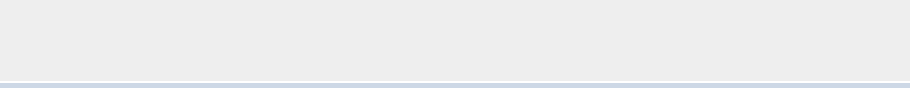
12. Do you offer staggered work hours where employees are assigned different start times by your firm?			Response Percent	Response Count
Yes (go to Question 14)			60.0%	9
No			33.3%	5
Don't know/decline to answer			6.7%	1
			<b>answered question</b>	<b>15</b>
			<b>skipped question</b>	<b>0</b>

13. Would your company be interested in learning more about staggered hours?			Response Percent	Response Count
Yes			0.0%	0
No			100.0%	6
Don't know/decline to answer			0.0%	0
			<b>answered question</b>	<b>6</b>
			<b>skipped question</b>	<b>9</b>


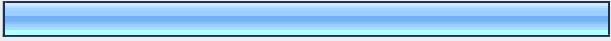
14. At the largest worksite, do you offer flextime (where employees choose starting and ending times centered around a set of core business hours)?			Response Percent	Response Count
Yes (go to Question 16)			26.7%	4
No			66.7%	10
Don't know/decline to answer			6.7%	1
			<b>answered question</b>	<b>15</b>
			<b>skipped question</b>	<b>0</b>

15. Would your company be interested in learning more about flextime?			
		Response Percent	Response Count
Yes		0.0%	0
<b>No</b>		<b>100.0%</b>	<b>12</b>
Don't know/decline to answer		0.0%	0
<b>answered question</b>			<b>12</b>
<b>skipped question</b>			<b>3</b>


16. Do you offer a compressed work week (where all or some work days are lengthened in order to shorten the work week)?			
		Response Percent	Response Count
Yes (go to Question 18)		20.0%	3
<b>No</b>		<b>73.3%</b>	<b>11</b>
Don't know/decline to answer		6.7%	1
<b>answered question</b>			<b>15</b>
<b>skipped question</b>			<b>0</b>

17. Would your company be interested in learning more about compressed work weeks?			
		Response Percent	Response Count
Yes		0.0%	0
<b>No</b>		<b>100.0%</b>	<b>12</b>
Don't know/decline to answer		0.0%	0
<b>answered question</b>			<b>12</b>
<b>skipped question</b>			<b>3</b>


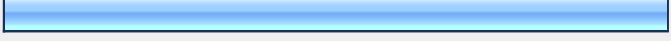
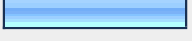
**18. Does any portion of your workforce regularly telecommute (work at home or at a satellite work location closer to home) at least one day per week?**

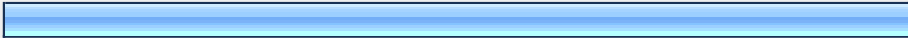
		Response Percent	Response Count
Yes (go to Question 20)		33.3%	5
<b>No</b>		<b>66.7%</b>	<b>10</b>
Don't know/decline to answer		0.0%	0
		<b>answered question</b>	<b>15</b>
		<b>skipped question</b>	<b>0</b>


**19. Would your company be interested in learning more about telecommuting or satellite work locations?**

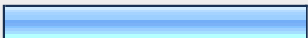
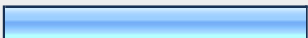
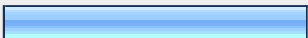
		Response Percent	Response Count
Yes		0.0%	0
<b>No</b>		<b>100.0%</b>	<b>10</b>
Don't know/decline to answer		0.0%	0
		<b>answered question</b>	<b>10</b>
		<b>skipped question</b>	<b>5</b>

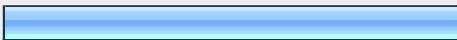


**20. How would you characterize the availability of parking at your firm?**

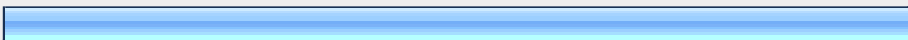
		Response Percent	Response Count
Shortage of parking		6.7%	1
<b>Adequate parking</b>		<b>73.3%</b>	<b>11</b>
Surplus parking		20.0%	3
Don't know/decline to answer		0.0%	0
		<b>answered question</b>	<b>15</b>
		<b>skipped question</b>	<b>0</b>

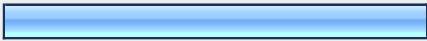
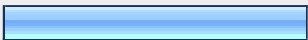

21. Do your employees pay for parking or is it offered for free?			Response Percent	Response Count
Pay			0.0%	0
<b>Free (go to Question 23)</b>			<b>100.0%</b>	<b>15</b>
Don't know/decline to answer			0.0%	0
	<i>answered question</i>			<b>15</b>
	<i>skipped question</i>			<b>0</b>

22. Does your company pay any portion of parking costs for its employees?			Response Percent	Response Count
Yes			0.0%	0
<b>No</b>			<b>100.0%</b>	<b>3</b>
Don't know/decline to answer			0.0%	0
	<i>answered question</i>			<b>3</b>
	<i>skipped question</i>			<b>12</b>


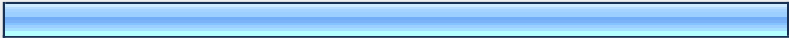

23. Does public transportation service come within walking distance (approx. 1/4 mile) of your work location?			Response Percent	Response Count
Yes			33.3%	5
<b>No (go to Question 25)</b>			33.3%	5
Don't know/decline to answer			33.3%	5
	<i>answered question</i>			<b>15</b>
	<i>skipped question</i>			<b>0</b>



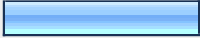
24. What kind of public transportation is available?			Response Percent	Response Count
Bus only			50.0%	5
Rail only			0.0%	0
Both bus and rail			10.0%	1
Don't know/decline to answer			40.0%	4
			<b>answered question</b>	<b>10</b>
			<b>skipped question</b>	<b>5</b>


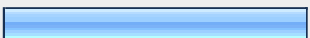
25. Does your company currently have a vanpool program?			Response Percent	Response Count
Yes (go to Question 27)			0.0%	0
No			100.0%	15
Don't know/decline to answer			0.0%	0
			<b>answered question</b>	<b>15</b>
			<b>skipped question</b>	<b>0</b>

26. Would your company be interested in learning more about vanpooling?			Response Percent	Response Count
Yes			46.7%	7
No			33.3%	5
Don't know/decline to answer			20.0%	3
			<b>answered question</b>	<b>15</b>
			<b>skipped question</b>	<b>0</b>

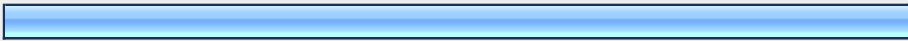


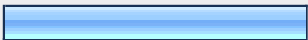
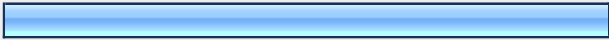
27. Does your company have a carpool program?			Response Percent	Response Count
Yes (go to Question 29)			6.7%	1
<b>No</b>			<b>86.7%</b>	<b>13</b>
Don't know/decline to answer			6.7%	1
			<b>answered question</b>	<b>15</b>
			<b>skipped question</b>	<b>0</b>

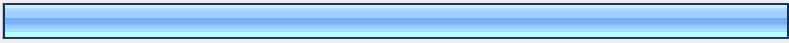
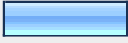
28. Would your company be interested in learning more about carpooling?			Response Percent	Response Count
<b>Yes</b>			<b>42.9%</b>	<b>6</b>
No			35.7%	5
Don't know/decline to answer			21.4%	3
			<b>answered question</b>	<b>14</b>
			<b>skipped question</b>	<b>1</b>

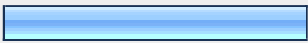
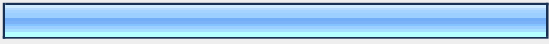

29. Does your company currently offer subsidies to employees who use transit?			Response Percent	Response Count
Yes (go to Question 31)			0.0%	0
<b>No, we don't offer it</b>			<b>60.0%</b>	<b>9</b>
No, transit is not located near our worksite(s)			33.3%	5
Don't know/decline to answer			6.7%	1
			<b>answered question</b>	<b>15</b>
			<b>skipped question</b>	<b>0</b>

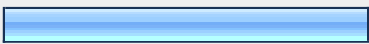

30. Would your company be interested in learning more about transit subsidies?			Response Percent	Response Count
Yes			26.7%	4
No			60.0%	9
Don't know/decline to answer			13.3%	2
			<b>answered question</b>	<b>15</b>
			<b>skipped question</b>	<b>0</b>

31. Does your company provide shuttles to and from bus stops or rail stations?			Response Percent	Response Count
Yes (go to Question 33)			0.0%	0
No			100.0%	15
Don't know/decline to answer			0.0%	0
			<b>answered question</b>	<b>15</b>
			<b>skipped question</b>	<b>0</b>

32. Would your company be interested in learning more about shuttles?			Response Percent	Response Count
Yes			33.3%	5
No			66.7%	10
Don't know/decline to answer			0.0%	0
			<b>answered question</b>	<b>15</b>
			<b>skipped question</b>	<b>0</b>

33. Does your company provide a guaranteed ride home program (where employees who take transit or use carpools or vanpools are provided with a ride home in the case of a personal emergency or unexpected overtime)?			Response Percent	Response Count
Yes (go to Question 35)			0.0%	0
No			86.7%	13
Don't know/decline to answer			13.3%	2
			<b>answered question</b>	<b>15</b>
			<b>skipped question</b>	<b>0</b>

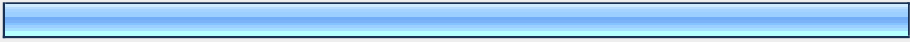
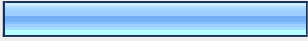
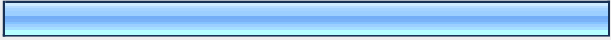
34. Would your company be interested in learning more about guaranteed ride home programs?			Response Percent	Response Count
Yes			33.3%	5
No			60.0%	9
Don't know/decline to answer			6.7%	1
			<b>answered question</b>	<b>15</b>
			<b>skipped question</b>	<b>0</b>

35. Do you provide facilities for bicyclists and pedestrians such as bike racks or special paths?			Response Percent	Response Count
Yes (go to Question 37)			40.0%	6
No			60.0%	9
Don't know/decline to answer			0.0%	0
			<b>answered question</b>	<b>15</b>
			<b>skipped question</b>	<b>0</b>



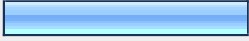
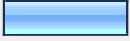
36. Would your company be interested in learning more about bike racks and special paths?				
			Response Percent	Response Count
Yes			30.0%	3
No			70.0%	7
Don't know/decline to answer			0.0%	0
			<b>answered question</b>	<b>10</b>
			<b>skipped question</b>	<b>5</b>

37. What are the key transportation problems affecting your worksite(s)? Check all that apply.				
			Response Percent	Response Count
Traffic congestion			6.7%	1
Safety			13.3%	2
Lack of parking for employees			6.7%	1
Lack of parking for customers			6.7%	1
Length of commute for employees			26.7%	4
Access from local roads and highways			13.3%	2
Lack of convenient transit			40.0%	6
Lack of sidewalks and/or bike lanes			40.0%	6
<b>Transportation problems do not affect our organization (go to Question 38)</b>			<b>46.7%</b>	<b>7</b>
			Other (please specify)	1
			<b>answered question</b>	<b>15</b>
			<b>skipped question</b>	<b>0</b>

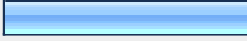

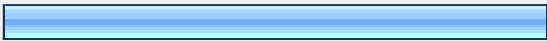
**38. How do transportation problems affect your organization? Check all that apply.**

		Response Percent	Response Count
More challenging employee recruitment		100.0%	3
Reduced employee productivity		33.3%	1
Higher employee turnover		66.7%	2
Other (please specify)			3
		<b>answered question</b>	<b>3</b>
		<b>skipped question</b>	<b>12</b>

**39. In your opinion, how interested would your firm be in working together with other employers in Cecil County to assist people in getting to work and reducing congestion?**

		Response Percent	Response Count
Very interested		6.7%	1
<b>Somewhat interested</b>		53.3%	8
Not very interested		26.7%	4
Not at all interested		13.3%	2
		<b>answered question</b>	<b>15</b>
		<b>skipped question</b>	<b>0</b>


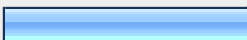
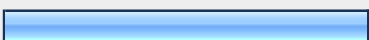
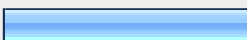
40. One way to get companies involved in transportation concerns is to form a Transportation Management Association (TMA). TMAs are non-profit agencies that inform their members about transportation issues and help them solve commuting problems. Typically, TMAs help employers set up carpooling and vanpooling programs, advocate for transit and roadway improvements, and distribute real-time information about traffic conditions. Based on your knowledge of transportation problems in Cecil County, do you think a TMA is needed in the county?

		Response Percent	Response Count
Yes (go to Question 42)		26.7%	4
No		13.3%	2
Don't know/decline to answer (go to Question 42)		60.0%	9
		<i>answered question</i>	15
		<i>skipped question</i>	0

41. Why do you feel that a TMA is not needed?

		Response Count
		2
		<i>answered question</i>
		2
		<i>skipped question</i>
		13

42. As a private, non-profit membership association, a TMA is supported by its membership dues and fees-for-service and by grants from governments and foundations. How likely do you think your firm would be to join a TMA?

		Response Percent	Response Count
Very likely		6.7%	1
Somewhat likely		26.7%	4
Not likely (END OF SURVEY)		40.0%	6
Don't know/decline to answer (END OF SURVEY)		26.7%	4
		<i>answered question</i>	15
		<i>skipped question</i>	0

43. Would you still be likely to join a TMA if your firm's annual membership dues were \$1.50 per employee?			Response Percent	Response Count
Yes			25.0%	2
Not likely (END OF SURVEY)			0.0%	0
No (END OF SURVEY)			25.0%	2
Don't know/decline to answer (END OF SURVEY)			50.0%	4
		<b>answered question</b>		<b>8</b>
		<b>skipped question</b>		<b>7</b>

44. Finally, TMA members sometimes contribute in ways other than membership dues. Would you be likely to offer support to the TMA by providing surplus office equipment and supplies or by offering in-kind services?			Response Percent	Response Count
Yes			0.0%	0
No			16.7%	1
Maybe			50.0%	3
Don't know/decline to answer			33.3%	2
		<b>answered question</b>		<b>6</b>
		<b>skipped question</b>		<b>9</b>

Appendix G: Elkton Chamber of Commerce and Alliance  
Interview Guide & Survey



## Cecil County TMA Feasibility Study Elkton Chamber of Commerce & Alliance

WILMAPCO is conducting a study to determine the feasibility of establishing a transportation management association (TMA) in Cecil County. A TMA works with local employers and public officials to organize programs to solve transportation problems. As a person who conducts business in Cecil County, your opinions about transportation are important to us. We would appreciate it if you would respond to this brief survey below.

**1. What are the primary transportation problems faced by commuters and businesses in Cecil County?** Please rank the following with 1 being the most critical problem and 8 being the least.

- Traffic congestion
- Safety
- Lack of parking for employees
- Lack of parking for customers
- Access from local roads and highways
- Lack of convenient transit
- Lack of sidewalks and/or bike lanes
- Other \_\_\_\_\_


**2. How do transportation problems affect your business?**

**3. Do you feel there are employment and growth opportunities in Cecil County that are not being pursued because of inadequate transportation?**

**4. Are there specific locations in the county that may warrant improved transportation facilities and services?**

**5. Does your company offer any transportation demand management (TDM) programs to employees?** Please check all that apply.

- Carpooling
- Vanpooling
- Telecommuting/work at home or satellite locations
- Compressed work week/40 hours in 4 days
- Flextime/staggered work start and end times
- Subsidies for taking transit
- Guaranteed ride home in emergencies who rideshare or take transit
- Preferential parking spaces for carpools and vanpools
- My company does not offer any TDM programs right now

 Please turn page

6. If your company offers any TDM programs, what has been the response of your employees to these programs?
7. Have your employees requested any TDM services in the past several years?
8. Are there developed areas of Cecil County that are currently not served, or are not well served, by public transportation?
9. Would your business support a TMA in Cecil County through membership dues and/or in-kind services?
10. What types of TMA programs do you think would be most useful to develop in Cecil County? Please check all that apply.
- Carpooling
  - Vanpooling
  - Telecommuting/work at home or satellite locations
  - Compressed work week/40 hours in 4 days
  - Flextime/staggered work start and end times
  - Subsidies for taking transit
  - Guaranteed ride home in emergencies who rideshare or take transit
  - Preferential parking spaces for carpools and vanpools
11. Do you think that a new TMA should be established that would serve only a specific section of Cecil County or the entire county?

\*\*\*\*\*  
THANK YOU!

Please mail to:  
Christine Bishop-Edkins, AECOM, 260 South Broad Street, Suite 1500, Philadelphia, PA 19102.

Appendix H: Cecil County Chamber of Commerce  
Presentation and Survey

## Cecil County TMA Feasibility Study Cecil County Chamber of Commerce Member Survey

WILMAPCO is conducting a study to determine the feasibility of establishing a transportation management association (TMA) in Cecil County. A TMA works with local employers and public officials to organize programs to solve transportation problems. As a person who conducts business in Cecil County, your opinions about transportation are important to us. We would appreciate it if you would respond to this brief survey below.

**1. What are the primary transportation problems faced by commuters and businesses in Cecil County?** Please rank the following with 1 being the most critical problem and 8 being the least.

- Traffic congestion
- Safety
- Lack of parking for employees
- Lack of parking for customers
- Access from local roads and highways
- Lack of convenient transit
- Lack of sidewalks and/or bike lanes
- Other \_\_\_\_\_


**2. How do transportation problems affect your business?**

**3. Do you feel there are employment and growth opportunities in Cecil County that are not being pursued because of inadequate transportation?**

**4. Are there specific locations in the county that may warrant improved transportation facilities and services?**

**5. Does your company offer any transportation demand management (TDM) programs to employees?** Please check all that apply.

- Carpooling
- Vanpooling
- Telecommuting/work at home or satellite locations
- Compressed work week/40 hours in 4 days
- Flextime/staggered work start and end times
- Subsidies for taking transit
- Guaranteed ride home in emergencies who rideshare or take transit
- Preferential parking spaces for carpools and vanpools
- My company does not offer any TDM programs right now

 Please turn page

6. If your company offers any TDM programs, what has been the response of your employees to these programs?
7. Have your employees requested any TDM services in the past several years?
8. Are there developed areas of Cecil County that are currently not served, or are not well served, by public transportation?
9. Would your business support a TMA in Cecil County through membership dues and/or in-kind services?
10. What types of TMA programs do you think would be most useful to develop in Cecil County? Please check all that apply.
- Carpooling
  - Vanpooling
  - Telecommuting/work at home or satellite locations
  - Compressed work week/40 hours in 4 days
  - Flextime/staggered work start and end times
  - Subsidies for taking transit
  - Guaranteed ride home in emergencies who rideshare or take transit
  - Preferential parking spaces for carpools and vanpools
11. Do you think that a new TMA should be established that would serve only a specific section of Cecil County or the entire county?

\*\*\*\*\*

THANK YOU!

Please bring your completed survey to the Cecil County Chamber of Commerce luncheon on March 12, 2009 or mail to: Christine Bishop-Edkins, AECOM, 260 South Broad Street, Suite 1500, Philadelphia, PA 19102.

March 12, 2009.

AECOM

**WILMAPCO**



# TMA Feasibility Study Cecil County, Maryland

# Project Approach

- Task 1. Demographics and decision factors
- Task 2. Outreach
- Task 3. Data Analysis
- Task 4. Recommendations
- Task 5. Report



## What is a TMA?

A non-profit membership association that is supported by and works directly with employers, developers and the public sector to solve transportation and commuting problems

- Ridesharing (carpooling, vanpooling)
- Public transportation and subscription services
- Bicycle and pedestrian facilities
- Advocacy for transportation improvements
- Specialized services





# Outreach

- On-line survey of employers [www.wilmapco.org](http://www.wilmapco.org)
  - Burris Logistics
  - Sandy Cove Ministries
  - C&S Wholesale Grocers, Inc.
  - Senior Services & Community Transit of Cecil County
  - IKEA
  - Union Hospital of Cecil County
  - Performance Food Group
  - URS Corporation



# Outreach

- On-line survey of commuters
- Meeting with Elkton Chamber & Alliance
- Today's meeting with Chamber members
- Follow up discussions with local TMAs



## Topic Questions

1. What transportation problems do you face?
2. How do these problems affect your business?
3. Are there opportunities not being pursued due to transportation?
4. Are there locations that warrant improvements?
5. What kinds of improvements are needed?



# Topic Questions

## 6. Does your company currently offer any TDM programs?

- Carpooling
- Vanpooling
- Telecommuting
- Compressed work week
- Flextime/staggered work hours
- Subsidies to take transit
- Guaranteed ride home
- Preferential parking spaces
- Shuttles to train stations

*\*DMJM Harris and Public Opinion joint projects*



## Topic Questions

7. Have your employees requested any TDM services?
8. What types of TDM services do you think would be useful in Cecil County?
9. Are there areas that are not well-served by transit?
10. Do you think a new TMA or TMA services should be extended to Cecil County?
11. Would you support a TMA?





# THANK YOU!

Please return your survey to WILMAPCO or to AECOM

