



Parsons Brinckerhoff
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Tower 1, 10th Floor
Baltimore, MD 21201

December 15, 2009

Attention: Mr. Bill Austin, AICP
Executive Director
Morgantown Monongalia Metropolitan Planning Organization
180 Hart Field Road
Morgantown, WV 26505

RE: Request for Proposals – Transportation Demand Management Feasibility Planning Study

Dear Mr. Austin,

Developing attractive alternatives to automobile travel is important to the well being of any community. Sharing a ride, biking, or even walking - all have economic, social and health benefits that are important considerations in these difficult economic times. Transportation Demand Management (TDM) strategies are well suited to meeting the travel needs of all segments of a community if these strategies are developed with the involvement of the community they are intended to serve.

Parsons Brinckerhoff (PB) is proud of its record of studying the needs of communities both large (New York) and small (Clarksdale, Mississippi) and developing 'right-sized' TDM programs. As the firm with the largest TDM practice in the United States and one with an impressive array of International TDM Projects such as London's Congestion Pricing Program, PB crafts innovative solutions that respond to specific community needs. Whether it is our use of volunteer networks to provide senior transportation, promoting the use of bicycles on college campuses or establishing employer-based transportation programs, PB has proven that TDM strategies make the existing transportation infrastructure more effective and efficient - a fact not lost these days on 'cash-strapped' transportation managers.

PB enthusiastically submits this proposal to in response to the Morgantown-Monongalia County Metropolitan Planning Organization Transportation Demand Management Feasibility Planning Study Request for Proposals because we rarely come across a community with so many of the characteristics that make TDM Programs successful.

We are confident of the potential for TDM in Morgantown and of our ability to achieve the goal of the Morgantown-Monongalia Study. We understand that in the Morgantown Region that are many markets for alternative transportation beyond the traditional workday commute needs. The significant commitment to walking, carpooling and the use of public transit that already exists in Morgantown provides a strong foundation upon which a much more comprehensive TDM effort can be built.

The existence of the Personal Rapid Transit system, Mountain Line Transit services and multi-modal facilities coupled with active community-based organizations and employers is a perfect formula for an expanded TDM program. TDM should not compete with these existing services and infrastructure rather the TDM strategies. PB will identify ways to complement these existing assets making them more productive.

Our proposal is an example of how PB develops and implements TDM Programs for its clients. It portrays the commitment our firm has to TDM and the attention we pay to understanding our clients' needs. Should you have any questions related to this proposal, please contact our proposed **Project Manager, Tammy Ford** at 302-442-3058 or fordta@pbworld.com. We sincerely thank you for this opportunity to present our firm's qualifications.

Sincerely,

Gerald S. Jannetti
Vice President

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I. PROJECT PERSONNEL AND EXPERIENCE

One of the major benefits that PB brings to this project is unmatched experience with Transportation Demand Management (TDM) across the country. Even more important to the success of this project is the knowledge and understanding of the driving force behind this particular study. This will be essential to the successful design and implementation of this project.

Personnel to Be Employed On the Project

PB staff members have extensive experience and understanding of the development and implementation of TDM programs, from large programs in Miami-Dade County, Florida and San Francisco/Oakland, California, to smaller programs in Delaware, Missoula, Montana and Fort Collins, Colorado. We recognize that implementing these strategies often involves parties outside of traditional stakeholders, who bring their own unique perspective and resources to the table. For example, PB's extensive involvement in employer TDM programs in Miami-Dade County allowed for rapid education and outreach for the I-95 Express Lanes, a highway project that sought external champions.

To best meet the goals of this proposal, PB has selected a team that represents a range of specific expertise to support all elements of this study project. These areas include research and technical skills, business development, planning and policy experience, transportation demand program development and implementation, experience, marketing, and more. With these skill sets combined, PB is prepared to deliver a quality end-product to the Morgantown Monongalia Metropolitan Regional Planning Commission.

Our Team and their respective roles for this study include:

- **Mary Clayton**, Technical Advisor
- **Tammy Ford**, Project Manager
- **David Ungemah**, Deputy Project Manager
- **John Gobis**, TDM Support Services
- **Leo Auger**, TDM Support Services

Detailed resumes for our Team follow this page.

MARY CLAYTON

Principal-in-Charge

TDM Feasibility Planning Study Project Role:

Technical Advisor

Years of Experience

30 (10 with PB; 20 with others)

Education

M.A., Urban Geography, University of North Carolina, 1979; B.A., History/Geography, University of South Carolina, 1974. Additional Studies: Management Development Program, University of North Carolina, 1986

Key Qualifications:

Mary Clayton has 30 years of extensive experience in project, grant and administrative management at the highest levels, including budget and fiscal planning for public, private and non-profit organizations and state and local governments. She has been responsible for market research and analysis, product and service development, and strategic plan development and implementation. Her work at the state and local levels includes intergovernmental relations, community involvement, plan development and neighborhood/corporate relations, meeting facilitation and legislative liaison.

Relevant Experience:

Transportation Demand Management (TDM) Study, North Carolina: project manager for the North Carolina Department of Transportation's (NCDOT) first statewide TDM study and on-going TDM initiatives. She encourages the leadership necessary for employers and community representatives throughout the state on how to successfully implement

TDM strategies, such as telecommuting, carpooling, vanpooling and Guaranteed Ride Home programs. A statewide TDM Plan involving the Governor's Office, NCDOT Secretaries and a special Panel has recently been developed to evaluate and launch a number of TDM innovations under Mary's direction. Mary has helped launch a Best Workplace initiative with EPA as part of an implementation plan for NCDOT and private employers in North Carolina.

TDM Plan Implementation/Ongoing Technical Assistance, North Carolina: project manager for NCDOT, providing continued technical direction and assistance for implementation of various aspects of the above Plan, now in "phase 12" of implementation; projects across the state include trip reduction planning and development of TDM programs in Asheville, Greensboro and the Research Triangle, North Carolina.

Richland County, South Carolina, Transportation Study: Served as project manager for this 500K comprehensive plan in Columbia, South Carolina, involving the analysis of "existing conditions", the identifications of transportation alternatives and recommendations for funding options; work also includes the management of a complex Executive Committee

Rural Job Access, North Carolina: Managed this demonstration project for five pilot counties throughout the state. PB NCDOT in implementing this \$990,000 federal grant project, which included planning, implementing and budgeting for successful services; PB is currently providing an evaluation of the first two years of the operation of the vanpool service of a portion of this project

I-26 Connector Project, Asheville, North Carolina: Served as project manager for development of a community involvement plan involving the citizens of Asheville and NCDOT. Mary's active role as mediator for this project was critical to improving the relationship between the citizenry and NCDOT. The project involves the proposed linking of portions of existing I-26 in Buncombe County to existing I-26 in Tennessee.

Charlotte Center City Partners (CCCP), Charlotte, North Carolina (prior to joining PB): Senior Vice President with responsibility for developing and supervising major studies and projects involving senior corporate representation and city/county representatives. Mary independently undertook highly visible and politically sensitive development and planning projects, and prepared comprehensive reports and presentations, including RFPs and similar documents. She was responsible for senior level meetings and communications, including corporate board meetings, focus groups and community meetings and prepared routine and specialized reports and memoranda. She was directly responsible for the fiscal management of a \$1.1 million budget, and ongoing technical support in the areas of planning, economic development, transportation, retail and land use. She reported directly to the president and chairman of the board. Her accomplishments included:

- Developing a successful budget/administrative merger for a new organization
- Developing a complex retail RFP involving public/private partnership
- Completing a market research project involving surveying and reporting on 6,000 respondents
- Developing and operating a successful Center City shuttle system serving more than 60,000 riders monthly

TAMMY FORD

Project Manager

**TDM Feasibility Planning Study
Project Role:**

Project Manager

Years of Experience

14 (3 with PB; 11 with others)

Education

PB Project Management
Certification Curriculum; Delaware
County Community College, Graphic
Design Associates Course; Dale
Carnegie Systems Certificate

Key Qualifications:

Tammy Ford is a hands-on TDM professional who successfully led rideshare program administration efforts since 1997. She has executed program development, marketing and maintenance helping to sustain public awareness and program participation by public users and the business community. Programs under this contract continue to be used as models for others throughout the industry and she has helped establish recognition for the program as well as aided in assisting tens of thousands commuters and hundreds of employers with their statewide rideshare needs. In 2008, she participated on the Delaware Governor's Energy Plan Transportation Sub-committee resulting in business travel demand management programs as a proposed strategy in the 2009-2014 Energy Plan. She holds a board seat on a national commuter transportation association since 2006.

Relevant Experience:

Delaware Department of Transportation, Rideshare and Transportation Services Program, Wilmington, Delaware: Tammy served as Project Manager for the \$1-million contract for the statewide transit authority project to increase awareness of and participation in commute alternative programs by the business community and traveling public. Utilizing local area information to identify markets with gaps in service, she focused her team's energies on new business development and program retention. She developed and performed targeted transportation surveys designed to gauge levels of public awareness; use of local and anticipated transportation services and programs; funding strategies to be employed, and more and led program specific surveys to guide ongoing program improvements. She met with employers to identify individual transportation needs and worked with them to develop customized transportation plans, supporting implementation efforts as needed. She developed public outreach plans and oversaw staff activities in sales, customer service, project database administration, frontline educational workshops and field efforts. She also managed vendor relationships ensuring attainment of contract deliverables. Under her leadership, Tammy helped build annual commuter participation rates by 30%; and has documented a 194% increase in carpools as well as a 30% mode switch to HOV use. Additionally, under her direction, the project generated a 32% growth in business activity in the lower, rural areas of the state since 2006.

Transportation Management Association (TMA) of Delaware, Wilmington, Delaware: Tammy was involved in the start up of the Delaware transit agency's Rideshare and Transportation Services contract Program in 1997 and was responsible for building program awareness and participation at its inception. She assisted in the development of all supporting program elements, both technical and non-technical aspects, through 2006. Serving as Program Manager since 2000, Tammy oversaw daily contract programming, administration and staff activities towards meeting commute alternative program awareness and participation goals. She also developed/executed customer satisfaction surveys for needs identification. Tammy led business education efforts in the areas of ridesharing, public transit planning and use, telecommuting and federal benefits through workshops, newsletters, meetings and routine communications. Tammy worked with individual worksites to meet county worksite vehicle reduction targets executing employee transportation surveys in coordination with county and DOT representatives. She participated in long-standing DOT mitigation committees during critical construction projects performing pre-and post project travel surveys to gauge effectiveness of efforts and worked with the team on delivery of mitigation strategies such as shuttles, rail and park and ride expansion. She led the creation of new services including a pilot vanpool program, rewards incentive program and transit pass mailing program for business members. Tammy co-developed new and innovative transportation demonstration projects working with the private sector that resulted in continued services in the Delaware rural resort region, colleges and retail community. She led local employer recognition awards for the Environmental Protection Agency's Best Workplace for Commuters Designation, and others. She participated on the Wilmington Area Planning Council Organization's (MPO) Air Quality and Congestion Management Subcommittees. She also represented the TMA Executive Director on the Technical Advisory Committee. Tammy was a member of the Delaware Air Quality Partnership working in coordination with members of the state's two MPOs, DelDOT, transit agency, state health agencies and the Natural Resources and Environmental Control office.

DAVID UNGEMAH

Senior Supervising Planner

TDM Feasibility Planning Study

Project Role:

Deputy Project Manager

Years of Experience

14 (<1 with PB; 14 with others)

Education

M.A., Urban Planning, University of Minnesota, 1996; B.A., Political Science, University of Colorado, 1994

Key Qualifications:

David Ungemah offers 14 years of experience in transportation planning, with particular emphases in High Occupancy Vehicle (HOV) and managed lanes policy and facility development, congestion pricing and tolling analysis, Transportation Demand Management (TDM) technical analysis, transportation outreach and public attitudes assessment, and alternative transportation development. His work has included conducting alternatives analyses for major transportation investments and policies, facilitating strategic planning processes for market-based transportation policy programs, coordinating various municipal and corridor plans and priorities in transportation improvements, and conducting professional and citizen outreach efforts for transportation policy development. David has conducted TDM program analyses and development for communities of all

sizes, including TDM program assessments for Ft. Collins / Greeley (Colorado) and Missoula (Montana), cities similarly situated as Morgantown. Other TDM program development projects have included: Denver Regional Council of Governments, Cumberland Transportation Network (Cobb County, GA), Houston-Galveston Area Council, Capital Area MPO (Austin), Triangle Transit Authority (Raleigh-Durham, NC), and GO Boulder (CO). As Chair of the Transportation Research Board (TRB) Multimodal Implementation of Pricing Joint Subcommittee and member of the Congestion Pricing and TDM committees, David serves as a key national expert in these policy areas. David is also the Region V Director of the Association for Commuter Transportation and is a Trustee in the Transportation Demand Management Institute (TDMI).

Relevant Experience:

David recently joined PB. His previous project experience included:

Strategic Modal Alternatives Assessment and Development, Austin, Texas: David led the evaluation of the Austin Commute Solutions program, a TDM implementation coalition, with emphasis upon the program's ability to reduce trips during congested periods of the day. This project additionally assessed various packages of potential TDM strategies for effectiveness and contribution to regional travel reduction. Project activities included: conducting a national peer program review of Commute Solutions; assessing placement rates in regional carpool and vanpool promotion efforts, and, determining local factors that may enhance participation; and modeling the effects upon regional congestion with varying levels of TDM investment (e.g., low vs. high investment scenarios).

TDM Program Review, Phoenix and Tucson, Arizona: David led the examination and benchmark of TDM programs in Arizona for the Arizona Department of Transportation, with attention to the effectiveness of regional programs in reducing single occupant vehicle travel. This evaluation consisted of a national program survey and development of peer city case studies to Phoenix and Tucson. The results of these comparisons were used to guide new recommendations for program development in both urban areas.

TDM Strategic Plan, Raleigh/Durham, North Carolina: Task leader for the examination of strategic options for the TDM program in the Raleigh/Durham area. Coordinating a variety of TDM activities across multiple counties, municipalities, metropolitan planning organizations, transit operators, and non-profit entities, this project yielded a new 7-year strategic plan for the Research Triangle area. David's work contributed towards the analysis of deployed strategies, as well as modeling for prospective strategies' contribution to VMT reduction in the Triangle area.

I-30 Managed HOV / HOT Lanes Value Pricing Project, Dallas, Texas: David ascertained and analyzed the opinions of travelers in the I-30 corridor regarding newly opened HOV lanes and proposed operating strategies for the TxDOT Dallas District Managed HOV/HOT Lanes. Market research explored the regional pricing policies, operations of the facility, and methods of public communication. A web-based stated-preference survey was conducted of I-30 corridor users. The researchers used a variety of sources, including local media and public agencies, to outreach to survey participants.

Public Attitudes Assessment, Tyler, Texas: David managed a research project for the Texas Turnpike Authority (TTA) Division of the Texas Department of Transportation which collected and analyzed public attitudinal and perception data regarding the Loop 49 toll road in Tyler, Texas. Results from the analysis were used for refining TxDOT's public education strategy and TxTag marketing efforts.

JOHN GOBIS

TDM Support, Program Management and Research

TDM Feasibility Planning Study Project Role:

TDM Support Services

Years of Experience

33 (8 with PB; 25 with others)

Education

B.A., Humanities, Providence
College; Lincoln Land Institute-Land
Use Planning; Envisioning
Information-Edward Tufte

Key Qualifications:

John N. Gobis is project advisor to Parsons Brinckerhoff's Transportation Demand Management practice advising clients in both the public and private sectors on issues of strategy, marketing, organization and operations. John has more than 33 years experience in management consulting for such clients as The City of Los Angeles, The City of New York, Bay Area Rapid Transit, Orlando LYNX, The Metropolitan Transit Commission of Minneapolis/St. Paul, The States of Delaware and Georgia, San Diego's Metropolitan Transit Commission and others. He has assisted many of his clients with the development of ridesharing and van pooling activities, including Orlando's TMA, The Greensboro Transit Authority, Orlando's METROPLEX, The City of Los Angeles, the City of New York, The Potomac and Rappahannock Transportation Commission, Orlando's

LYNX, the Washington Metropolitan Transit Authority, the Chicago Transit Authority and others. He has developed subscription service agreements with Federal Express, UPS, Humana Hospitals, several Casinos and gaming establishments and with labor services organizations. John has worked to bring results-based, effective transportation demand management programs and effective transit strategies to metropolitan areas all over the country.

Relevant Experience:

Service Design and Delivery: As Director of Service Development for Dallas Area Rapid Transit, John directed all fixed route bus, flexible van service and feeder bus service design and delivery. He was manager of the innovative Smart Shuttle demonstration of jitney style services in Los Angeles.

TDM Program Development, ATE Management and Service Co.: John developed and managed all the TDM programs for the 55 transit agencies managed by ATE Management and Service Company. In that capacity he was responsible for development of regional rideshare and commuter assistance programs in the following cities: New Orleans, Memphis, Chattanooga, Nashville, Tulsa, Cincinnati, Peoria, Indianapolis, Orlando, and Stockton.

TDM Marketing and Consulting: John has carried out marketing assignments for Fairfax County transportation initiatives and consulting engagements for Greater Richmond, PRTC, Hampton Roads and WMATA.

Regional Ridesharing and Vanpool Programs: As Director of Service Development for Dallas Area Rapid Transit (DART), John served as Regional Director for all Ridesharing and Van Pooling Programs in the Dallas Fort Worth Region under the North Central Texas Council of Governments. He consolidated all programs to achieve efficiencies of operation that resulted in significant growth in ridesharing and van pooling activities in North Texas. He developed a direct sales effort that won the participation of more than 385 corporations to support ride sharing, van pooling or transit subsidy programs. These programs generated more than \$11 million in annual revenues and contributed more than 30% of the ridership of Dallas Area Rapid Transit and Fort Worth's "T."

Innovative Program Development: John developed the Corporate Connections™ Program, which develops and implements transit subsidy programs. This program is a direct sales effort that establishes corporate subsidy programs that either establishes direct subsidy of transit rides or subscription services. He has developed subscription service agreements with Federal Express, UPS, Humana Hospitals, several Casinos and gaming establishments and with labor services organizations.

LEO AUGER

TDM Services Practice Leader

TDM Feasibility Planning Study

Project Role:

TDM Support Services

Years of Experience

33 (9 with PB; 24 with others)

Education

B.A., Social Relations, Our Lady of Providence College, Business Administration, University of Richmond, Virginia

Key Qualifications:

Leo Auger has many years of experience in executive positions in the fields of regional transportation, rapid transit, and public transit and transportation demand management in Florida; Northern Virginia; Dallas and Houston, Texas; Lima, Ohio; Indianapolis, Indiana and Rhode Island. Leo presently is the Project Director for the South Florida Commuter Services Ridesharing Project, and the Principle in Charge of the Houston Galveston Area Council Traffic Mitigation program and the Central Indiana commuter Services project. He has been the CEO or in key positions on a executive management team of various public transit agencies throughout the U.S. during the past 25 years. He has specialized in bus operations, Light Rail Rapid Transit, and Bus Rapid Transit, capital improvement projects and organizational development and Transportation Demand

Management. As the CEO of the agency operating the greatest portion of the ridesharing project, the Potomac and Rappahannock Transportation Commission (PRTC) in Northern Virginia, he directed a program which operated more than 250 vanpools, coordinated shared ride travel throughout the region that literally 'invented' the concept of informal car pools known as "slug lines." As Executive Director of Orlando's LYNX he directed the first Mobility Management Programs for the State of Florida Department of Transportation.

Leo is presently serving as the Project Manager for the Alternative Analysis for the Hillsborough Regional transportation Authority in Tampa Fl. The feasibility of various transportation modes are being considered. As the CEO and in various management positions over the past 30 years Leo has been involved in numerous feasibility studies. This coupled with his role as TDM practice leader for PB will be a tremendous asset to providing a thorough and detailed analysis to the project

Relevant Experience:

Central Florida Regional Transportation Authority (LYNX), Orlando, Florida: Executive Director of a 220-vehicle, 790-employee transportation commission serving Central Florida with various modes of public transportation, including fixed route transit, paratransit service, ridesharing, and a planned light rail and commuter rail service. He championed the agreement for the first light rail transit (LRT) system for Central Florida, and opened and operated second operating base. Leo opened and operated the first bus rapid transit system for Central Florida, and introduced an alternative transportation system that included use of advanced public transportation systems (APTS). He completed labor negotiations for a 3-year contract with minimal net impact on budget and transitioned oversight of the Americans with Disabilities Act (ADA) service in-house to give more direct control to the project and direct customer service to passengers.

Potomac and Rappahannock Transportation Commission (PRTC), Woodbridge, Virginia: Executive Director of newly formed five-jurisdiction member transportation commission serving 1.2 million residents in Northern Virginia with multimodal (rail, bus, vanpool, and paratransit) services. Leo oversaw the start of a new commuter rail service into downtown Washington, DC, including procurement of rolling stock, building of facilities, and negotiation operating rights. He led the design of express bus, feeder, and local bus service for the 400-square-mile (1,035-square-kilometer) PRTC service area. PRTC was a major part of the Greater Washington DC ridesharing program.

Parsons Brinckerhoff – As Vice President and Manager of the Fleet and Facilities group he presently is the Practice Leader for the Transportation Demand Management services market providing alternative transportation initiatives to various communities throughout the United States.

Similar Projects Performed by PB

Strategic Modal Alternatives Assessment and Development

This project evaluated the Austin CommuteSolutions program, a Transportation Demand Management (TDM) implementation coalition of Austin-area public agencies and employers. The assessment focused upon the TDM program's ability to reduce trips during congested periods of the day. This project additionally assessed various packages of TDM strategies for effectiveness and contribution to regional travel reduction. The results of this effort led to the development of a downtown Transportation Management Association (TMA) and new strategic plan for the regional TDM program. Activities included:



1. Conducted a national peer program review of Commute Solutions;
 2. Assessed placement rates in regional carpool and vanpool promotion efforts, and, determined local factors that may enhance participation;
 3. Modeled the effects upon regional congestion with varying levels of TDM investment (e.g., low vs. high investment scenarios); and
 4. Led a regional strategic plan review of the Commute Solutions coalition.
- **Sponsor:** Texas Department of Transportation, Austin District (conducted while at the Texas Transportation Institute)
 - **Years:** 2007 - 2009
 - **Budget:** \$60,000

RideShare Delaware



In late 2006, PB won management of the State of Delaware's rideshare program operated as a services of the Delaware Department of Transportation and DART First State. PB provided statewide ridesharing services including the promotion of van and carpooling, the use of DART First State and SEPTA services and car sharing. The annual budget for the operation of this program was \$300,000.

New York State Department of Transportation / New York Metropolitan Transportation Council Unified Brand Development, Promotion, and Outreach Campaign for the Regional Commuter choice Program (started November 2005)

Regional Commuter Choice is a portfolio of services and incentives that provides choices for travelers of travel modes other than driving alone in a car. This portfolio is offered through public subsidy at an equivalent level throughout the NY-NJ-CT region. Regional Commuter Choice adds value to these travel modes by increasing public awareness of them, incenting their use, facilitating ease of their use by travelers and reinforcing the belief that they are a preferred mode of travel. To enhance this program, NYMTC is coordinating a project for NYSDOT and the region's transportation providers to develop a unified brand and promotion/outreach campaign for the Regional Commuter Choice program. Parsons Brinckerhoff is leading this project in partnership with The Plowshare Group of Stamford, CT. The project, the most ambitious of its kind ever implemented in the nation, will first gather input from hundreds of stakeholders throughout the region, from transportation interests and business associations to commuters and community organizations. The end product will be a brand identity for the transportation network (from ridesharing services to subways) and an outreach and advertising campaign that considers all aspects of transportation in the region. The program's goal is to ultimately shift almost 200,000 commuters and other travelers from driving alone to one of the other choices available within the world's most comprehensive transportation system.

South Florida Commuter Services

PB's South Florida Commuter Services office provides carpool and vanpool formation, transit promotion and other commute services to workers and their employers in Miami-Dade, Palm Beach, and Broward Counties in Florida under contract with the area's Metropolitan Organizations. In partnership with South Florida Vanpool, SFCS seeks ridesharing candidates within its regional commuter database, providing monthly lead lists to South Florida Vanpool and assisting in marketing commute options throughout the region. Recently, South Florida Commuter Services developed a multi-media campaign targeting potential vanpoolers in Miami-Dade County. The theme of

the campaign was “Hundreds of Reasons to Vanpool,” which promoted vanpooling as a smart alternative to rising gas prices, traffic congestion and limited parking at worksites. This January-February 2004 campaign included billboards, print advertisements and radio ads in both English and Spanish to attract potential vanpoolers in Miami-Dade County. This highly successful campaign brought nearly 700 inquiries into the customer service system for further follow-up and vanpool formation. The South Florida program has an operating budget of \$4.8 million per year.

San Francisco 511 Bay Area Rides

PB won management of the Metropolitan Transportation Commission’s RIDES Program in 2005. RIDES was folded into the San Francisco Bay Region’s 511 Program and PB provides all the ridesharing elements including management of more than 1000 vanpools, 5000 carpools and various telecommuting and shared ride experiments. PB also works on connectivity with the region’s 22 transit agencies assisting such agencies as BART with the promotion of shared car services at BART Stations. PB also provides regional transportation information from our Oakland based call center. This is a five year contract with an annual budget of \$4.1 million.

Dallas/Fort Worth Regional Rideshare Program

Members of the PB Team executed the feasibility study for the formation of a regional rideshare program for the Dallas Fort Worth Region under the North Central Texas Council of Governments. This program consolidated smaller local programs separately operated in Dallas and Fort Worth into one regional effort that served more than 40 municipalities. PB organizational model for this program, including its funding arrangements is still in use today.

Portland Metropolitan Council

PB was part of the consulting team that reorganized the regional rideshare program of the Portland Metropolitan Council. Specifically PB was charged with studying the vanpooling component of the program and making that element more effective and efficient. PB introduced the concept of competitively contracting for van leasing to reduce program and user cost and PB championed a relaxation of the use of vans so employers could use van leased under the program for uses other than workday commuting.

Central Indiana

PB was responsible for the start up of Central Indiana Commuter Services including establishing the organizational model for the program, its role and responsibilities and its relationships with its regional transportation partners in the nine county Central Indiana Region.

Los Angeles, California

Members of the PB Team were instrumental in forming the nation’s first regional TDM initiative, Commuter Computer, for the 1984 Los Angeles Olympic Games. Until it was folded into the Los Angeles County Metropolitan Transportation Authority in 2004, this organization was the oldest TDM organization in the nation. Members of the PB Team still provide ongoing TDM consulting support to the City of Los Angeles Department of Transportation.

Client References

Project: Central Indiana Commuter Services

Reference: IndyGo
Ehren Bingaman, Executive Director
Central Indiana Regional Transportation Authority (CIRTA)
200 E. Washington Street, Suite 2002
Indianapolis, Indiana 46204
Telephone: 317-327-7588

Services Provided: PB provides management of Central Indiana Commuter Services, a nine county mobility management program for the region that promotes share ride activities.

Contract Term: March 1, 2007 through March 1, 2010

Contract Value: \$3,200,000

Project: South Florida Commuter Services

Reference: Jeremy Mullens, Project Manager, State of Florida DOT
3400 West Commercial Boulevard
Fort Lauderdale, Florida 33309
Telephone: 954-777-4365

Services Provided: PB provides daily management of a program to provide commuter services to employers and commuters in south Florida.

Contract Term: 2001 to 2011

Contract Value: \$28,000,000

Project: 511 Regional Rideshare Program

Reference: Susan Heinrich, 511 Rideshare & Bicycling Coordinator
Metropolitan Transportation Commission
101 Eighth Street
Oakland, California 94607
Telephone: 510-817-5822

Services Provided: Operating from a project office in Oakland, CA, PB staff function as an extension of MTC staff and is responsible for the delivery of 511's carpool and vanpool services (ridesharing) to the commuting public and Bay Area employers.

Contract Term: July 1, 2005 to June 30, 2011

Contract Value: \$17,000,000

Project: NYSDOT / NYMTC Unified Branding Project

Reference: Gerry Bogacz, Assistant Director
New York Metropolitan Transportation Council
199 Water Street, 22nd Floor
New York, NY 10038
Telephone: 212- 383-7260

Services Provided: PB managed stakeholder coordination and research for a project to develop a branding and outreach campaign to increase the use of public transportation, carpooling, and vanpooling in the New York metropolitan area.

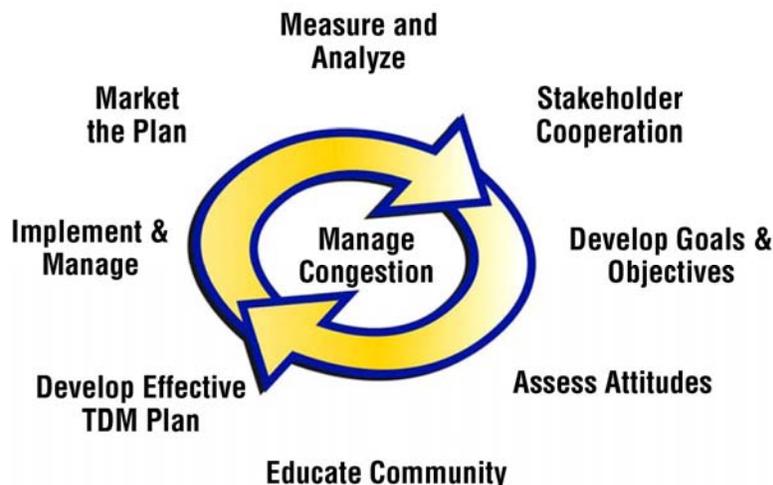
Contract Term: 2005-2006

Contract Value: \$560,000.00

II. PROJECT UNDERSTANDING AND CREATIVITY

Morgantown, West Virginia has many of the characteristics that warrant further exploration of a regional Transportation Demand Management Program. These characteristics are both objective and subjective but all are favorable when considering what makes a TDM Program successful:

- ☑ **Topography** - With two rivers and mountains, expanding the existing infrastructure to meet emerging transportation demand is physically impossible.
- ☑ **The Recession** - Although Morgantown has low unemployment and an economy that is actually growing, tax revenues have been hurt by the economic downturn leaving no discretionary funding for new transportation projects.
- ☑ **Presence of a University** - The influence of West Virginia University is significant as its students, faculty and staff constitute a large market for alternative transportation services.
- ☑ **Major Employment Centers** - Employers in the pharmaceutical, healthcare, energy and retail sectors all have need for employee transportation services.
- ☑ **Active Community Based Organizations** - Organizations such as the Greater Morgantown Community Trust and the Community Living Initiatives Corporation provide an existing network that can be used to promote TDM as improving the quality of life.
- ☑ **Existing Commitment to Alternative Transportation** - The increase in use of Mountain Line and the PRT combined with a significant number of carpools and an active walk to work program provide a solid base for TDM services.
- ☑ **Can Do Attitude** - Morgantown has richly earned a national reputation for having a 'can do' attitude. The community has proven countless times that it can band together to solve its own problems with local solutions.



PB approaches each TDM Project by developing a keen understanding of the character of the community and its client's specific opportunities as well as challenges. The key to identify unmet transportation needs and developing products and services to meet those needs is to involve the community in every aspect of our work. Even with PB's worldwide TDM experience we cannot propose 'cookie cutter' solutions from our other programs because what works in Fort Lauderdale or Indianapolis may not be right for Morgantown. We find the best solutions are those that are developed locally and become a source of local pride.

PB will determine whether other TDM strategies, other than those already in use in Morgantown can have a positive and demonstrable impact. We will also define how the region can most effectively and efficiently provide the right types and levels of TDM services. As part of our work PB will also identify traditional as well as non-traditional methods for funding these services.

PB's commitment to TDM is sincere and we will explore the potential for an expanded role for TDM in Morgantown but we are also straightforward with our clients if the potential for TDM is not worth the investment.

Understanding of the Project Issues and Desired Project Results

PB understands the **Morgantown-Monongalia County Metropolitan Planning Organization Transportation Demand Management Feasibility Planning Study** to be comprised of three main objectives:

1. Examine the feasibility and desirability for a mobility-focused program in the area, and
2. Educate the community of the value of establishing transportation alternatives that fit the needs of the community, and
3. To craft an implementation plan that builds upon the progress already made in the region and to involve the community in the ongoing organization so as to guarantee program success.

A variety of terms constitute the reduction of peak period congestion through the use of alternatives to driving alone: Transportation (or Travel) Demand Management (TDM), Commute Trip Reduction (CTR), Commute Options, and Mobility Management. Although TDM programs may be well suited to a variety of transportation and productivity objectives, the core purpose of TDM is to change commuting habits of single occupancy vehicle (SOV) users by either encouraging high occupancy vehicle (HOV) use (including carpools, vanpools, and transit ridership), promoting human-powered modal choices (such as walking or bicycling), and/or shifting travel outside the peak periods, when congestion is at its worst (including travel during off peak times as well as averted trips through telework and alternative work hours). In recent years, PB has developed and implemented new TDM initiatives that go well beyond the definition of traditional TDM including school pools for middle and secondary private and public schools; voluntary senior transportation programs that help region's meet the growing demand for paratransit service and shared car services in conjunction with private and public shared car providers.

Successfully administered TDM programs manage congestion and reduce the number of vehicles on area highways, while maintaining full accessibility for individual residents, employees, students, and visitors. Through the use of incentives, pricing, education, and the implementation of viable and desirable travel services, TDM encourages travelers to shift demand away from trips by personal automobile to trips by other modes of travel, or, to trips that occur at a more efficient time, route, or place. There are four components to TDM, all tightly integrated together so as to build synergies and cost efficiencies:

- Providing actual services and travel options. Transit services and bicycle systems are examples of actual services/options that are provided to travelers. In order to be successful, TDM must be able to demonstrate viable alternatives to the automobile for travel needs.
- Promotion and education of alternatives. Through marketing, incentives, and education, non-SOV modes of transportation are promoted to travelers. As with consumer products, a potential life-long customer of non-SOV modes is always simply one good experience away.
- Management through pricing. Balancing the price of services with the use of services is an effective way to create balance in the demand and supply of transportation resources. For example, by managing parking supply through the use of variable parking fees, excess automobile travel can be reduced. Parking pricing helps encourage more transit and shared-car travel to the priced area, and, discourages automobile travel within the priced area.
- Supplementing and Complementing Regional Transportation Programs and Infrastructure. TDM can be the 'software' that supplements regional transit services and van and carpooling can increase the 'through put' capacity of existing roadways.

Altogether, successful TDM programs reduce the number of vehicles using the highway system while providing a variety of mobility options to those who wish to travel. TDM programs employ a variety of alternatives and strategies, each mutually supporting the overall objective of SOV trip reduction. This feasibility study provides an opportunity to review the parameters and effectiveness of TDM strategies coupled with local desirability and readiness to implement TDM in the Morgantown-Monongalia County area.

Engaging regional employers is a key component of this effort, and one for which PB has excelled with other clients. The top ten employers in Morgantown include the West Virginia University, hospitals, the school system, pharmaceutical companies, a large call center and Walmart Stores. PB has worked with numerous colleges and universities in our TDM practice (University of Delaware, IUPUI, Butler University, USC, and UCLA); numerous hospitals and healthcare providers (Clarion, Blue Cross Blue Shield, Jackson Memorial); many drug companies including Astra Zeneca, Merck and others) and Walmart.

Typically, smaller-city TDM programs, such as those in Missoula, MT, Ft. Collins, CO, and San Luis Obispo, CA, are funded through Congestion Mitigation/Air Quality (CMAQ) funding sources. This source provides a dedicated base from which regional agencies can program on an annual basis. The availability of comparable funding in the Morgantown area is extremely limited, making the task of developing not only a feasible TDM program for the present but also a sustainable program into the future all the more acute. PB has responded to this challenge with a unique perspective on building public/private partnerships into the planning of the program.

Scope of Work

The scope of work for the project has been divided into three main phases. The first phase component is the primary feasibility determination – to determine whether or not additional TDM strategies will have success in the Morgantown area. The second and third phases pertain to the planning and implementation of the program.

PB has developed a scope of work that provides creativity and cost-effectiveness in approach, while maintaining the overall structure of the scope of work as presented in the request for proposals.

Project Management

Through the course of project management, PB will convene and attend a project kick-off meeting within 14 calendar days of contract initiation with the Morgantown-Monongalia County MPO staff. At the kickoff meeting, the PB staff will present and discuss the intended project approach towards producing the deliverables identified in the Scope of Work. The PB Team's presentation will include: 1) the work plan; 2) project milestones; 3) project schedule; 4) lessons learned from similar efforts in TDM program development; 5) knowledge gap closure; 6) development of key deliverables; and 7) the public/stakeholder outreach and assessment plan.

PB staff will coordinate and attend subsequent meetings with technical staff as necessary. In order to minimize costs and travel time weekly or bi-weekly (as situations require) coordination meetings will occur by teleconferences. Monthly Project Management Team (PMT) meetings and other interim or special meetings identified in the work plan will occur at the Metropolitan Council or other suitable location.

PB will prepare a work plan illustrating the means and strategies for collecting, compiling, and synthesizing information that is required for the project. It should be noted that much information may not be documented, and as a result, will require consultation with external stakeholders. The work plan will refine this proposal's rationale, description, technical topical issues, appropriate information sources, and estimated level of effort, schedule and itinerary for project efforts.

All of the key work products, including analysis, memos, reports and technical worksheets will be placed on PB's ProjectSolve[®] website for this project. ProjectSolve[®] is an access-protected shared web space for selected project personnel, including client staff. PB has used it as a regular feature in projects to provide a convenient and collaborative way to share documents and archive revisions. In addition, ProjectSolve[®] has other features, including email communications, scheduling tools, and shared web conferencing, all of which enhance communication, improve efficiency and aid in project management.

Deliverable:

- Work Plan (drafted and finalized in consultation with MPO staff)

Primary Activities:

- Development of Work Plan/Schedule
- Weekly/Bi-weekly coordination teleconference meetings
- Project management

Total Timeline: 7 months

Phase One

Task 1: Review of Local Transportation Conditions

The primary question to be addressed in this task is, “Do the travel and demographics conditions in the Morgantown area lend themselves towards TDM implementation?” The MPO’s work to date involves deliberation as to the efficacy of TDM strategies in the region. PB’s approach will consciously avoid “reinventing the wheel”; rather, the Team will adapt and extend discussions to date to reflect emerging data and trends for new TDM strategies and approaches that are appropriate for the region.

Under this task, PB will obtain the necessary travel and demographic data to enable a successful evaluation of TDM program success. Our attention will be placed on existing area studies that provide demographic, travel and trip data from the Morgantown-Monongalia County community. This will include information derived from the long range transportation plan, American Community Survey, and transit plan.

In addition PB will review the state of the practice from other similar college communities – such as Clemson (SC), Athens (GA), Boone (NC), Blacksburg (VA), Missoula (MT), Ft. Collins (CO), Bellingham (WA – to support alternative transportation services in the Morgantown area. PB will synthesize the studies and regional plans along with the state of the practice to present initial findings and initial alternatives for TDM strategy implementation at the first Steering Committee meeting.

Deliverable:

- Technical Memorandum/Presentation

Primary Activities:

- Review planning documents and technical data
- Synthesize state of the practice for small cities with university campuses
- Highlight opportunities and weaknesses within alternative TDM strategies

Task 2: Conduct Steering Committee Meetings

PB will conduct multiple steering committee meetings throughout the span of this project, each with their own topical focus:

- Goals and Objectives. PB will develop draft goals and objectives of the regional TDM program based upon the findings of Task 1. These goals and objectives will be presented to the Steering Committee, conducted 30 – 45 days after the notice to proceed. The purpose of this meeting will be to highlight findings from peer community programs, identify strengths and weaknesses of the existing TDM operations in the region, and discuss opportunities and threats for expanded services by the MPO. The outcome from the Steering Committee meeting will be an agreed-upon approach for evaluating the desirability and readiness of the Morgantown area for a formalized TDM program.
- Review Outreach Plan, Survey Instruments, and Evaluation Methodology. PB will present its intended approach and methodology for completing the public/stakeholder outreach and assessment process (described in Task 3). The Steering Committee will provide its approval prior to the conduct of the assessment in Task 4. It is anticipated that this meeting will be conducted one month following the first steering committee meeting.
- Review Phase One Findings. The Steering Committee will review the findings of the study, including those from the customer/stakeholder assessment activities, and, TDM strategies analysis. The Committee will select a possible implementation scenario for approval by the MPO Policy Board.

Deliverable:

- Presentations to Steering Committee

Primary Activities:

- Meetings Coordination
- Set-up/conduct meetings
- Post minutes, notes, and products from the meetings

Task 3: Develop Study Survey Process

PB will conduct a comprehensive public/stakeholder outreach and assessment process for determining the suitability of TDM services and strategies for the Morgantown area. Primary market segmentation will be conducted for potential customers and sponsoring employers. Among the techniques that will be used in support of the MPO's public/stakeholder efforts are:

- Statistically-valid customer opinion scans to benchmark customer attitudes toward travel patterns (including origin/destination factors), familiarity with TDM-related services in the region, and willingness to use TDM services.
- Detailed interviews with select, targeted employers to better understand their viewpoints, including employee transportation concerns and employer knowledge of the business case for TDM strategies.

Working closely with MPO staff, PB will develop a data collection strategy appropriate for the circumstances and needs from the research. The strategy will outline the data collection techniques to be used and the timeframe for the work to be conducted. The public outreach and assessment effort will be performed upon the successful agreement of the methodology developed in Task 2. The specific data collection methodology for the scans may be different based upon particular subgroups: for example, students (WVU), commuting customers, and residents.

The general methodology remains the same for each subgroup:

- Develop survey instrument. The survey instrument will be constructed to provide a robust assessment of public opinions, attitudes, and perceptions.
- Identify appropriate quotas. Survey quotas will be established in order to provide a statistically valid sample.
- Identify key analysis vectors. In order to ensure the survey collects sufficient samples for key analytical questions, PB and MPO staff will review the level and extent of analysis for the data collection and reporting.
- Conduct survey and collect data. Surveys will be conducted consistent with a means of ensuring statistical reliability within each subgroup population. Datasets will be made available in Excel formats for use by PB and MPO staff.
- Analyze and report data. Survey data will be analyzed for critical factors and key findings. Initial descriptive statistics will be provided by PB to the MPO in presentation format, with final statistics, findings, and conclusions provided by written report.

Finally, PB will present its methodology for assessing the survey findings, determining a screening for the types of strategies that should be pursued.

Deliverable:

- Technical Memorandum on Methodology
- Draft Survey/Interview Instruments

Primary Activities:

- Develop survey instrument
- Develop interview instrument
- Develop methodology for evaluating finding and determining program suitability

Task 4: Conduct Surveys and Outreach

For the public-based assessment, a web-based, stated-preference survey will be conducted using a transportation-specific survey tool (TransportationSurveyor.org, maintained by David Ungemah, the Deputy Project Manager). Used successfully, in other similar assessment activities, the use of a web-based instrument minimizes cost and enhances iterative testing possibilities (for example, seeing how a respondent's opinion regarding TDM strategies may change when information / education is introduced). The principal challenge for the effort will be driving traffic to the survey instrument. In order to be successful, steering committee partnership in advertising the survey is essential. This partnership may include (as appropriate to the steering committee member) emails to staff, links placed upon intranets / internet sites, earned media opportunities with local news organizations, and other similar actions. For example, a recent survey in Houston yielded a statistically valid sample with over 2,400 respondents through well-timed newspaper articles (earned media), and links on community blogs.

Specific methodology for the conduct of this survey includes:

- Create web-enhanced survey instrument. Using the web, real-time calculations can be made specific to the participant. As a result, opportunities to iteratively test concepts can be considered.
- Survey potential customers. Direct links will be used as much as possible. A token system can be used to eliminate unnecessary survey reminder messages for those who have already participated.
- Process data. The web-based survey provides opportunities for real-time tracking of progress, and export to a variety of statistical packages including SPSS and Excel.

For business stakeholders, a detailed interview format is the preferred mechanism for research. Stakeholder interviews complement the findings from the opinion scans. These interviews allow PB and the MPO staff to gain a better understanding of the business-based influences upon the acceptance of and desirability for a regional TDM program. It is anticipated between 10 and 20 one-on-one interviews would be conducted for this task, either conducted in-person or by phone as the situation warrants. Interview participants would be identified through regional community-based organizations (such as the Chamber of Commerce) or through established lines of communication by the MPO.

Finally, PB will conduct an open house with the MPO staff in order to provide information and education to the public on possible TDM strategies for the region. The materials developed for this open house will be designed for easy inclusion on the MPO's website for further dissemination.

Deliverable:

- Completed Dataset from Surveys

Primary Activities:

- Conduct public survey
- Conduct stakeholder interviews
- Conduct public outreach / interaction

Task 5: TDM Program Alternatives Analysis

PB will utilize the TDM Program objectives to craft TDM program alternatives that can be tied back to real performance measures. Additional objectives of importance to regional stakeholders as identified in Task 4 will also be incorporated in the development of the TDM program scenarios.

Each of the TDM program alternatives will include an array of TDM possibilities with an analysis of not only their achievement of Program objectives, but also an objective evaluation of the relative difficulty of the implementation of each strategy. PB will provide a descriptive narrative of these TDM scenarios, including brief descriptions of the logical rationale for each strategy's inclusion in the package. Using the EPA COMMUTER 2.0 model, these strategies will be evaluated and presented in a format conducive for policy decisions. A technical report will accompany the presentation materials, providing the analytical framework, conduct, and results of the evaluation.

Deliverable:

- Technical Memorandum

Primary Activities:

- Develop descriptive narratives of TDM strategies
- Assess TDM strategies using COMMUTER 2.0 model
- Develop performance metrics for the program

Task 6: Summary Report

PB will compile a draft final report of all project tasks for review by the MPO. The final study report will comprise all comments received by the public and Steering Committee, and will include an Executive Summary. The report will summarize: Public outreach findings, public/stakeholder assessment findings, and TDM strategies analysis.

Deliverable:

- Draft Project Report (Word format)

Primary Activities:

- Compile draft project report
- Incorporate comments from Steering Committee in final project report
- Prepare PowerPoint presentations

Proposed for Completion of all Tasks

Anticipating a January/February start date, the goal of the team is to complete all phases of this project in July with the identified amount of time allocated to each task of work as follows:

Tasks 1& 2	2 Months
Task 3	1 Month
Task 4	2 Months
Task 5	1 Month
Task 6	1 Month

Phase Two: Project Implementation

The activities of Phase 1 concluding with the completion of a detailed project report and direction from the Steering Committee will serve as a launching pad for this next phase of work. In this Phase, PB staff would again act on practical experience and expertise in guiding development of the TDM implementation plan.

In partnership with the Project Team, a Project Implementation Plan (PIP) will be developed at the outset to define the goals of the project in order to respond to the previously identified needs within the feasibility study. The PIP will address all anticipated concerns and maximize efficiency by cultivating a creative environment for quality and innovation through the implementation process. Elements within the plan will include organizational, service and funding options with a cost benefit analysis of each of the options.

PB will work with the stakeholder group in prioritizing the options:

Organizational - Which option would best fit the character of the stakeholder group while gathering the largest degree of stakeholder support? In its analysis PB will show what the group needs to look for in organizational models.

Services - The range of services that should be provided will be defined through our review of previous research and our meetings and discussions with the stakeholder group. The services provided within the TDM program will greatly define the organizational structure of the preferred lead agency. For example, a long set of services may require a larger staff but the need for staff may be diminished by having embracing advanced technologies which can manage many of services on line.

Funding - The budget will greatly influence the level of services that are developed / provided, as well as the staff size. PB will present the various options for TDM program models and associated budgets based upon our experience in managing other TDM projects. Many of the West Virginia's largest employers: American Electric Power; Walmart, Mylan and the West Virginia University among them; have substantial commitments to sustainability. Working within the context of these programs, PB will help identify funding opportunities. In addition to private sector opportunities there are also a significant number of foundation monies that may be obtained for funding for an ongoing expansive TDM effort in the Greater Morgantown Region.

Per the Scope of Work, The PIP will also include a targeted marketing plan specific to the intended target market with appropriate and customized service menus; desired partner agencies, associations and groups; and, finally, recommended performance measurements, which will serve as goals for the first program year.

The PB team is unique among, probably, a handful of firms in the country in that we have direct experience in creating regional advertising/marketing campaigns that cross geographic, political, and transportation mode boundaries. We employ all the disciplines of marketing to raise awareness of our clients' programs from traditional advertising to incentives to direct sales.

Using gained knowledge of the project area's local business and community leaders, the project management team will work with the local Steering Committee to identify appropriate additional stakeholders to serve on the

Steering Committee. The goal of this task is to broaden support and awareness from within all sectors of the community whose influence will be critical at the onset of final TDM program implementation. Therefore, it will be important to identify those who can bring resources to the table or those with a stake in the future success of the program in its implementation stage.

Working together, using all data collected, PB will work with the Steering committee to develop a TDM plan that meets the demands of the Morgantown area. The final plan that is agreed upon to establish an expanded TDM effort should be flexible so that the plan can respond to emerging community needs. The plan must also be market driven that is it should be sensitive to the needs of the Morgantown Community rather than being rigid in the products and services that it provides. Work related transportation services might be a focus in some years while in others the program should focus on medical or school related services. PB proposes that each annual plan undergo rigorous community review to assure that the program is being responsive to community requirements.

PB's experience in establishing and operating TDM programs has taught us that the most successful programs are those that have considerable private sector involvement. In particular the organizational model should encourage strong private sector participation including in the program's ongoing funding. PB believes that providing specific services to the private sector may lead to a 'fee for services' model under which the private sector contributes to the ongoing funding of the program base upon the value received.

This model is based upon the economic realities of the current economic climate but also the concern that TDM programs must deliver real value if they are to be funded with public dollars. While PB would harvest as many Federal dollars as possible from FTA, FHWA and other traditional funding sources, we believe that the program must be capable to demonstrating quantifiable achievements each and every year it is in operation in order to justify its ongoing funding and operation.

For this reason, PB has identified several of the major employers in the region who have made substantial corporate commitments to sustainability. In our other programs we work with a host of FORTUNE 500 firms who have made commitments to sustainability but few of these companies related sustainability with ride sharing and TDM programs. When we are able to show a clear connection, we are able to gain either in kind or direct corporate funding support for our efforts. For example, we found that hospitals make corporate commitments to reduce their energy costs as part of their sustainability programs. We were able to convince several hospitals that reducing the need to operate and maintain parking inventory by reducing the number of employees that commuter alone by car can reduce parking operating and maintenance costs.

We are now working with some of TDM clients to secure new funding from these non-traditional sources:

- **Toll Revenues** - Working with a toll road client we have identified ways in which TDM can increase facility efficiency and we are beginning an effort to market EZPass technology to employers in the same ways in which we market transit benefits programs.
- **Student Activity Fees** - We are now working with the University of Southern California on a campus wide TDM plan that will allocate some of the student activity fees to shared ride activities.
- **Parking Revenues** - In a California community we are discussing using parking revenues to expand local TDM efforts to serve senior citizens to reduce their dependence on expensive paratransit services.

PB is continually searching for new sources of funding for our existing clients and in the process our efforts are continually leading us to new, innovative sources that certainly broaden the appeal of TDM but also as a result make the program we manage and ourselves more accountable to deliver results.

Phase Three: Project Development and Monitoring

As briefly outlined within this proposal, there exist a multitude of transportation demand management resources that will provide the ongoing program guidance and benefit analysis necessary to support program implementation and monitoring activities. And, despite the fact that TDM programs are rather unique among themselves, there is a growing effort to better benchmark the different program metrics and return on investment for comparative use purposes.

PB is very confident that the Morgantown Region can and will sustain a greater TDM effort. The key to an expanded effort is to build that effort pragmatically so as to ascertain success with the roll out of each new product and service. No TDM Program can standstill in the existing economic and political climate yet it would be wrong to overpromise and tarnish the reputation of the program in its developmental stages.

For this reason, PB will deliberately develop those new products and services with the most appeal. For example, we are convinced that our school pool product would reduce the transportation budget of the Monongalia County Board of Education. School pools would not only reduce that budget but it would endear the TDM program to thousands of parents who serve as weekday chauffeurs to their school aged children.

The roll out of the expanded program and the new services would be done in close collaboration with the MPO, Mountain Line, the University, major employers and the community

PB develops annual plans for each of our managed TDM programs. These annual plans have both quantitative and qualitative goals. It is important that we be able to demonstrate achievement - achievement that can be understood by elected officials, editorial boards as well as the common man.

PB will propose annual growth for the various program elements, for example, the number of car and vanpools in operation, the number of employer based transportation programs and annual reductions in vehicle miles traveled. We suggest to our clients that periodic area-wide research studies be executed so as to determine general public awareness of programs, to identify actual program use and to identify barriers or obstacles to program use.

Using the annual plan method, establishment of quantitative program goals and periodic market research, we will be able to evaluate performance and to determine the future direction of Morgantown's TDM efforts.

III. PROJECT COST AND CONTRACTUAL CONSIDERATIONS

Budget Hours by Task for Phase I

	TOTALS	Principal In Charge / Technical Lead	Project Manager	Deputy Project Manager	Project consultant	TDM Practice Lead
Burdened Staff Rates		\$ 231	\$ 97	\$ 143	\$ 128	\$ 285
Task 1. Subtask 1		10	20	20	10	0
Task 1. Subtask 2		10	40	15	10	5
Task 2		10	30	10	0	0
Task 3		10	80	80	3	0
Task 4		10	65	30	10	0
Task 5		5	20	20	10	0
Task 6		5	30	10	10	5
Hours Assigned	593	60	285	185	53	10
Total Labor	\$77,556	\$13,830	\$27,619	\$26,494	\$6,766	\$2,847
Direct Expenses (inc. 10 total trips)	\$12,000					
<i>Total Burdened Labor, Profit and Directs</i>	\$89,556					

Contractual Requirements, Billing Procedures/Schedules, and Progress Reporting Process

PB will execute the contract on a Cost Plus "Capped" schedule. PB will provide a written invoice to the Morgantown-Monongalia County Metropolitan Planning Organization on a monthly basis via mail or email as preferred by the client. Included with the invoice will be copies of all direct expense items being charged to the project as well as staff hours and percent completes. Along with each monthly invoice, the client will also receive a monthly progress report detailing the status of each Task item as outlined in the plan.