

MEMORANDUM

To: Burlington, VT Parking Cash Out and Transit Pass Advisory Group

From: Nelson\Nygaard Project Team

Date: June 7, 2016

Subject: Technical Memorandum: Transit Pass and Cash-Out Approach

This technical memorandum documents the methodologies and approaches used to create the Transit Pass and Parking Cash-Out Pilot Implementation Plan.

SUMMARY

Nelson\Nygaard worked with the City of Burlington and an Advisory Group to create a Transit Pass and Parking Cash-Out Pilot Implementation Plan for City employees, as recommended in the adopted 2015 TDM Action Plan.¹ The group's results are summarized in Figure 1 below.

Figure 1 Recommendation Overview

Program Element	Short-Term	Long-Term
Cash-Out	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> \$50 for non-drivers
Transit Pass	<ul style="list-style-type: none"> City-paid per bus ride through CATMA 	<ul style="list-style-type: none"> City-paid per bus ride through CATMA
Parking Policy	<ul style="list-style-type: none"> Free parking at City Locations Continue to buy Lakeview Passes 	<ul style="list-style-type: none"> Employee paid at market price
Union-Required Free Parking	<ul style="list-style-type: none"> Lakeview Garage 	<ul style="list-style-type: none"> Remote (or new contract)
Additional Policies	<ul style="list-style-type: none"> Frame all commute subsidies as perks, i.e.: <ul style="list-style-type: none"> Free Parking (\$\$ value) at some locations Parking Cash-Out CATMA Bike/Walk Rewards CarShare Vermont Membership City Green Bikeshare Membership Guaranteed Ride Home Create Carpool incentive <ul style="list-style-type: none"> Note: State of Vermont provides preferential parking to employees who carpool Centralize City employee parking, TDM funding and administration 	

¹ The Advisory Group consisted of Jennifer Green, Sustainability Coordinator for the City of Burlington, and Bryan Davis, Senior Transportation Planner for the Chittenden County Regional Planning Commission.

This document outlines the technical assumptions and process that supports the Transit Pass and Parking Cash-Out Pilot Implementation Plan. This document is organized into the following subsections:

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BACKGROUND

As recommended in the 2015 Transportation Demand Management (TDM) Action Plan, the City of Burlington seeks to pilot a Transit Pass and Parking Cash-Out program for City employees.² Nelson\Nygaard has been working with the City of Burlington, specifically a smaller Advisory Group, to study the economic costs, technological issues, and other details and logistics associated with program design and implementation.

These two programs are designed to create availability in the parking system for downtown shoppers and businesses, and reduce traffic and air pollution, while improving the overall commute experience. The intent is to pilot these programs among City staff, and ultimately, the programs are intended to be considered and adopted by the downtown business community.

Goals of TDM Implementation

In 2015, the City completed the *Transportation Demand Management Action Plan* (TDM Action Plan), which recommended a series of action items that sought to achieve the following goals:

- Reduce Traffic
- Reduce Commuter Parking Demand
- Promote Active Lifestyle
- Reduce Carbon Emissions and Vehicle Miles Traveled (VMT)
- Create an Attractive Eco-Minded City

These goals are not only about measurable targets; they cover cultural shifts such as promoting active lifestyles and setting a course for the type of city Burlington wants to be.

Planning Context

There are several other initiatives and changes happening now and in the near future in Burlington that are expected to impact parking and travel. These include:

- **Construction on the Burlington Town Center Mall (2018)**, which will close the Mall parking garage and is expected to create a parking crunch.

² RSG Associates and CATMA, *Transportation Demand Management Action Plan*, October, 2015.
http://parkburlington.com/wp-content/uploads/2014/09/BTV_TDM_ActionPlan_20151016.pdf

- **Renegotiation of City Employee Union Contracts (2018)**, which gives the City an opportunity to reconsider employee parking and how commute subsidies are structured.
- **The City is Joining CATMA as an Executive Member (FY 2017)**, for \$20 per employee per year, the City will be a full member of CATMA.³
- **Downtown Parking and Transportation Management Plan Implementation (ongoing)**, including the conversion of several metered and unregulated spaces to long-term, lower-cost meters, which was recommended in the 2015 Downtown Parking and Transportation Management Plan.⁴

STUDY APPROACH

Based on the TDM Action Plan goals, Nelson\Nygaard and the City Advisory Group set out to create a realistic implementation plan for parking cash-out and transit pass distribution by comparing existing travel patterns to a range of implementation scenarios. Thus, the Implementation Plan sought to:

- Support TDM Action Plan goals
- Make the City of Burlington a role model for downtown businesses and employers
- Consider alternatives to implementation
- Create a framework for program structure and financial feasibility

Nelson\Nygaard created several alternative programs for implementation, described in Appendix A. What follows is an implementation plan based on the preferred scenario.

Methodology

This effort relied on several existing data sources to develop the Implementation Plan. To understand City employee travel patterns, the team evaluated the following:

- City Employee Work Locations
- City Employee Current Mode Shares
- City Employee Bus Access
- Current Transportation Management at City Work Locations

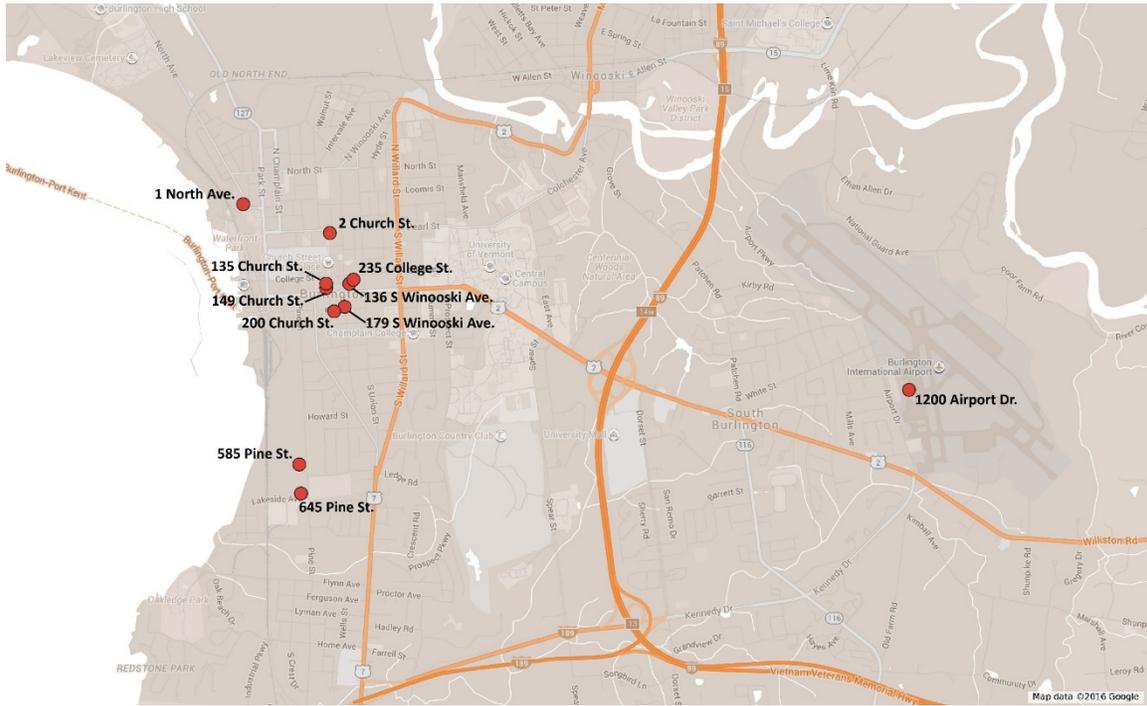
City Employee Work Locations

City employees work in three general areas: Downtown, the South End, and outlying locations such as the airport. Figure 2 provides an overview of these locations.

³ CATMA is the Chittenden Area Transportation Management Association. For more information, see <https://catmavt.org/>

⁴ <http://parkburlington.com/downtown-parking-study/>

Figure 2 City Employee Work Locations⁵



This diversity of workplaces is a challenge in that commute options and thus patterns vary widely by location. For example, the employee working at a South End location may not have the same bus access as an employee downtown.

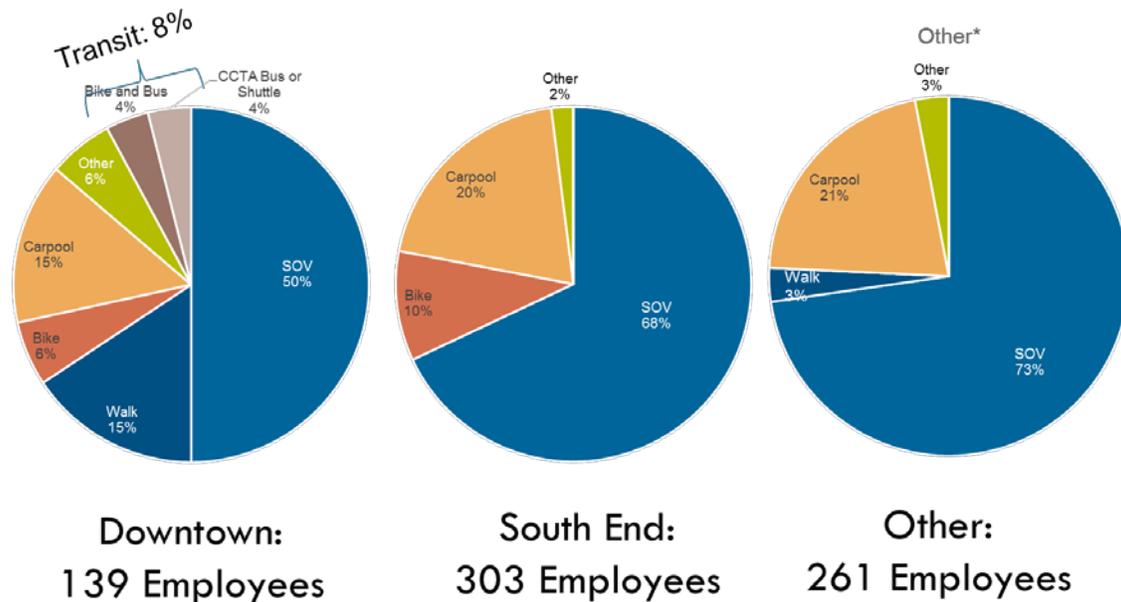
⁵ Location information from "Employee by Location_2014" document from CATMA, January 21, 2016.

City Employee Current Mode Shares

The mode choices of employees reflect their work location. Figure 3 shows that while only 50% of employees who work downtown drive alone to work, that number rises to about 68% for South End employees and higher for other locations.

These different mode shares highlight the need to create a flexible program that allows commuters a variety of choices while still striving to achieve the goals set forth in the TDM Action Plan.

Figure 3 City Employee Mode Shares by Location⁶



To estimate the number of current employees using each mode, these shares were applied to total employees at different City locations. Mode share estimates are provided in Appendix B.⁷

City Employee Bus Access

Of particular importance to the plan is understanding how many City employees could realistically take the bus to and from work. Nelson\Nygaard used City data to estimate the number of employees living in an area served by transit (bus), as shown in Figure 4. The data provided for this analysis was anonymized and therefore at the zip code level. As zip codes in Vermont can be large, the analysis provides only a planning level estimate, showing that **approximately 600 City employees are in range of current CCTA bus service.**

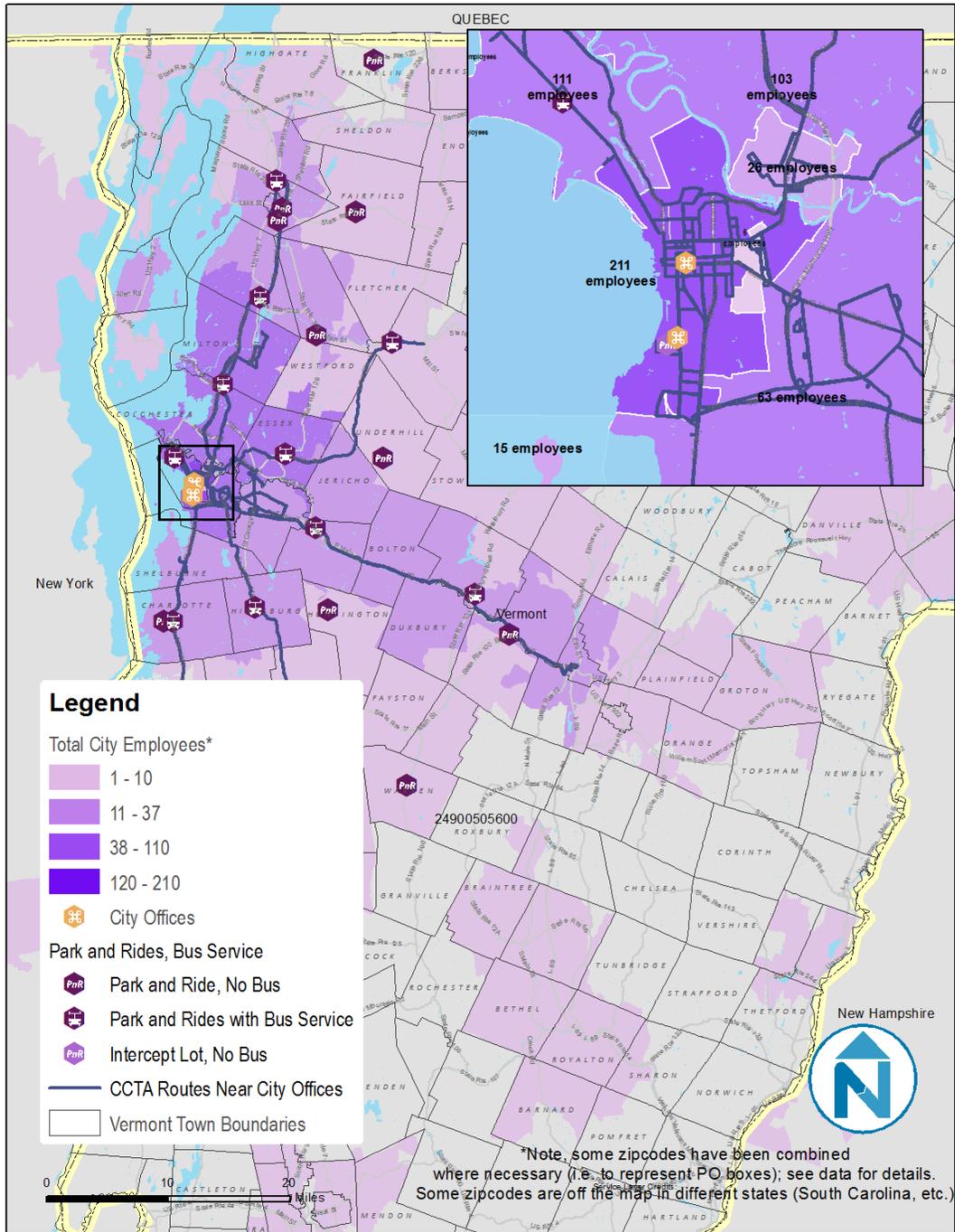
Accessing the bus is not only about proximity but also about timing. The City therefore compared bus schedules to employee schedules based on titles to determine that currently **about 250 employees have work schedules that correspond with bus service hours.**

⁶ Mode Shares: TDM Action Plan p.24. Total employee numbers: CATMA, 2014 (see footnote 4).

⁷ Location information from "Employee by Location_2014" document from CATMA, January 21, 2016.

Although the two datasets cannot be linked to determine who lives within range of the bus and has a compatible schedule, this analysis provided a general baseline to estimate the potential of how many employees could switch modes.

Figure 4 Burlington City Employee Home Locations by Zip Code⁸



⁸ As of December 15, 2015. Information provided by City December 16, 2015.

Current Transportation Management at City Work Locations

Existing City transportation programs are detailed in the TDM Action Plan. A summary is below:

- **Parking:** Free parking (to employees) in all areas (on-site or parking garage)
- **Transit:** Free 10-ride and monthly bus passes available
- **Carpool:** No incentive to carpool or vanpool
- **Carshare:** Memberships to CarShare VT provided for work-related trips
- **Flextime:** No formal policy
- **Other Programming:** Associate CATMA membership, including:
 - Guaranteed Ride Home
 - Education/Workshops
 - Bike/Walk Rewards Program
- **Employee Transportation Coordinator:** Staff is designated, but not in HR role

Currently, City employee commute subsidies and benefits are out of balance. For example, those who bike and walk are eligible for approximately \$8 monthly in gift certificates through CATMA's rewards program, while those who drive, particularly downtown, receive up to \$80 in parking passes.^{9,10} Those who carpool receive no benefit, while those who take the bus receive passes valued at up to \$50 per month.¹¹

City-provided commute programs incentivize employees to choose parking over other modes, including taking the bus. Bus passes are requested by the employee, and their costs come out of individual department funds.¹² In contrast, parking passes come from the General Fund along with other benefits such as health care. An employee quoted in the TDM Action Plan noted that “she feels guilty using City-provided bus passes because she knows that the money used for the pass could instead be spent on much needed supplies for her department.”¹³

In addition, both bus pass and parking permit distribution expends a significant amount of staff time. To receive a parking or bus pass, an employee requests one from Human Resources (HR), who requests the pass from the Department of Public Works (DPW).¹⁴ DPW then gives the pass to HR for the employee to pick up. In general, the TDM Action Plan notes that TDM “continues to lack a home within the City of Burlington.”¹⁵

The TDM Action Plan details various existing TDM program utilization, from parking pass distribution to commute satisfaction. Some relevant key elements are reiterated below:

⁹ \$15 rewards every 60 days. This estimate from Bike-Walk Reward Program Fine Print: https://catmavt.org/sites/default/files/uploads/bike-walk_program_3_9_15.pdf

¹⁰ \$80 per monthly pass at the Lakeview and College Street Garage: <http://parkburlington.com/downtown-parking/parking-rates/>

¹¹ Source: City of Burlington “Bus Pass Distribution List,” received March 2016.

¹² TDM Action Plan, p.30

¹³ TDM Action Plan, p.28

¹⁴ TDM Action Plan, p.28

¹⁵ TDM Action Plan, p.34

- **The City spends more than \$17,200 annually for parking passes.** Although they are heavily subsidized, the City buys parking passes at the Lakeview garage for employees who request them (862 monthly passes from July 2013-June 2014).¹⁶
- **The City is providing more than \$71,000 worth of parking to employees annually.** If the approximately 72 parking passes the City provides monthly at the Lakeview garage were sold at retail value, it would be worth approximately \$71,000 each year.¹⁷ In addition, the City provides several dashboard passes for on-street parking, or approximately \$240 of monthly parking per pass.¹⁸
- **Not all parking passes are used.** The TDM Action Plan notes that of the parking passes issued, about 1/3 are not used all, while 2/3 are used less than half the time.¹⁹
- **The City issued about 353 bus passes at about \$12,000 in 2015.**²⁰ Employees can request a variety of passes, and the City buys them at full price from CCTA. For monthly passes, there is no way to track actual pass usage (i.e., number of trips taken).

¹⁶ TDM Action Plan, p.28

¹⁷ Assumes 72 passes sold at approximately \$82.50 per pass, an average of the 5 and 6-day monthly passes the City offers.

¹⁸ Assumes 20 8-hour days of parking at \$1.50 per hour, per Burlington Parking Rates:
<http://parkburlington.com/downtown-parking/parking-map/>

¹⁹ TDM Action Plan, p.14

²⁰ City of Burlington Three Year Cost Estimate Worksheet, March 3, 2016

PREFERRED IMPLEMENTATION PLAN

Figure 5 summarizes the elements of a short- and long-term Transit (Bus) Pass and Parking Cash-Out Pilot Implementation Plan. The short- and long-term recommendations are described in more detail below.

Figure 5 Recommended Implementation Plan

Program Element	Short-Term	Long-Term
Cash-Out	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> \$50 for non-SOV drivers
Transit Pass	<ul style="list-style-type: none"> City-paid through CATMA 	<ul style="list-style-type: none"> City-paid through CATMA
Parking Policy	<ul style="list-style-type: none"> Free parking at City Locations Continue to buy Lakeview Passes 	<ul style="list-style-type: none"> Employee Paid at Market Price
Union-Required Free Parking	<ul style="list-style-type: none"> Lakeview 	<ul style="list-style-type: none"> Remote (or new contract)
Additional Policies	<ul style="list-style-type: none"> Frame all commute subsidies as perks, i.e.: <ul style="list-style-type: none"> Free Parking (\$\$ value) at some locations Parking Cash-Out CATMA Bike/Walk Rewards (i.e. rewards) CarShare Vermont Membership City Green Bikeshare Membership Guaranteed Ride Home Create Carpool incentive <ul style="list-style-type: none"> Note: State of Vermont provides preferential parking to employees who carpool Centralize City employee parking, TDM funding and administration 	

General Recommendations

In addition to the short- and long-term approaches, there are a few programmatic and cultural strategies that the City should consider in order to help the Parking Cash-Out and Transit Pass programs achieve the TDM Action Plan goals. These are:

- **Frame All Commute Subsidies as Perks—or “additional offerings.”** Existing and future programs should be promoted during recruitment, new employee orientation, and to current employees. For example, the free parking the City is currently providing should be promoted with its market rate price as something employees are receiving for free.
- **Consider a Carpool Incentive.** Carpooling can save money for both employees and the employer as it requires less parking and decreases the wear and tear on individual cars. Moreover, it is more efficient and reduces greenhouse gas emissions by reducing the number of vehicles on the road. Approximately 1 in 5 employees carpools to work, which should be encouraged. The City should consider providing these employees with incentives such as preferential parking, a partial cash-out, and/or rideshare matching.
- **Centralize Parking and TDM Funding Sources and Administration.** To streamline access and avoid the disincentive created by fragmenting commute subsidies into departmental budgets, all employee transportation programs should be funded by

the City's General Fund in the same way that health insurance and other benefits are funded. In addition, administration should be centralized to the HR department, which may provide a cost savings in staff time over current practices.

Short-Term Approach: Transit Pass Program

In the short-term, the City should utilize its CATMA membership to the fullest extent. This includes providing bus passes to employees through CATMA's Transit Program which offers a pay-per-ride model and includes a 28% per ride discount. In addition, CATMA membership provides several other features, including surveying, outreach and education, and TDM workshops.

Advantages

- Free transit pass entices more bus riders
- Paying per ride may save the City funds over current transit pass program
- Employees have daily flexibility in how they choose to commute instead of making their choices on a monthly basis
- Full suite of programs available through CATMA
- No administration necessary for City
- Surveying, outreach + education, TDM workshops

Disadvantages

- Incentive is still to park, particularly for free at Lakeview (better value than the bus)
- City is still paying approximately \$17,200 annually for parking passes

Costs

CATMA's structure allows the City to purchase bus rides (rather than passes) at a 28% discount per ride. Current CATMA members have found that they pay less overall when they pay per ride than a flat fee.²¹ The table below applies a 28% discount to current pass costs to estimate the cost of purchasing passes through CATMA. In reality, this cost may be even lower as the City would only pay per ride and some commuters are currently using monthly passes (rather than trip-based passes).

The following provides a summary of costs associated with this approach:

	Existing Pass Program	CATMA
Annual Transit Pass Costs	\$12,300 (est.)	\$9,000 (est.)
CATMA Membership (budgeted for FY 2017)	--	\$13,000

²¹ TDM Action Plan p.51

Long-Term Approach: Transit Pass Program and Parking Cash Out

In the longer term, the parking crunch due to the anticipated Burlington Town Center Mall construction will make the available parking spaces downtown even more valuable, so the City should reconsider providing free parking to employees. The best way to offset employee demand for parking is by equalizing the system and giving the cash-out equivalent to those employees who choose not to drive and to those who take the bus.

Advantages

- Paid parking recognizes the real cost of parking provision
- Equalizes benefit to walkers, bikers, and bus riders
- Encourages flexible commutes (multiple modes) as employees could drive some days and pay market rate for parking
- Ability to sell downtown spaces to customers at market rate
- Free transit pass may entice more bus riders
- Full suite of programs available through CATMA
- No administration necessary for City
- Potential cost savings from reduced parking maintenance

Disadvantages

- City needs to provide free remote parking, or reconfigure union contract
- Cash out is an added cost to City

Cash-Out Amount

The amount of cash-out is key to balancing commute subsidies as well as encouraging the goals of the TDM Action Plan. The amount should be attractive to employees and balanced in terms of what else is offered, which is key to the goals of *promoting an active lifestyle* and *creating an eco-minded city*. However, as one of the other TDM goals is to *reduce commuter parking demand*, the cash-out amount should not be equal to the market rate for parking in high-demand areas.

The TDM Action Plan proposed \$20 monthly as an initial cash-out amount. Nelson\Nygaard proposes increasing that amount to \$50 in the following context:

- Unsubsidized Parking Costs: \$64 - \$240 monthly²²
- Unsubsidized Transit (Bus) Costs: \$50 - \$150 monthly

²² Estimate ranges from 8 hours/day at a \$1.50/hour meter to the same amount of time at a \$0.40/hour long-term meter. Garages are between \$80 and \$90 monthly.

Costs and Adoption Rates

The following costs assume 100% adoption rate for the estimated 91 employees who currently walk or bike, as well as an assumed adoption rate for the estimated 465 employees who currently drive alone to work.²³

The adoption rates in Figure 7 are realistic assumptions for the City of Burlington. Cash-out can reduce drive alone rates by between 3% and 22%.²⁴ The analysis of employee zip codes shows that many employees live near bus service and may choose the transit pass option in lieu of cash-out. In addition, many employees live a longer distance away from their work locations and thus bicycling or walking could be a challenge. Therefore, the estimates below assume adoption rates on the lower end of the range.

Figure 6 Maximum Annual Costs for Long-Term Scenario

Parking Cash-Out Adoption Rate for SOV	3% (14 drivers)	5% (23 drivers)	10% (46 drivers)
Current Bike/Walk/other eligible for cash-out	91	91	91
Annual Cost of Parking Cash-out	\$63,000	\$68,000	\$82,000
Annual Revenue from Lakeview Garage	\$71,300	\$71,300	\$71,300
Annual Cost Savings from City-Paid Parking Permits	\$17,200	\$17,200	\$17,200
CATMA Transit Pass Cost	\$9,000	\$9,000	\$9,000
CATMA Membership	13,000	\$13,000	\$13,000
TOTAL	\$3,500	\$1,800	\$15,700

Note that this cost does not include potential tax impacts. For more information, please see: http://www.bestworkplaces.org/pdf/ParkingCashout_07.pdf p.7

POTENTIAL FUNDING SOURCES

Both the short and long-term scenarios require funding for implementation. Below are some potential revenue sources for the City.

²³ Estimated number of employees created by applying mode shares from the TDM Action Plan to the number of employees by location (2014 survey list from Human Resources, provided by the City). For more information, see TDM Action Plan and Figure 3. Note that 100% is a conservative estimate and it is possible that not all employees will go through the administrative process of signing up for cash-out. The TDM Action Plan assumed a range of 27-54% adoption rate for people who bicycle or walk.

²⁴ For adoption rates, see http://www.bestworkplaces.org/pdf/ParkingCashout_07.pdf and <http://shoup.bol.ucla.edu/Parking%20Cash%20Out%20Report.pdf> p.65

Provide Public Parking Spaces at Market Rate

The approximately 72 spaces that the City buys monthly in the Lakeview garage are in a high-demand area and could generate significant revenue that can be reinvested into TDM programs, particularly those that create availability. For example, one space, leased at full price for one month, could bring in approximately \$80. The City would no longer be paying the subsidized price of \$20 to lease that space. This amount would more than cover the \$50 cash-out to a City employee who formerly received a monthly parking pass for that space.

In aggregate, the 72 spaces in the Lakeview garage are worth up to \$71,300 revenue, which could fund TDM programs. In addition, the City would save \$17,200 by not leasing the spaces, for a total of \$88,500 that could go toward TDM programs.

Use Funds from 2 Hour Free Parking Program

The City is currently paying \$306,000 annually to fund 2 hours of free parking in garages downtown. Selling these spaces at market rate eliminates this cost and instead brings in revenue, which could also go toward the City TDM program.

This could be a phased approach, where the City moves toward providing one hour free and using approximately \$150,000 to fund City TDM efforts, or using a portion of the new revenues to help subsidize the City TDM program.

Reinvest Parking District Income

As proposed in the Parking Plan, a downtown Burlington Parking District would be a good source of funding for a program meant to alleviate the parking demand downtown by encouraging City employees to use other modes. The Parking Plan includes a proposed Merchant Validation program within the Parking District that would generate up to \$29,000 in annual income.

FEDERAL FUNDING PROGRAMS

The Congestion Mitigation and Air Quality Improvement program (CMAQ) at the federal level provides funds for programs that help mitigate vehicular congestion and improve air quality. While much of these funds are focused on areas that qualify as “non-attainment,” there are still funds available for air quality projects or flexible spending in states that meet air quality standards like Vermont.²⁵

CMAQ funding could support both parking cash-out and transit pass purchases, as well as other costs. In Massachusetts, several Transportation Management Associations receive \$50,000 annually for TDM. To access these funds, the City would likely need to work with VTrans.

NEXT STEPS

Implementing these programs will require a “champion” from the City, and will go a long way toward achieving the goals of the TDM plan.

A specific implementation schedule for a phased pilot project could look like this:

²⁵ List of attainment areas: <https://www3.epa.gov/airquality/greenbk/index.html>. For an overview of CMAQ, see http://www.fhwa.dot.gov/environment/air_quality/cmaq/

July 1, 2016

- City of Burlington joins CATMA
- City implements transit pass program (Phase I of Pilot)

Through 2017

- Messaging to the City staff about a charge for parking
- Messaging to the City staff about a parking cash-out
- Union contract renegotiation begins

2018

- Construction closes Lakeview garage, parking becomes less available downtown
- Parking cash-out program begins (Phase II of Pilot)
- Transit pass program continues

Figure 7 outlines the implementation schedule in greater detail—including action items:

Figure 7 Next Steps for Implementation

	June 2016	FY2016	FY2017	FY2018
Context		CATMA Membership becomes effective July 1, 2016 (FY2017)	Union contract is renegotiated for FY2018	Mall construction Begins
Action Items	<ul style="list-style-type: none"> ▪ City HR, current TDM Administrator, and CATMA should meet and assess administrative needs for FY 2017 	<ul style="list-style-type: none"> ▪ Eliminate old transit pass program as of July 1, 2016 ▪ Work with CATMA to use CATMA Transit Pass Program July 1, 2016 ▪ Create budget proposal to move transit pass costs to General Fund 	<ul style="list-style-type: none"> ▪ Meet with CATMA to evaluate mode share change, program participation rates, and review annual survey results ▪ Move transit pass costs to General Fund ▪ Begin advertising cash-out and paid parking ▪ Pursue cash-out technologies ▪ Pursue cash-out funding sources ▪ Consider removing free parking provision from union contract. Replace with “commute subsidy” 	<ul style="list-style-type: none"> ▪ Implement parking cash-out ▪ End purchase of monthly passes for employees ▪ Begin charging employees for parking

APPENDIX A: SCENARIO DEVELOPMENT

Nelson\Nygaard took a “scenario approach” to test both the political and fiscal costs of a variety of programs to implement Parking Cash Out and Transit Pass programs. The range of possible implementation combinations is wide and runs from simply giving each employee a commute subsidy to specifically providing parking cash-out to those located in high-demand areas. Figure 8 shows the scenarios that the team considered, along with planning-level cost estimates.

Figure 8 Scenario Comparison for Implementation

Scenario	Walk/Bike/ Carpool	Benefit group:		Union- Required Free Parking	Employee Benefits	City Benefits	Cost
		Transit Riders	Drivers (SOV)				
1	Receive cash	Receive cash Employee-paid pre-tax commuter voucher	Receive cash Free parking at City locations Otherwise, employee-paid pretax commuter voucher	Remote	Flexibility	Easy to administer	\$\$\$
1A	Receive cash	Receive Cash Employee-paid pre-tax commuter voucher	Free parking at City locations City-purchased Lakeview passes OR employee-paid pretax commuter voucher	Lakeview	Cash-out as reward for not driving	Cheaper than 1 No \$\$ spent on transit passes	\$\$
2	Receive cash	City-paid transit pass (today's program)	Free parking at City locations City-purchased Lakeview passes	Lakeview	Transit pass is worth more than cash-out Flexibility	Similar to current ops	\$\$
3	Receive cash	City-paid through CATMA	Free parking at City locations City-purchased Lakeview passes	Lakeview	Transit pass is worth more than cash-out Flexibility	Outsource admin to CATMA Potential cost savings from CATMA	\$\$
4	Receive cash	City-paid through CATMA	Employee Paid at Market Price	Remote	Transit pass is worth more than cash-out Flexibility	Long-term solution	\$

After reviewing these scenarios, the team opted to focus on Scenario 3 with a phased approach (short-term and long-term).

APPENDIX B: MODE SHARE ESTIMATES

Nelson\Nygaard used data from CATMA and the TDM Action Plan to create a baseline estimate of employees using different modes. Table 1 shows survey results from the Action Plan, while Table 2 shows the estimated number of employees per building and resulting multimodal mode splits.

Table 1

Mode Share Estimate (TDM Action Plan)	Downtown	South End	Other
Single Occupancy Vehicle	51%	68%	72%
Walk	16%	0%	3%
Bike	6%	10%	0%
Carpool	15%	20%	21%
Other	6%	2%	3%
Bike and Bus	4%	0%	0%
CCTA Bus or Shuttle	4%	0%	0%

Table 2

Employees in City Buildings	Downtown	South End	Other
Total (CATMA, 2014)	139	303	261
Single Occupancy Vehicle	71	206	188
Walk	22	0	8
Bike	8	30	0
Carpool	21	61	55
Other	8	6	8
Bike and Bus	6	0	0
CCTA Bus or Shuttle	6	0	0